

MARCORSYSCOMO 5000.3B



UNITED STATES MARINE CORPS

MARINE CORPS SYSTEMS COMMAND
2200 LESTER STREET
QUANTICO, VIRGINIA 22134-6050

IN REPLY REFER TO:

MCSCO 5000.3B

ACPROG

14 AUG 2015

MARINE CORPS SYSTEMS COMMAND ORDER 5000.3B

From: Commander

To: Distribution List

Subj: IMPLEMENTATION OF MARINE CORPS SYSTEMS COMMAND
ACQUISITION TOOLS

Ref: (a) DoDI 5000.02, Operation of the Defense Acquisition
System, 7 Jan 15
(b) SECNAVINST 5000.2E
(c) SECNAVINST 5400.15C Change 1
(d) MARCORSYSCOM Acquisition Guidebook (MAG)

1. Situation. To update Marine Corps Systems Command (MARCORSYSCOM) guidance regarding implementation of the references (a) through (d). Responsibilities in this order are supplemental to the pre-existing roles and responsibilities of all concerned. This order does not repeat or change the functional responsibilities or staff cognizance of any MARCORSYSCOM organization.

2. Cancellation. MARCORSYSCOM Order 5000.3A of 8 Mar 12.

3. Mission. The implementation guidance applies to all MARCORSYSCOM acquisition programs, regardless of acquisition lifecycle phase.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. All MARCORSYSCOM acquisition programs, regardless of acquisition lifecycle phase, shall comply with the processes, policies, and tools established by the references. To that end, use of MARCORSYSCOM Acquisition Tools to include the MARCORSYSCOM Acquisition Portal (MAP) SharePoint site, Probability of Program Success (PoPS), MAG, and The Online Project Information Center (TOPIC) 2.0 are mandatory throughout MARCORSYSCOM.

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(2) Concept of Operations

(a) MAP SharePoint Site. All MARCORSYSCOM personnel shall access and use the MAP SharePoint site as a "one stop shop" to obtain acquisition related guidance. The MAP SharePoint site includes all relevant information regarding the MARCORSYSCOM acquisition and Milestone Decision Process. This includes PoPS database and MARCORSYSCOM core briefing charts, MAG, hyperlinks to TOPIC 2.0, MARCORSYSCOM competency knowledge centers and associated templates, and higher-level guidance. The MAP SharePoint site may be accessed at <https://mcscviper.usmc.mil/sites/mcscimdp>.

(b) MAG. The MAG shall be used in the planning and execution of all MARCORSYSCOM acquisition programs. The MAG provides a consolidated overview of MARCORSYSCOM acquisition processes and procedures. It is a ready reference for identifying major reviews, approval levels, documentation requirements, tailoring guidance, affordability measures, and higher-level policy and references. The MAG is primarily a web-based document that can be saved as a PDF document or printed as a hard copy. The MAG may be accessed at <https://mcscviper.usmc.mil/sites/mcscimdp/MAG/wiki>.

(c) PoPS. All MARCORSYSCOM acquisition programs shall use the current PoPS methodology and tools, at a minimum annually, to assess program health in support of milestone decisions, decision points, and program management reviews. Program Managers shall populate the appropriate PoPS database and MARCORSYSCOM core briefing charts for each milestone and decision point. The MARCORSYSCOM core briefing charts have been tailored for MARCORSYSCOM acquisition programs and include clarifying instructions and information. All required instructions and implementation guidance are provided in the MAG and the MAP SharePoint site.

(d) TOPIC 2.0. TOPIC 2.0 (including TOPIC In-Production Schedule) is an authoritative centralized listing and repository that provides accountability and insight into acquisition programs managed by MARCORSYSCOM. The importance of keeping TOPIC 2.0 updated and maintained, by the Program Management Offices, is crucial for enterprise and strategic planning and is a primary tool used for responding to inquiries and data requests from external agencies. TOPIC 2.0 may be accessed at <https://mcscviper.usmc.mil/sites/topic>.

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5. Administration and Logistics. Distribution Statement A directives issued by COMMARCORSYSCOM are published electronically and can be accessed online via the Command Library.

6. Command and Signal

a. Command. This order applies to all MARCORSYSCOM programs. This order can be used by affiliated Program Executive Officers at their discretion.

b. Signal. Effective on the date signed.


J. F. SHRADER

DISTRIBUTION: A

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Editable versions of the enclosures and additional templates are available in the "Enclosures & Templates" folder on the [MAP SharePoint](#) site.

REFERENCES

- a) [MARCORSYSCOM Order 5401.1, 9 Aug 2011, Competency Aligned Organization/Integrated Product Team Implementation](#)
- b) [MARCORSYSCOM Order 5000.3B, 14 Aug 2015, Implementation of Marine Corps Systems Command \(MARCORSYSCOM\) Acquisition Tools](#)
- c) [DoDI 5000.02, 7 Jan 2015, Operation of the Defense Acquisition System](#)
- d) [SECNAVINST 5000.2E, 1 Sep 2011, Implementation and Operation of the Defense Acquisition System and the Joint Capabilities Integration and Development System](#)
- e) [Defense Acquisition Guidebook \(DAG\), 9 Oct 2012](#)
- f) [CJCSI 3170.01I, 23 Jan 2015, Joint Capabilities Integration and Development System](#)
- g) [Marine Corps Order 3900.17, 17 Oct 2008, The Marine Corps Urgent Needs Process \(UNP\) and the Urgent Universal Needs Statement \(Urgent UNS\)](#)
- h) [Acquisition Policy Letter 02-09, 26 May 2009, Modifications to Systems](#)
- i) [DoDD 5000.01, 20 Nov 2007, The Defense Acquisition System](#)
- j) [USMC Integrated Test and Evaluation Handbook, 6 May 2010](#)
- k) [Marine Corps Systems Command Systems Engineering Technical Review Handbook, 6 Aug 2014](#)
- l) [MARCORSYSCOMO 4105.10, dtd 1 May 2014](#)
- m) [USD AT&L Guide, 1 Oct 1999, Rules of the Road: A Guide for Leading Successful Integrated Product Teams](#)
- n) [MCSC Guide to Should Cost Management Increment I, Mar 2014](#)
- o) [Integrated Master Plan and Integrated Master Schedule Preparation and Use Guide V0.9, 21 Oct 2005](#)
- p) [Risk, Issue, and Opportunity Management Guide for Defense Acquisition Programs of June 2015](#)

- q) [Naval SYSCOM Risk Instruction, 21 July 2008](#)
- r) [Joint Program Managers Handbook Third Edition V1.0, Aug 2004](#)
- s) [MARCORSYSCOM Order 4130.1, 6 Jan 2010, Configuration Management \(CM\) Policy](#)

RECORD OF CHANGES

For a detailed list of changes to the MAG please click [here](#).

Chapter 1: EXECUTIVE SUMMARY

1.1 Scope.

This Guidebook leverages and aligns with existing higher level policy, guidance, and regulations. It provides:

- A consolidated overview of internal Marine Corps Systems Command (MCSC) acquisition processes. The Guidebook is designed to leverage and support [Competency Aligned Organization \(CAO\) principles](#) (Reference (a)).
- A quick, ready reference for identifying the major reviews, approval levels, and documentation requirements.
- Helpful advice from our "corporate memory" to Program Managers (PMs)/Product Managers (PdMs) and their Integrated Product Teams (IPTs), as well as team members who are new to MCSC and/or to the acquisition process. For example, [Enclosure \(a\)](#) of this Guidebook "12 Steps to Program Success" provides lessons learned and advice to assist the PM/PdM in executing a successful program.
- Hyperlinks to MCSC guidance and higher level policy and references.

This Guidebook does not:

- Apply to Program Executive Officer (PEO) Land Systems (LS).
- Supersede existing Instructions, Directives, Notices, or otherwise established Department of Defense (DoD)/Department of the Navy (DoN) or Marine Corps Acquisition Policies.
- Describe every activity and/or document required to manage a program within MCSC.
- Provide a "cookbook" approach to our acquisition process. The uniqueness of each acquisition program precludes such an approach.

This Guidebook supersedes the following MCSC orders, policies, and guidance:

- MARCORSYSCOMO 5000.3A Implementation of MCSC Acquisition Guidebook (MAG) and Probability of Program Success (PoPS) Version 2 (V2) Procedures (2012).
- MARCORSYSCOM Order (MARCORSYSCOMO) 5000.3 Interim Implementation of MCSC PoPS Core Briefing Charts and PoPS V2 for MCSC Acquisition Category (ACAT) III & IV Programs (2010).

- Implementation of MCSC Probability of Program Success (PoPS) Policy 3-09 (2009).
- Assignment of ACAT Designation and Delegation of Milestone Decision Authority (MDA)/Program Decision Authority (PDA) Policy 2-08 (2008).
- Project Team Leaders (PTL) Guide V1.3 (2007).
- Acquisition Policy Letter 08-07, 10 Oct 2007, Acquisition Decision Memorandum (ADM) Procedures in response to Urgent Statements of Need (USON).
- Command Policy Letter No. 1-06, Acquisition of End Items Either as Components, Support Equipment or Items (2006).
- Milestone Decision Process (MDP) Guide V3 (2006).
- Acquisition Procedures Handbook (APH) (2000).

1.2 Applicability.

This Guidebook applies to all MCSC acquisition programs, regardless of acquisition lifecycle phase as directed by [MARCORSYSCOM Order \(MARCORSYSCOMO\) 5000.3B](#) of 14 Aug 2015 (Reference (b)).

It is the responsibility of the PM/PdM to use this Guidebook together with:

- Guidance from the MDA, through Acquisition Decision Memorandums (ADMs) or other direction, as applicable.
- The MCSC Acquisition Portal (MAP) SharePoint site and MCSC PoPS core briefing charts.
- Appropriate higher-level guidance ([DoDI 5000.02](#) (Reference (c)), [SECNAVINST 5000.2E](#) (Reference (d)), and other applicable law, regulation and policy to include MCSC policy and guidance).
- Applicable technical, engineering, logistics, financial, contracting, test, and information assurance policy.
- The advice of the Milestone Assessment Team (MAT) and Tier-0 IPT as appropriate.

1.2.1 MARCORSYSCOM Order (MARCORSYSCOMO) 5000.3B.

MARCORSYSCOMO 5000.3B "Implementation of Marine Corps Systems Command Acquisition Tools" of 14 Aug 2015 states all MCSC acquisition programs, regardless of acquisition lifecycle, shall use this Guidebook and the following tools:

- MCSC Acquisition Portal (MAP) SharePoint site - see [Chapter 1.2.2](#)
- Probability of Program Success (PoPS) - see [Chapter 3](#)

- The Online Project Information Center (TOPIC) 2.1 – see [Chapter 9.2](#)

1.2.2 MAP SharePoint.

All relevant information regarding the MCSC Milestone Decision Process is located on the [MAP SharePoint](#) site. Materials include:

- MCSC tailored PoPS core briefing charts with entrance and exit criteria for each Milestone (MS) and Decision Points, see [Chapter 3](#) for more information on PoPS.
- Frequently Asked Questions (FAQs).
- PoPS databases and instructions.
- Hyperlinks to:
 - Defense Acquisition University (DAU) Acquisition Community Connection (ACC) and Defense Acquisition Portal (DAP).
 - MCSC guidebooks and policies.
 - Higher level guidance (e.g. the DoD 5000 series, [SECNAVINST 5000.2E](#), [Defense Acquisition Guidebook \(DAG\)](#) (Reference (e)))



Figure 1A. MAP SharePoint Site

Chapter 2: DEFENSE ACQUISITION MANAGEMENT SYSTEM

2.1 Requirements Transition Process (RTP) Applicability.

The below summarizes the process for capability requirements entering Marine Corps Systems Command (MCSC). This is known as the Requirements Transition Process (RTP). The RTP only addresses MCSC programs for which Commander, Marine Corps Systems Command (COMMARCORSSYSCOM) serves as the Milestone Decision Authority (MDA). It does not address Program Executive Officer (PEO) requirements or internal processes. Such requirements will be coordinated with the appropriate PEO and/or Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN RDA) by Assistant Commander, Programs (ACPROG) Assessments as described in [Chapter 4.2](#).

Definitions.

- **Capability Requirement** - A capability required to meet an organization's mission in current or future operations. A requirement is considered to be 'draft' or 'proposed' until validated by the appropriate requirements authority. See [The Chairman of the Joint Chiefs of Staff Instruction \(CJCSI\) 3170.01I](#) (Reference (f)) for more information on capability requirements.
- **Requirements Authority (RA)** - The designated official authorized to approve capability requirements and release them to the materiel developer for execution. The RA is typically Deputy Commandant Combat Development & Integration (DC CD&I).
- **Requirements Package** - A capability requirements document which has been approved by the RA, has appropriate phase-specific funding in place, and is accompanied by a Concept of Operations (CONOPS)/Concept of Employment (COE).
- **Requirements Transition Process (RTP)** - The overarching framework and processes for transitioning capability requirements from the RA to the materiel developer (e.g. MCSC).
- **Requirements Transition Team (RTT)** - The team established to execute the RTP.
- **Urgent Needs Process (UNP)** - The expedited process to execute a capability requirement (typically an Urgent Statement of Need (USON)) for warfighting capability critically needed by operating forces per Marine Corps Order [\(MCO\) 3900.17](#) (Reference (g)).
- **Non-Urgent Needs Process** - Deliberate process to execute a capability requirement for warfighting capability that does

not fall within the UNP, as conveyed in Initial Capability Documents (ICD), Capability Development Document (CDD), Statements of Need (SON), Letters of Clarification (LOC), or other forms of capability requirements.

2.2 RTP Overview.

RTP is the only method by which capability requirements will be accepted by MCSC. Program Managers (PMs) are not authorized to formally accept requirements packages on behalf of COMMARCORSYSCOM. If a PM receives a direct request regarding acceptance of a requirements package, the PM must direct the originator to the Operations (OPS) Cell per [Table 2C](#).

The RTP is managed by the MCSC RTT in coordination with the RA, MCSC Competency Directors (CDs) and key stakeholders, to develop and transition requirements into the acquisition process. Figure 2A provides a top-level view of Requirements Transition (RT).

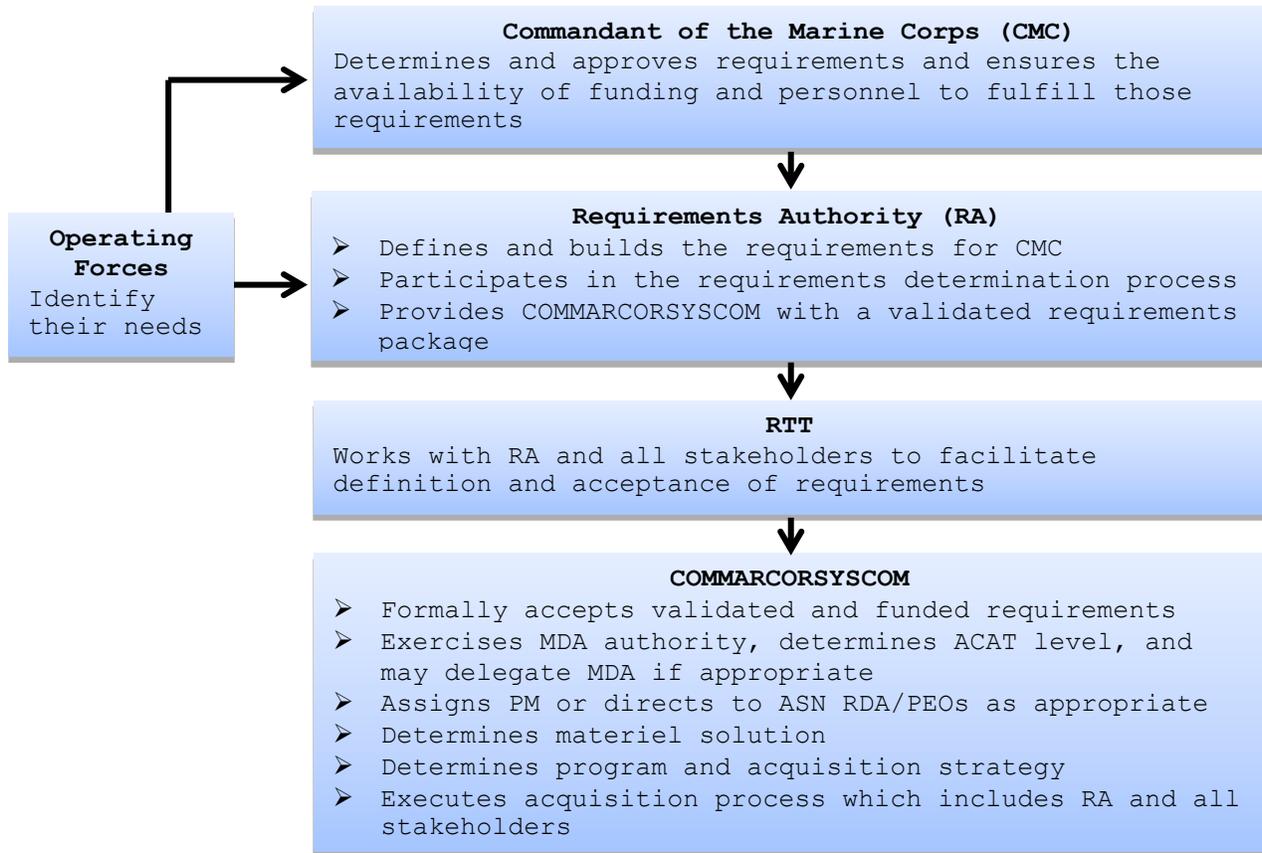


Figure 2A. Top Level View of the Requirements Process

Capability requirements can be executed in two manners, Non-Urgent Needs or Urgent Needs. Non-Urgent Needs documents are

described below and the process is summarized in [Chapter 2.3.1](#). [Chapter 2.3.2](#) describes Urgent Needs documents and the associated process.

2.2.1 Requirements Transition Team (RTT) Purpose & Membership.

The RTT:

- Facilitates formal acceptance of capability requirements packages on behalf of COMMARCORSYSCOM.
- Ensures that only validated capability requirements with adequate phase specific funding are accepted by MCSC for action.
- Works with the RA, key stakeholders, all competencies, and the prospective PM as early as possible to ensure:
 - Integrated review of capability requirements by all stakeholders and competencies prior to entry into the acquisition process
 - The final capability requirement is clear, concise, executable, affordable, and testable
 - Each capability requirement aligns with [Better Buying Power \(BBP\) guidance](#) and MCSC implementing instructions with respect to [affordability constraints](#) to include:
 - Affordability strategy and goals at MDD/MS A to inform requirements and design trades.
 - There is adequate trade space in cost, schedule, and performance (C/S/P) targets to allow for development of an affordable materiel solution.
 - Affordability caps at Development Request for Proposal (RFP) and beyond for unit procurement and sustainment.
 - Affordability caps managed as KPP equivalents.
- Communicates with external organizations on capability requirements matters on behalf of COMMARCORSYSCOM. This includes participating in development of the Marine Corps Enterprise Integration Plan (MCEIP). The MCEIP establishes capabilities-based priorities for each fiscal year and coordinates enterprise capability development and investment planning for the Marine Air Ground Task Force (MAGTF) and supporting establishment.
- Includes representatives from all competencies and stakeholders as shown in [Table 2A](#). Roles and responsibilities of all stakeholders are identified in [Table 2C](#).

RTT Membership
Each organization shall designate one or more representatives as appropriate in consultation with the RTT.
Standing Members
AC PROG - Requirements Transition Officer (RTO) - Chair
DC SIAT
DC RM
AC ALPS
AC Contracts
OPS Cell
Counsel
DC CD&I or Delegate
Other Key Stakeholders as Required
RA and other HQMC organizations with an interest in the program
MCOTEA, LOGCOM, TECOM, PEO LS, Command Staffing, Planning and Strategies (CSPS)

Table 2A. RTT Membership

2.3 RTP Implementation.

Table 2B summarizes the [MCSC RT framework](#) for acceptance, execution, and management of the RTP.

Event	Summary Description	Output
RT 1.0	<ul style="list-style-type: none"> • RTT receives requirement support tasking (via OPS Cell) from the RA • RTT works with PMOs, competencies/ stakeholders to identify SMEs to participate with the RA Capabilities Documentation Integrated Product Team (IPT) • RA Capabilities Documentation IPT produces draft initial requirements document and CONOPS/COE and forwards to RTT 	<ul style="list-style-type: none"> • Draft capability requirements document • CONOPS/COE
RT 2.0	<ul style="list-style-type: none"> • RTT staffs and adjudicates comments WRT the initial capabilities document and CONOPS/COE • RTT presents final Comment Resolution Matrix (CRM) for COMMARCORSYSCOM approval • RTT forwards approved CRM to OPS Cell for dissemination back to RA • RA adjudicates CRM comments, approves final requirements package, and forwards to OPS Cell 	<ul style="list-style-type: none"> • CRM approved by COMMARCORSYSCOM • Final approved requirements package (a requirements document approved by the RA, with appropriate funding in place, accompanied by a CONOPS/COE)

Event	Summary Description	Output
RT 3.0	<ul style="list-style-type: none"> • RTT receives final validated and signed capability requirements package from OPS Cell • OPS Cell creates MCATS Tasker and informs CSPA • RTT works with MCSC staff to formally assign the requirement to appropriate PM and identify supporting or impacted PM(s) • AC PROG schedules appropriate Gate/PoPS review and prepares a Decision Memorandum (DM) or Acquisition Decision Memorandum (ADM) for COMMARCORSYSCOM approval 	<ul style="list-style-type: none"> • ADM that assigns PM(s) and establishes initial acquisition approach • DM that identifies COMMARCORSYSCOM's recommended disposition of capability requirements appropriate for MDA oversight outside of MCSC
RT 4.0	<ul style="list-style-type: none"> • Recurring internal process improvement assessment of RT activities performed by the RTT 	<ul style="list-style-type: none"> • Assess feedback • Compare performance to metrics • Implement corrective actions

Table 2B. RT Framework Summary

2.3.1 Non-Urgent Needs Requirements Documents & Process.

Non-Urgent documents may take the form of a Joint Capabilities Integration and Development System (JCIDS) document or non-JCIDS document as described below. JCIDS documents include:

- Initial Capabilities Document (ICD)
- Capability Development Document (CDD)
- Capability Production Document (CPD)

Non-JCIDS documents include:

- Statement of Need (SON)
- Operational and Organizational (O&O) Document in support of another Service's JCIDS requirements document
- Project Initiating Directive (PID)
- Rapid development project for an Information Technology (IT) Box program
- Problem Statement for Defense Business Systems (DBS) per [Chapter 8.5](#)
- Letters of Clarification (LOC), Engineering Change Proposals (ECPs), Pre-Planned Product Improvement (P3I) per [Chapter 2.4](#)

The [CJCSI 3170.01](#), [SECNAVINST 5000.2E](#), [SECNAV M-5000.2](#), and [MCO 3900.15](#) provide detailed information regarding the capability

requirements documents and development processes. Some older programs (initiated prior to 2005) are based on a requirements document (i.e. ROC, ORD, MNS) that do not conform with the current CJCSI 3170.01. The PM may not initiate or continue acquisition activities based on these older requirements documents unless the RA has validated the currency and relevance via Letter of Clarification (LOC) or other written means within the last three years.

The following link will show you the process maps illustrating the detailed execution of the [Non-UNP](#).

2.3.2 Urgent Needs Process (UNP).

When there is an urgent or compelling need to deliver capability to the warfighter as quickly as possible, the Commanders of the Marine Forces submit Urgent Universal Needs Statements (UUNS) to RA per [MCO 3900.17](#).

The RA notifies MCSC OPS Cell of an UUNS. The OPS Cell will follow the UNP maps to execute the process. The RTT supports the OPS Cell as follows:

- Assist the OPS Cell in identifying the prospective PM
- Provide input to the prospective PM's Tier-0 IPT, to enable appropriate modifications to the UUNS Solution Recommendation Brief (SRB)
- Provide input to ACPROG in the development of ADM or DM.

The following link will show you the process maps illustrating the detailed execution of the [UNP](#).

2.4 Modification to Requirements.

For those programs requiring modifications to include the addition or reduction of capability, modernization, ECPs, etc. the PM will follow this Guidebook and [APL 02-09 Modifications to Systems](#) (Reference (h)). The changes may be significant such as a new capability or major changes to performance parameters, or non-substantive changes such as an Approved Acquisition Objective (AAO) change, etc. Regardless of the level of change, if a new or modified requirements document is necessary, the RA and all stakeholders shall follow the RTP. These changes may be conveyed in the form of an ECP, LOC, and P3I, and will come through the Ops Cell. See [Table 2C](#) for means of delivery to MCSC OPS Cell.

2.5 Issue Resolution.

The RTO shall follow the issue resolution principles described in [Chapter 6.4.4](#) with the intent of resolving issues at the lowest appropriate level. If there is an unresolved question regarding the proper lead for an effort, the RTO may convene a RT Board with representatives from the competencies and affected PMs/stakeholders to determine proper leadership.

Summary of RT Roles and Responsibilities

Who	What	References & Comments
RA	<ul style="list-style-type: none"> • Submit all requests for capability requirements development or advisory assistance to the MCSC OPS Cell to include all LOCs • Submit validated requirements package for new or modified capability requirements directly to OPS cell • Lead Capabilities Documentation IPT and serve as a standing member of the RTT • Work with RTT to conduct follow-on reviews and provide recommendations to ensure requirements are affordable, testable, funded, and executable • Ensure all capability requirements are current and have been validated within the past three years • Participate in MDA reviews and Milestone decisions throughout program lifecycle 	<p>Per BBP identify design and performance trades to support fully informed MDA materiel solution decisions WRT affordability constraints. This includes consideration of threshold and objective trade space as well as overarching cost and affordability trades. MCSC OPS Cell submissions shall be submitted to the watch officer's inbox NIPR: watchofficer@usmc.mil and SIPR: watchofficer@mcsc.usmc.smil.mil or MCATS NIPR: MCSC MCATS@mcsc.usmc.mil and SIPR: MCSC MCATS@mcsc.usmc.smil.mil</p>
OPS Cell	<ul style="list-style-type: none"> • Serve as single entry point for receipt of capability requirements from RA, forward capability requirements to RTT, and inform CSPA • Team with RTT to support effective management & execution of the RTP • Track and report acquisition and fielding of urgent requirements 	<p>In most cases the appropriate SLDCADA sub-shop code is PROGACRT</p>
AC PROG	<ul style="list-style-type: none"> • Serve as the RT manager, establish RTT, implement RTP policy and procedures • Develop DMs or ADMs for COMMARCORSYSCOM 	<p>Assign Requirements Transition Officer (RTO) to lead RTT</p>

Who	What	References & Comments
	<p>approval identifying appropriate organization to execute capability requirements</p> <ul style="list-style-type: none"> • Ensure documentation of key decisions • Surface unresolved issues to COMMARCORSYSCOM • Periodically assess effectiveness of RTP and direct infrastructure or policy changes • Provide COMMARCORSYSCOM with periodic and timely updates WRT RTP process and associated metrics • Recommend "By direction" authority to enable streamlined and effective execution of RTP 	
RTO	<ul style="list-style-type: none"> • Assist AC PROG in implementation of assigned responsibilities • Serve as the RT manager, lead RTT and establish implementing RTP policy and procedures • Communicate with external organizations WRT capability requirements matters on behalf of COMMARCORSYSCOM • Lead an integrated assessment (with participation from all competencies/key stakeholders) of new or modified capability requirements WRT trade space, risks, affordability, executability, and testability per Enclosure (a) "12 Steps to Program Success" and BBP 	<p>Note: A requirements package is a capability requirements document which has been approved by the RA, has appropriate phase-specific funding in place, and is accompanied by a CONOPS/COE</p>

Who	What	References & Comments
	<ul style="list-style-type: none"> •Accept requirements packages on behalf of COMMARCORSYSCOM 	
RTT	<ul style="list-style-type: none"> •Assist RTO in implementation of assigned responsibilities •Team with Tier-0 IPT counterpart to fully inform their respective CD and provide consolidated CD guidance to the RTT •Ensure respective parent organization leadership is fully informed and communicate concerns or recommendations to the RTO 	In most cases the appropriate SLDCADA sub-shop code is PROGACRT
Tier-0 IPT	<ul style="list-style-type: none"> •Participate in RTT reviews upon request •Team with RTT counterpart to fully inform their respective CD and provide consolidated CD guidance to the RTT •Ensure PM is fully informed and communicate PM concerns or recommendations to the RTT 	In most cases the appropriate SLDCADA sub-shop code is PROGACRT
PM	<ul style="list-style-type: none"> •Participate in the RTP process •Forward any new or modified requirements received directly from RA to OPS Cell for formal processing •Immediately surface issues to appropriate Command leadership WRT program acceptance and executability •Execute assigned programs per ADM guidance 	<p>Per Chapter 2.3.1, the PM may not initiate or continue acquisition activities unless the RA has validated the currency and relevance of the requirement within the past 36 months via LOC or other written means</p> <p>In most cases the appropriate SLDCADA sub-shop code is PROGACRT</p>
CD	<ul style="list-style-type: none"> •Provide a representative to serve as a standing member of the RTT 	

Who	What	References & Comments
	<ul style="list-style-type: none"> • Enforce and support implementation of RTP within respective organization 	
HQMC, DC CD&I or Delegate, MCOTEA, LOGCOM, TECOM, PEO LS, CSPS (Other Stakeholders)	<ul style="list-style-type: none"> • Provide a representative (as desired) to serve as a standing or adjunct member of the RTT 	DC CD&I/Combat Development Directorate has identified a standing RTT member from the MAGTF Integration Division
Commander, MCSC	<ul style="list-style-type: none"> • Establish RTP, designate supported and supporting organizations, and approve implementing policies • Establish "By direction" authority to enable streamlined and effective execution of RTP • Review and approve DMs/ADMs and provide guidance as appropriate • Conduct periodic assessments of RTP and direct infrastructure or policy changes 	In most cases the appropriate SLDCADA sub-shop code is PROGACRT

Table 2C. Summary of RT Roles and Responsibilities

2.6 Defense Acquisition Framework.

MCSC programs follow the Defense Acquisition Framework shown in [Figure 2B](#), established by [DoDI 5000.02](#). The specific Acquisition Models that are associated to implement this framework are provided and described in [Chapter 2.7](#). The Acquisition Framework accommodates both conventional weapons (hardware-intensive) and IT (software-intensive) systems.

MDA: Milestone Decision Authority (MDA) is the term used for the Service Acquisition Executive responsible for oversight and serves as the decision authority for acquisition programs proceeding through the prescribed [DoDI 5000.02](#) Defense Acquisition Framework. Unless otherwise delegated by the Commander, the Commander is the MDA for all MCSC led ACAT-III and below programs. The term MDA does not apply for Abbreviated Acquisition Programs (AAPs) (see below).

PDA: Program Decision Authority (PDA) is the term used in lieu of MDA for AAPs within MCSC and DoN. The term has expanded application at MCSC to also encompass:

- Acquisition programs led by another service where the MDA resides with the Lead Service. In those cases, PDA is also used at MCSC to communicate who has the acquisition program decision and obligation authority for the USMC, the Commander or PM (if delegated by Commander).
- Acquisition programs in the Operations & Support (O&S) acquisition life cycle phase. Since all Milestone Decisions as defined in the DoDI 5000.02 Defense Acquisition Framework have been achieved, "Milestone" Decision Authority is considered obsolete and "Program" Decision Authority becomes more accurate and identifies who retains Program Decision Authority for the remainder of the acquisition program life-cycle period.

The MDA tailors the framework consistent with the risk and complexity of each individual program, to provide affordable and effective capability to the warfighter as fast as possible. This includes the phases, Milestones (MS), Decision Points, reviews, and documentation.

For example, a new start program with significant development will likely be required to execute many of the below MS and Decision Points. In contrast, the MDA may determine that a lower risk effort will enter the Defense Acquisition Framework at MS B, MS C, etc. and may elect to eliminate or combine

supporting reviews and documentation. For more information on tailoring see [Chapter 7.4](#).

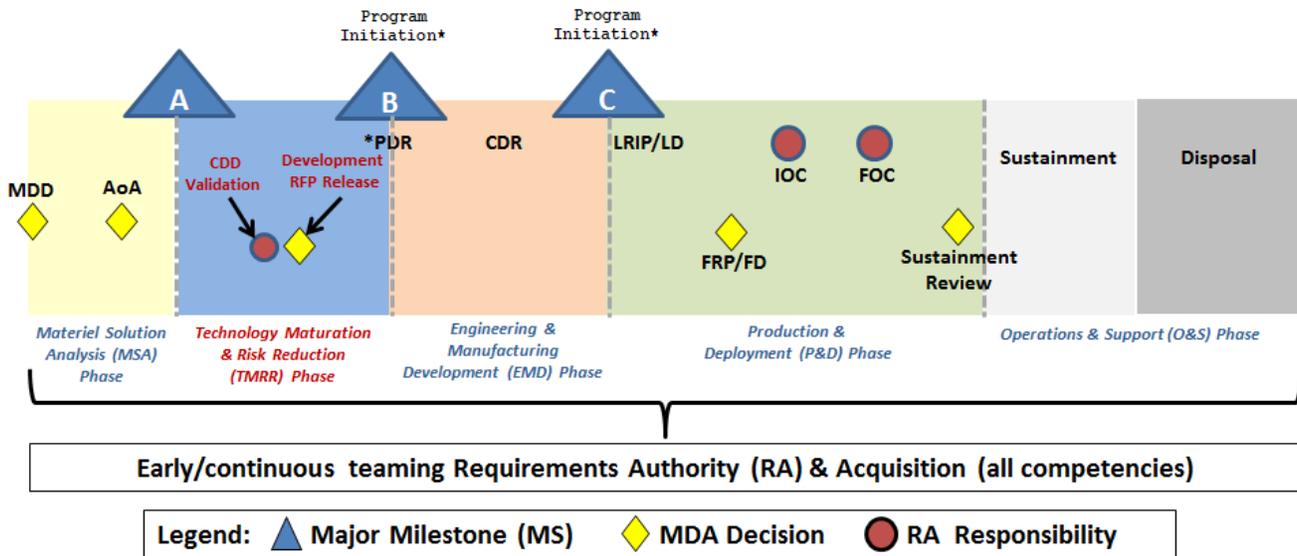


Figure 2B. Defense Acquisition Framework

- Use this framework along with the Defense Acquisition Models found in [Chapter 2.7](#) to develop a tailored approach for each program to eliminate low value reviews and events
- [Tailor](#) this model to eliminate low value reviews and events
- [MDD](#) is mandatory & precedes entry into any phase
- [Affordability](#) is a major criteria at each decision point
- Program initiation typically occurs at MS B or MS C
- *The timing of the PDR shall be as directed by the Technical Authority
- Defense Business Systems (DBS) follow a modified version of the framework per [DoDI 5000.02](#) Enclosure 12 and [Chapter 8.5](#)

The Defense Acquisition Framework:

- Consists of periods of time called phases separated by decision points referred to as MS or Decision Points.
- Provides for multiple entry points consistent with a program's risk, affordability, technical maturity, performance, documentation and funding status, and validated requirements. This includes status and results of engineering and logistics reviews as well as completion of appropriate contracting events.

The MDA reviews entrance criteria for each phase to determine the appropriate point for a program to enter the framework. The

MDA decision will be based on an assessment of overall program risk and approved tailoring strategy. Progress through the framework depends on compliance with the appropriate entrance and exit criteria for each phase (defined below).

- **Entrance Criteria** - Entrance criteria are phase specific accomplishments established by [DoDI 5000.02](#) which must be completed before a program is allowed to enter a particular phase, MS, or Decision Points. This includes appropriate measures of overall program maturity and risk such as technical readiness levels, test results, affordability, and compliance with statutory requirements. Entrance criteria for each MS and Decision Point are shown on the MCSC Probability of Program Success (PoPS) core briefing charts. A sample is shown in [Enclosure \(b\)](#).

Entrance criteria should not be part of the Acquisition Program Baseline (APB) and are not intended to repeat or replace APB requirements or program specific exit criteria established within the ADM. Status of entrance criteria is reported to the MDA via the MCSC PoPS core briefing charts.

- **Exit Criteria** - At each MS and Decision Point, the PM together with the Milestone Assessment Team (MAT) or Tier-0 IPT, will develop and propose exit criteria for the next phase, MS, or Decision Point. Exit criteria are approved by the MDA and included in the ADM.

Exit criteria are specifically tailored for each unique program. They normally track progress in important technical, schedule, or management risk areas. Unless waived, or modified by the MDA, exit criteria must be satisfied for the program to proceed to the next MS or Decision Point.

Exit criteria should not be part of the APB and are not intended to repeat or replace APB requirements or the entrance criteria specified in [DoDI 5000.02](#). Status of approved exit criteria is reported to the MDA via the MCSC PoPS core briefing charts.

Knowledge Based Acquisition (KBA). [DoDD 5000.01](#) (Reference (i)) requires the MDA to ensure there is sufficient knowledge in place (e.g. critical entrance criteria have been met) before authorizing program initiation or proceeding to the next phase or MS. This is referred to as Knowledge Based Acquisition (KBA). Emphasis is placed on accurate assessments of technology

maturity, design maturity, production readiness, supportability, and other criteria. The MCSC PoPS core briefing charts are structured to support KBA as follows:

- A mandatory chart provides MDA visibility to required [DoDI 5000.02](#) entrance criteria for each MS and Decision Point.
- The PM/PdM populates the entrance criteria chart with program specific status for each entrance criterion.

Additional information is available in [DAG Chapter 11.4](#).

The [MCSC PoPS core briefing charts](#) provide a detailed description of the entry criteria and output products for each MS and Decision Point, along with required documents, briefing content, and notional timelines.

2.6.1 Milestone and Decision Points.

Below is a brief summary of each MS and Decision Point, along with an explanation of how they are typically tailored at MCSC.

Major Milestones. [DoDI 5000.02](#) establishes three major milestones during which the MDA authorizes the program to proceed to the next phase of the acquisition framework and/or program initiation. These are:

- MS A - approves entry into the Technology Maturation and Risk Reduction (TMRR) phase.
- MS B - approves entry into the Engineering and Manufacturing Development (EMD) phase.
- MS C - approves entry into the Production and Deployment (P&D) phase and Low Rate Initial Production (LRIP) where appropriate.

Decision Points. [DoDI 5000.02](#) establishes several MDA decisions which are not considered to be major MS decisions. These are commonly known as Decision Points. These events are critical because they enable the PM/MDA to conduct a risk-informed assessment of program status and progress towards the next major MS or phase. The PM proposes and the MDA determines which Decision Points are applicable to an individual program. These are summarized below; more detailed information is provided within the phase specific guidance throughout this chapter.

- Materiel Development Decision (MDD) - (Mandatory for all MCSC programs) Approves entry into the Materiel Solution Analysis phase (or subsequent phase if appropriate).

- Analysis of Alternatives (AoA) - Approves conduct of the AoA, alternative analytical product, or waiver (e.g. fulfillment).
- CDD Validation - This event is conducted by the RA. The MDA considers results before releasing the Development RFP to ensure the requirement is affordable, executable, and testable.
- Development RFP Release - This is now considered (per BBP) one of the most important points in the acquisition framework. It is the last point at which the MDA can ensure the program is affordable and executable before committing substantial government resources and initiating major program decisions. If RFP release is requested prior to MS B, then MDA approval must be obtained.
- Full Rate Production (FRP) Decision - Authorizes production based on review of LRIP test results.
- Sustainment Review - Authorizes entry into the O&S phase.

MDA Reviews and Acquisition Decision Memorandums (ADMs). At each MS and Decision Point, the MDA will:

- Review the applicable MCSC PoPS core briefing charts which highlight the following:
 - Compliance with the entrance criteria established by [DoDI 5000.02](#) and program specific exit criteria established by the previous ADM (if applicable)
 - Status of required program documentation, events, and other MS specific requirements such as engineering reviews, Integrated Logistics Assessments (ILAs), test and evaluation events, etc
 - Funding status
 - Risks and handling strategies
 - Status of requirement and Concept of Operations (CONOPS)
 - Affordability and associated C/S/P trades where applicable
 - Tailoring strategy
- Review the recommendation of the MAT for programs where COMMARCORSSYSCOM has retained MDA or the Tier-0 IPT for programs where MDA has been delegated to a PM.
- Review compliance of the program with previously established C/S/P parameters per the APB.

After completion of the above, the MDA will issue an ADM. The ADM will:

- Document the decision made

- Establish the next MS or Decision Point and target date as appropriate
- Establish program unique exit criteria that must be met before the next MS or Decision Point
- Update the tailoring strategy to include required documents (as appropriate)

See the [MCSC ADM template](#) on the MAP SharePoint site for mandatory ADM guidelines. At any MS or Decision Point, the MDA may determine a program is not ready to proceed to a subsequent MS or Decision Point. In this case, the MDA may elect to issue an ADM directing appropriate action to include the development of specific metrics in support of a “get-well” plan.

2.6.2 Acquisition Phases and Key Events.

Phase One - Materiel Solution Analysis. Prospective ACAT programs typically enter this phase after MDD. This phase ends when the MDA selects a preferred materiel solution based on results of the AoA (or alternative product).

- **MDD.** Prospective programs proceed through a MDD to ensure they are based on an approved requirement and a rigorous assessment of alternatives. The MDD is the first entry point into the acquisition process and is **mandatory**.

At the MDD, the MDA will issue an ADM that:

- Approves the AoA study guidance or a fulfillment strategy for the conduct of an AoA. (In lower risk programs, a comprehensive AoA may not be appropriate. In such cases the MDA may approve conduct of a smaller scale targeted analysis such as market research, business case analysis, etc, instead of an AoA. This is known as AoA fulfillment). *Note: All recommendations regarding the AoA Study Guidance (to include fulfillment) must be coordinated through the MCSC AoA Integrated Product Team (IPT). See the MCSC PoPS MDD core briefing charts for detailed guidance.*
- Approves entry into the appropriate acquisition phase based on the program’s alignment with the specific entrance criteria established for each phase in [DoDI 5000.02](#) and determines the next MS or Decision Point.
- May assign an ACAT/AAP designation and delegate MDA/PDA if sufficient information such as estimated cost, program scope, potential impact to combat capability, and complexity is available to support an informed decision. If sufficient information is not

available at the time of the MDD, the ADM shall specify a timeframe within which the PM shall return for an ACAT/AAP designation.

The ADM will also typically include a requirement to establish a Test & Evaluation (T&E Working Integrated Product Team (WIPT)) per the [USMC Integrated Test and Evaluation Handbook](#) (Reference (j)) and impose a limitation on expenditures for the Materiel Solution Analysis Phase. Limiting expenditures reduces the risk to the Marine Corps by ensuring only a limited quantity of funds are expended before the MDA determines the proposed effort is affordable, executable and approves development of an approved materiel solution or capability.

In most cases, the MDD decision is conducted by COMMARCORSYSCOM. This is because the MDD typically occurs prior to ACAT/AAP designation and before any delegation of MDA/PDA from COMMARCORSYSCOM to a PM. However, the PM may request ACAT designation from COMMARCORSYSCOM or AAP designation from AC PROG prior to or concurrently with the MDD when the following conditions are met:

- o The program is estimated to meet the AAP or ACAT IV thresholds and definitions in [Table 4A](#).
- o The program is assessed as low risk in terms of C/S/P. For additional information regarding risk determination see [Chapter 8.2](#).
- o The cost estimate is of sufficient fidelity to support an informed MDA decision relative to ACAT level.

See [Chapter 5](#) for guidance regarding ACAT/AAP designation and delegation before MDD.

MDD vs. Program Initiation. Program initiation occurs when a prospective program formally enters the [DoDI 5000.02](#) Defense Acquisition Framework and becomes an ACAT program. Program initiation usually occurs at MS B. However, it may occur after MS B if the MDA determines a MS B is not required. In this case, program initiation will occur at the first MS decision such as MS C.

At program initiation, a program must be fully funded across the Future Years Defense Program (FYDP) as a result of the Program Objectives Memorandum (POM)/budget process. The MDD, Materiel Solution Analysis phase, MS A, and Technology Maturation and Risk Reduction (TMRR) phase, are typically funded only for phase specific accomplishments.

As such, the MDD and Milestone A do not constitute program initiation.

- **AoA Approval**. Programs must proceed to an AoA decision brief with the MDA if directed by the MDD ADM. The AoA assesses potential materiel solutions to satisfy the capability gap documented in the approved requirements document. The AoA decision brief provides the MDA with initial visibility into the C/S/P risks and affordability of each alternative. At this review, the MDA shall:
 - Approve the AoA and select a preferred alternative.
 - Issue an ADM that documents the decision made, establishes appropriate exit criteria and determines the next MS or Decision Point.

(Note: the results of the AoA must be coordinated through the MCSC AoA IPT). For additional guidance, please reference the MCSC PoPS AoA core briefing charts.

Phase Two - Technology Maturation and Risk Reduction (TMRR).

This phase begins after completion of the AoA and ends when an affordable program or increment of militarily useful capability has been identified. The goal of this phase is to reduce technology, integration, and lifecycle cost risk to the point that a contract award for EMD can be made with MDA confidence that the resulting program will be affordable and executable throughout its lifecycle. The MDA will direct entry into the Acquisition Framework at a subsequent phase or the conduct of a tailored subset of TMRR events for low risk efforts with little or no R&D. The strategy will be tailored to the specific status and risks of each program. During this phase:

- The PM will perform SE trade off analyses to show how C/S/P vary as a result of changing major design parameters. These analyses should be timed to support CDD Validation as described below.
 - The PM will team with the RA to ensure that affordability C/S/P trades are identified and present results for MDA and (as appropriate) USMC leadership.
- **Milestone A (MS A)**. MS A is required for ACAT I programs. Typically, a MS A decision is appropriate for those programs with significant technology development (TD) efforts. Many MCSC programs do not require extensive TD; therefore, a MS A decision is typically not required. PMs should consult with the Tier-0 IPT regarding applicability of MS A for each specific program.

- **CDD Validation.** This event is conducted by the RA. The MDA considers results before releasing the Development RFP to ensure the requirement is affordable, executable, and testable.

- **Development RFP Release.** The MDA conducts a formal review to authorize RFP release prior to the MS B decision. Key supporting documentation such as the Acquisition Strategy (AS), draft RFP, Systems Engineering Plan (SEP), Test and Evaluation Master Plan (TEMP), System Design Specification (SDS), APB, and Program Office Estimate (POE) must be submitted for MDA review (may be in draft form) at least 45 days prior to the MDA decision.
 - The PM recommends and the MDA approves the specific documents to be prepared for each program. This is documented in the MDA approved tailoring strategy and included as an ADM enclosure. Required documents for the next MS event are approved by the MDA at each review point. As such, the PM should reference the previous program ADM to determine required documentation for Development RFP Release. See [Chapter 7](#) and the [MCSC ADM template](#) for more guidance.
 - For programs where COMMARCORSYSCOM has retained MDA, the MAT shall review the draft ADM, MCSC PoPS core briefing charts, PoPS criteria questions, and program documentation before they are submitted for MDA approval. For programs where MDA has been delegated to a PM, the same process shall be followed except that the Tier-0 IPT shall perform the review in lieu of the MAT.
 - **RFP Peer Review.** These reviews are conducted before release of the Development RFP and at other milestones as appropriate. The purpose is to obtain an independent review by external subject matter experts. The results of the Peer Review must be incorporated in the RFP (as applicable) prior to submitting the RFP for MDA review. For questions regarding the Peer Review, please contact your Procurement Contracting Officer (PCO) and Assistant Program Manager for Contracts (APM-CT).

System Design Specification (SDS). All programs are required to prepare a SDS prior to MS B. The SDS identifies technology development risks, validates preferred system design solutions, evaluates manufacturing processes, and refines system requirements, to inform

decision makers earlier in the acquisition process. The SDS must be completed prior to the Development RFP Release. Questions regarding the SDS should be addressed to the Assistant Program Manager for Engineering (APM-E). If the Program Management Office (PMO) believes an entire SDS is not appropriate for their effort, a waiver may be requested from DC SIAT. Additional guidance regarding the SDS is located in the MCSC MS B core briefing charts and [SECNAVINST 5000.2E](#) Annex 2A.

Phase Three – Engineering and Manufacturing Development (EMD).

This phase begins at MS B. This is typically the point at which programs formally enter the acquisition process; otherwise known as [program initiation](#). At MS B, the MDA approves the AS, APB, and RFP release. A program must be “fully funded” to support the MS B decision. This means there is sufficient Research & Development (R&D) and Procurement Marine Corps (PMC) over the Future Years Defense Program (FYDP), or the MDA has approved a full funding Course of Action (COA). Although Operations & Maintenance (O&M) is not considered part of the above full funding determination the status of O&M shall be presented to the MDA and any gaps highlighted along with proposed mitigation strategy.

In those cases where the PM must prepare full funding COAs as described above, the following process shall be used:

- The PM/PdM shall work with CD&I, key stakeholders, and all competencies to prepare COAs which provide the MDA with viable alternatives to deliver an operationally relevant capability within funding constraints. At a minimum, the PM shall:
 - Identify the risks and benefits associated with each COA.
 - Highlight C/S/P implications of each COA.
 - Review each COA prior to presentation to the MDA to ensure it is realistic and executable within the overarching program strategy to include contracting, financial, logistics, engineering, and test.
 - Identify any required changes to the program strategy and documentation to enable accomplishment of each COA.
 - Review each COA to determine if it aligns with existing requirements documentation. Highlight any necessary changes to the requirements documentation to support execution of each applicable COA.

For additional guidance, please reference the MCSC PoPS Development RFP core briefing charts. After the MS B decision, all ACAT III and IV programs are required to begin posting program information in the [ASN RDAIS](#). At MS B, the ADM will determine the ACAT level and delegation of MDA if appropriate (unless this will be accomplished via a separate ADM).

Integrated Baseline Review (IBR). An IBR is a joint assessment of the Performance Measurement Baseline (PMB) conducted by the government PM and the contractor. The IBR is not a one-time event. It is an on-going process, and the plan should be continually evaluated as changes to the baseline are made (modifications, restructuring, etc.). IBRs should be used as necessary throughout the lifecycle to maintain mutual understanding of:

- The scope of the PMB consistent with authorizing documents.
- Management control processes.
- Risks in the PMB associated with costs, schedules, and resources.
- Corrective actions where necessary.

IBRs should be scheduled as early as practical; and the timing of the IBRs should take into consideration the contract period of performance. In general, IBRs should be conducted no later than 6 months after: (1) contract award, (2) the exercise of significant contract options, and (3) the incorporation of major modifications.

The PM may direct conduct of an IBR within a reasonable time after the occurrence of a major event at any point during the life of a program. Major events include preparation for or completion of a MS or Decision Point, engineering reviews, or identification of C/S/P risks. The PM should regularly assess the PMB to determine when IBRs should be conducted.

See [DAG Chapter 11.3.1](#) for more information regarding IBRs.

Preliminary Design Review (PDR). The purpose of the PDR is to establish the [allocated baseline](#) (HW, SW, human/support systems) and underlying architectures. The allocated baseline describes:

- The functional and interface characteristics for all configuration items (CIs). (CIs are allocated and

derived from the higher-level product structure hierarchy).

- The verification required to demonstrate achievement of specified characteristics.

PDR is also conducted to ensure the system has a reasonable expectation of satisfying the requirements within the currently allocated budget and schedule.

The Technical Authority tailors the content and timing of the PDR for each unique program as documented in the Systems Engineering Plan (SEP).

For additional PDR information, see the [Marine Corps Systems Command Systems Engineering Technical Review Handbook, 6 Aug 2014](#) (Reference (k)).

CDR. The system level CDR provides the opportunity to assess design maturity, maturity of critical manufacturing processes, and system reliability.

The CDR establishes the [initial product baseline](#) to ensure the system has a reasonable expectation of satisfying the requirements of the Capability Development Document (CDD) or equivalent requirements document within the currently allocated budget. The CDR evaluates the proposed baseline ("build to" documentation) to determine if the system design documentation is satisfactory to start initial manufacturing.

The CDR is intended to demonstrate the ability of the system to operate in a useful way consistent with the approved Key Performance Parameters (KPPs); and that system production can be supported by demonstrated manufacturing processes.

The PM will provide a CDR summary to the MDA at MS C that identifies actions or tradeoffs required to meet APB C/S/P goals.

Phase Four - Production & Deployment (P&D). The completion of EMD occurs when the MDA commits to the program at MS C or decides to end the effort. The P&D phase begins at MS C and ends when the MDA determines the program has entered the Operations and Support (O&S) phase via approval of a PoPS Gate 6.5 Sustainment decision.

- **Milestone C.** MS C authorizes entry into the P&D phase. The MDA makes the decision to commit the Department of Defense (DoD) to production at MS C, and documents this decision, along with appropriate boundaries, in an ADM. The ADM may authorize entry into Low Rate Initial Production (LRIP), or into Full Rate Production (FRP) for low risk systems that do not require LRIP. For SW intensive systems with no production components, the LRIP decision is referred to as Limited Deployment Decision (LDD) and FRP is referred to as the Full Deployment Decision (FDD).

For programs that receive a combined MS C/LRIP decision, a separate FRP decision review with the MDA is required and will be specified in the ADM. For additional guidance, please reference the MCSC PoPS MS C core briefing charts.

- o **LRIP.** The purpose of LRIP is to effectively manage risk by ensuring the system is ready to proceed to FRP prior to committing the government to the entire FRP quantity. LRIP provides the government with the opportunity to identify and resolve test deficiencies and further mature production processes prior to the FRP decision. LRIP quantities should be limited to the minimum necessary to achieve the above goals.

As a rule of thumb, LRIP quantities should be limited to 10% of the total production quantity. The PM/PdM should consult with Marine Corps Operational Test and Evaluation Activity (MCOTEA) and the Tier-0 IPT when proposing LRIP quantities for MDA consideration. The MDA may authorize LRIP quantities, to include those in excess of 10%, at the time of the MS C decision. If the PM/PdM wishes to request LRIP quantities in excess of 10%, rationale should be provided for MDA consideration. The ADM will specify LRIP maximum quantities. Any subsequent increase in LRIP quantities, beyond what is authorized in the current ADM, must be approved by the MDA in a revised ADM.

- **FRP.** FRP authorizes the delivery of the fully funded quantity of systems or capability as well as supporting materiel and services. Prior to the FRP decision, programs must demonstrate control of the manufacturing process, acceptable reliability, and control of other critical processes. In addition, test results must demonstrate all

open deficiencies have been resolved, the system requirements have been met, and the system is safe and ready for fielding. The FRP ADM will provide guidance to the PM relative to the conduct, timing, and exit criteria for the [fielding decision](#) and Post Implementation Review (PIR) as described below. For additional guidance, please reference the MCSC PoPS FRP core briefing charts and [Chapter 2.6.3](#). In addition, declaration of Initial Operational Capability/Full Operational Capability (IOC/FOC) will occur after the FRP decision as described in [Chapter 2.6.4](#).

2.6.3 Fielding.

Fielding is the process of initially deploying and transferring systems, capabilities, and equipment from the acquisition organization to the operating forces and supporting establishments. The MCSC Fielding Decision Process is described in [MARCORSYSCOMO 4105.10, dtd 1 May 2014](#) (Reference (1)). The fielding process at MCSC is led by the AC ALPS. All competencies and stakeholders work together to support AC ALPS and the PM/PdM in the successful preparation for and execution of the fielding decision.

The MDA issues an ADM (typically at MS C) which specifies both the timing and entry/exit criteria for the fielding decision. The ADM may direct a:

- Standalone fielding decision to occur subsequent to a MS C decision.
- Combined MS C/Fielding decision.
- Combined FRP/Fielding decision.

The specific approach for each program shall be based upon the recommendations of the PM/PdM, ILA chair, and MAT or Tier-0 IPT for programs which have been delegated to PM.

The fielding process for IT programs is tailored to reflect the unique characteristics of IT. In many IT programs, a capability and/or SW is delivered instead of a physical item. The peripherals and SW which are often delivered under IT acquisitions are subject to continuous refresh cycles. The ILA chair will advise the PM regarding the development of a fielding strategy tailored to address the unique characteristics of IT programs.

For additional guidance, please contact your ILA chair or Assistant Program Manager for Life Cycle Logistics (APM-LCL).

2.6.4 IOC and FOC.

Initial Operational Capability (IOC). Attained when some of the end users scheduled to receive a system or capability 1) have received it and 2) have the ability to employ and maintain it.

Full Operational Capability (FOC). Attained when all of the end users scheduled to receive a system or capability 1) have received it and 2) have the ability to employ and maintain it.

IOC and FOC are specifically defined for each program in the applicable requirements document. In addition, the requirements document will specify objective (best case) and threshold (minimum acceptable) dates for attainment of IOC and FOC. Attainment of IOC and FOC is tracked in the program APB.

Declaration of IOC and FOC. CD&I typically determines or “declares” when IOC and FOC have been achieved. In some cases, the program sponsor such as HQMC C4, PP&O, or I&L may declare IOC. There is no prescribed format for declaration of IOC or FOC. In most cases, a formal memorandum is issued by CD&I or the program sponsor. An example is provided in [Enclosure \(c\)](#).

IOC and FOC will occur after the MS C/FRP decision. The specific timeframes will vary for each program. Achievement of IOC and FOC is a significant indicator of program success. This provides tangible evidence that:

- A system is accomplishing its intended purpose (IOC).
- All required quantities have been delivered to the end users (FOC).
- The appropriate logistics/training infrastructure is in place to enable the users to employ the capability (IOC & FOC).

Phase Five - Operations & Support (O&S). As stated earlier in this Chapter, the MDA/PDA determines the program has entered the Operations & Support (O&S) phase via approval of a PoPS Gate 6.5 Sustainment decision. The decision by the MDA to place the acquisition program in the O&S phase should be captured in an Acquisition Decision Memorandum (ADM). The ADM should also address any specific Post-Implementation Review (PIR) or Life-Cycle Sustainment requirements. The DRAFT ADM proposed to the MDA/PDA should include language that delegates the PDA responsibility to the Program Manager (if not already previously delegated by policy or ADM).

The purpose of the O&S Phase is to provide continued support to the product or capability after delivery to the intended user. During this phase, the PM/PdM, IPT, and the Product Support Manager ensure:

- Materiel readiness and operational support performance requirements are met (to include refresh of IT systems).
- The system is sustained in the most cost-effective manner over its total life cycle.

Planning for this phase should begin prior to program initiation and is reviewed via ILAs conducted throughout the life of the program. O&S has two major sub-phases, Life Cycle Sustainment and Disposal.

- **Life Cycle Sustainment**. Entry into Life Cycle Sustainment typically occurs after IOC/FOC has been achieved. During this phase, the PM/PdM shall conduct continuing reviews of logistics strategies and make required adjustments to meet performance targets. The MDA performs on-going reviews of program status during this phase which are established at the FRP ADM and updated at each subsequent review. This includes the conduct of periodic Program Implementation Reviews (PIRs) as described below. Additional information, to include entrance criteria can be accessed via Sustainment under the PoPS Core Briefing Charts tab located on the [MAP SharePoint](#) site.
 - [Post Implementation Review \(PIR\)](#). [DoDI 5000.02, Tables 2](#), establishes a statutory requirement that all ACAT programs be subjected to a PIR. The PIR plan is presented to the MDA at the FRP Decision Review, and the PIR Report is presented to the MDA during the O&S phase, typically after attainment of IOC and before FOC is achieved. The MDA will specify the timeframe for review of the PIR Report in the FRP ADM. The purpose of the PIR is to:
 - Determine if the warfighter/user is satisfied the capability delivered meets their needs.
 - Confirm the initial validated need has not changed. If it has changed, this should be identified and addressed in the PIR Report.
 - Compare actual project costs, benefits, and risks, against earlier projections. Determine the causes of any differences between planned and actual results.

- A one page tailored version of the PIR report (with instructions) for MCSC programs is located within the MCSC PoPS Sustainment core briefing charts.

The requirements officer typically prepares the PIR Report, with full participation from the PM/PdM. In addition, it is imperative all stakeholders and competencies to include MCOTEA are involved in the planning and conduct of the PIR. Detailed guidance regarding conduct of the PIR is provided in the MCSC PoPS Sustainment core briefing charts and the [DAG Chapter 7.9](#).

- **Disposal**. Disposal occurs at the end of a useful life of a system. At this point a system must be demilitarized and disposed of in accordance with all legal and regulatory requirements and policy relating to safety (including explosives safety), security, and the environment. Planning for disposal is addressed within the ILA. For additional information, please contact your APM-LCL.

2.7 Acquisition Models.

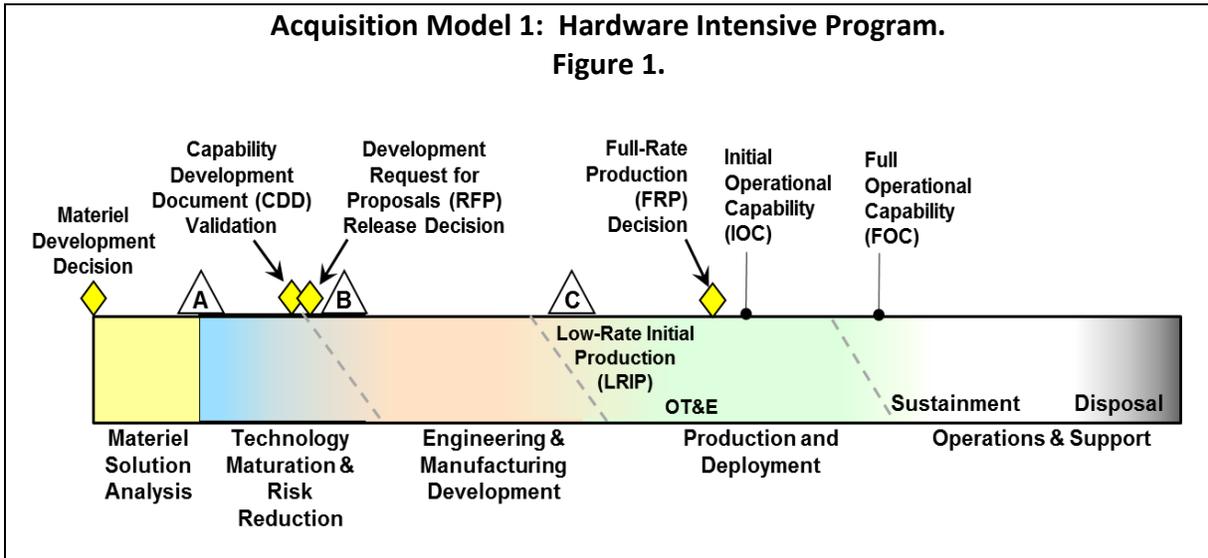
As of 2015, the DoDI 5000.02 includes a new set of acquisition models. There are a total of six models: four basic models and two hybrid models. The four basic models provide examples of defense acquisition program structures that are tailored to the type of product being acquired or to the need for accelerated acquisition. The two additional hybrid models combine the hardware and software features of multiple basic models. The six models are listed below.

- Model 1: Hardware Intensive Program
- Model 2: Defense Unique Software Intensive Program
- Model 3: Incrementally Deployed Software Intensive Program
- Model 4: Accelerated Acquisition Program
- Model 5: Hybrid Program Model A (Hardware Dominant)
- Model 6: Hybrid Program Model B (Software Dominant)

The following paragraphs provide a basic introduction for each of these models. For more detail, please refer to the [DoDI 5000.02 section 5c\(3\)](#), as published on January 7, 2015.

Model 1: Hardware Intensive Program

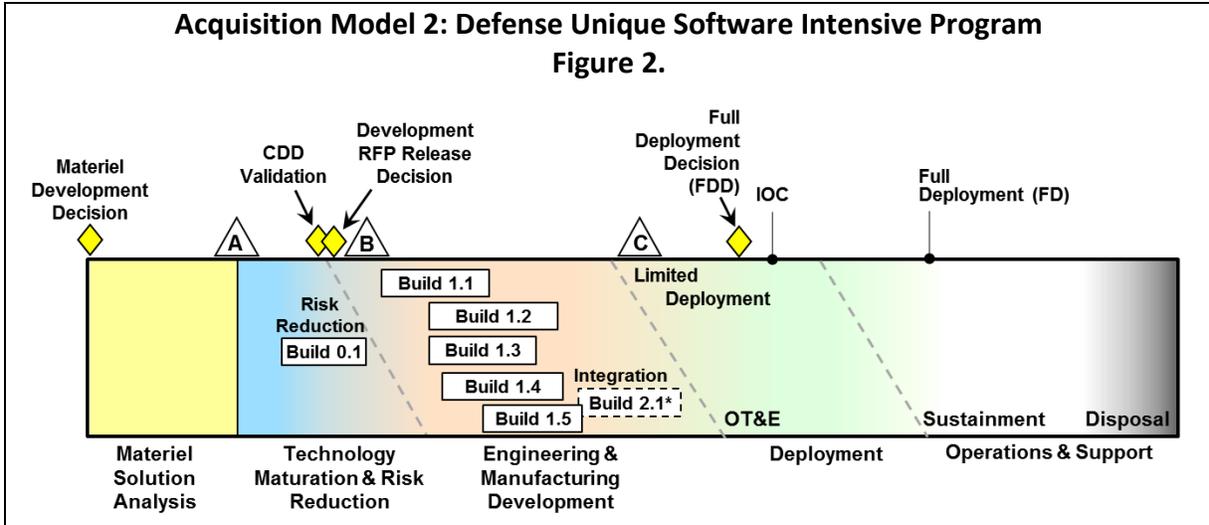
The hardware intensive model that is illustrated in Figure 1 is the classic model that has existed in some form in all previous editions of the DoDI 5000.02. It is the starting point for most military weapon systems; however, these products almost always contain software development resulting in some form of Hybrid Model.



Model 2: Defense Unique Software Intensive Program

Figure 2 is a model of a program that is dominated by the need to develop a complex, usually defense unique, software program that will not be fully deployed until several software builds have been completed. The central feature of this model is the planned software builds – a series of testable, integrated subsets of the overall capability – which together with clearly defined decision criteria, ensure adequate progress is being made before fully committing to subsequent builds.

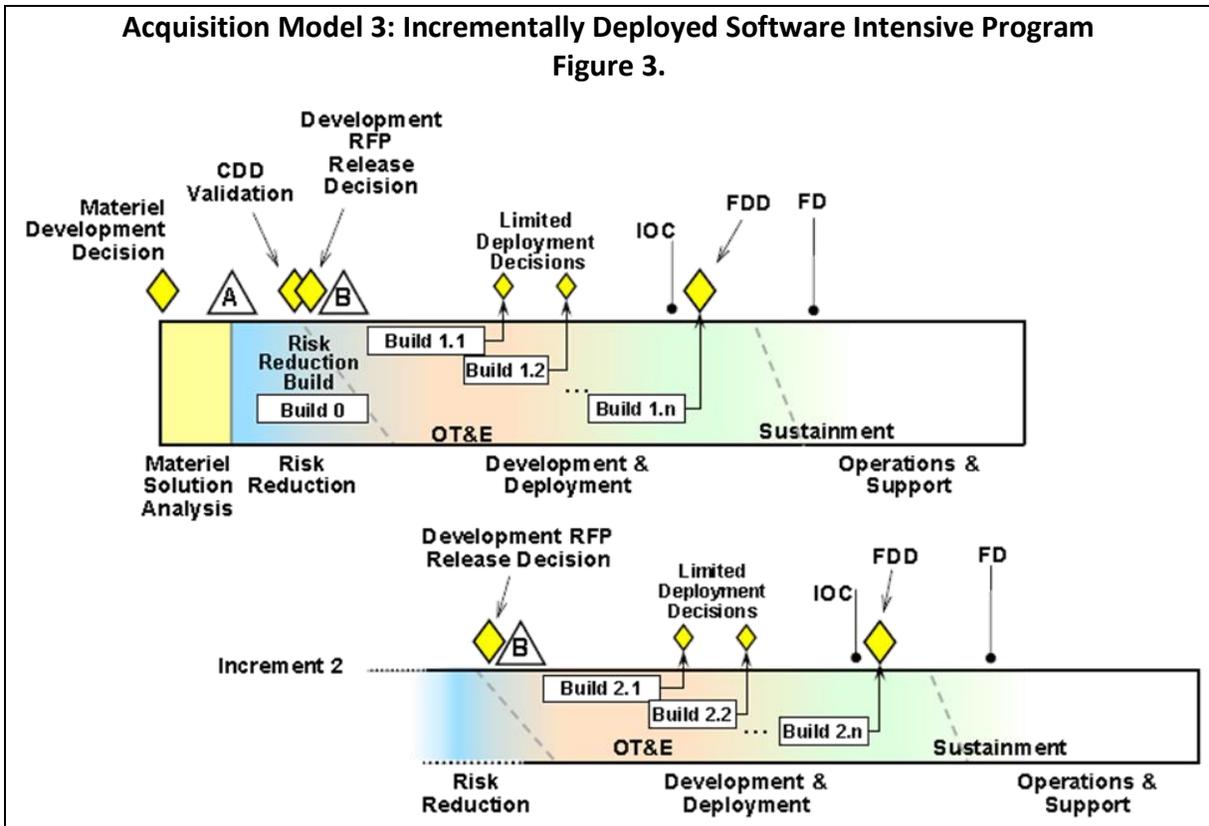
Several software builds are typically necessary to achieve a deployable capability. Each build has allocated requirements, resources, and scheduled testing to align dependencies with subsequent builds and to produce testable functionality to ensure that progress is being achieved. The build sequencing should be logically structured to flow the workforce from effort to effort smoothly and efficiently, while reducing overall cost and schedule risk for the program.



Model 3: Incrementally Deployed Software Intensive Program

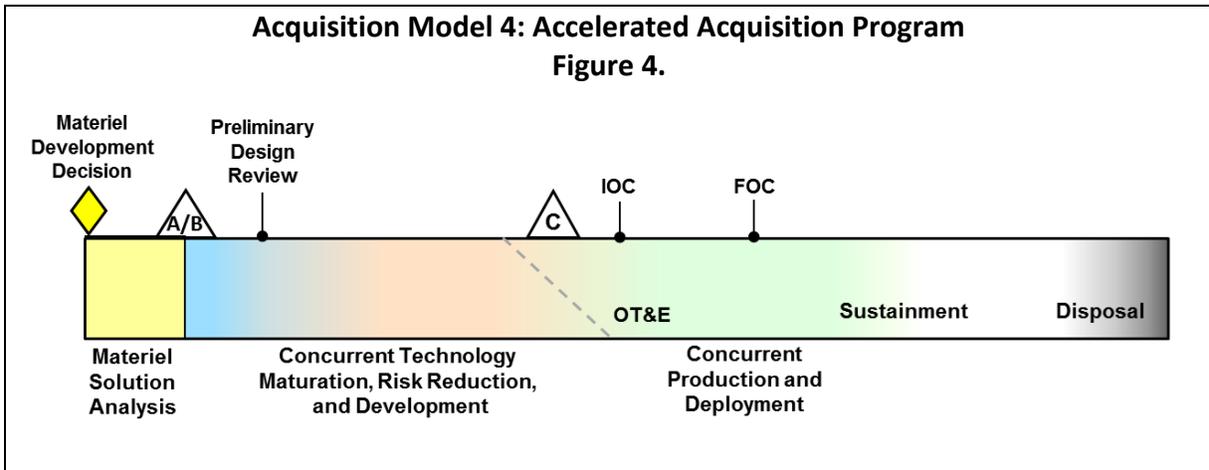
Model 3 has been adopted for many Defense Business Systems, and it is illustrated in Figure 3. Model 3 also applies to upgrades for some command and control systems or weapons systems software where deployment of the full capability will occur in multiple increments as new capability is developed and delivered, nominally in 1 to 2-year cycles. The period of each increment should not be arbitrarily constrained. The length of each increment and the number of deployable increments should be tailored and based on the logical progression of development and deployment for use in the field for the specific product being acquired.

This model is distinguished from Model 2 by the rapid delivery of capability through multiple acquisition increments, each of which provides part of the overall required program capability. Each increment may have several limited deployments; each deployment will result from a specific build and provide the user with a mature and tested sub-element of the overall incremental capability. Several builds and deployments will typically be necessary to satisfy approved requirements for an increment of capability.



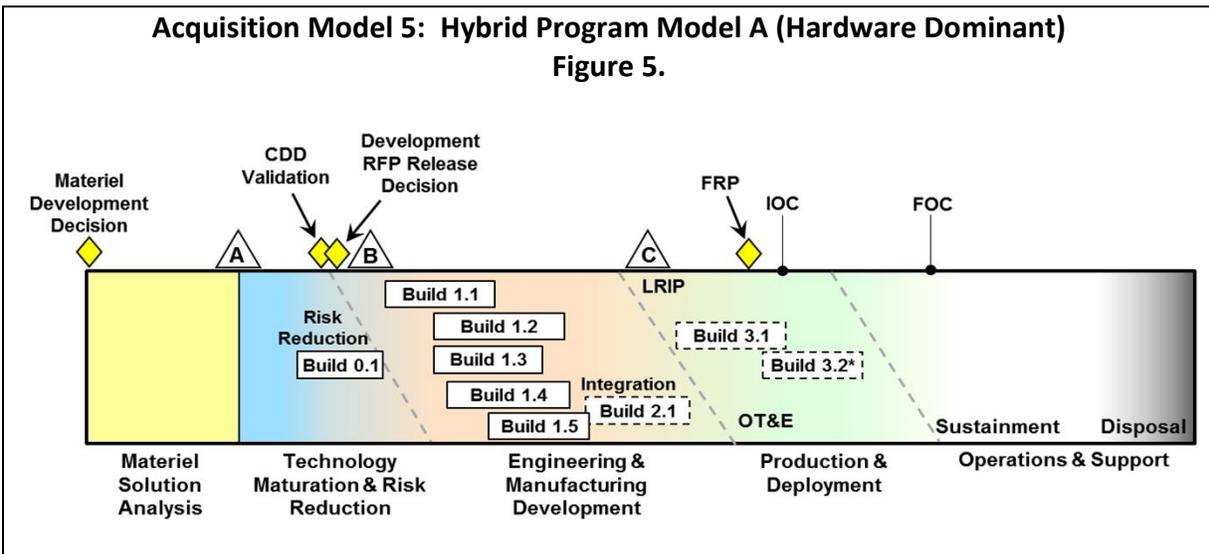
Model 4: Accelerated Acquisition Program

Model 4 is for use when schedule considerations dominate over cost and technical risk considerations. As illustrated in Figure 4, this model compresses or eliminates phases of the process and accepts the potential for inefficiencies in order to achieve a deployed capability on a compressed schedule. The model shows one example of tailoring for accelerated acquisition and many others are possible. This type of structure is used when technological surprise by a potential adversary necessitates a higher-risk acquisition program.



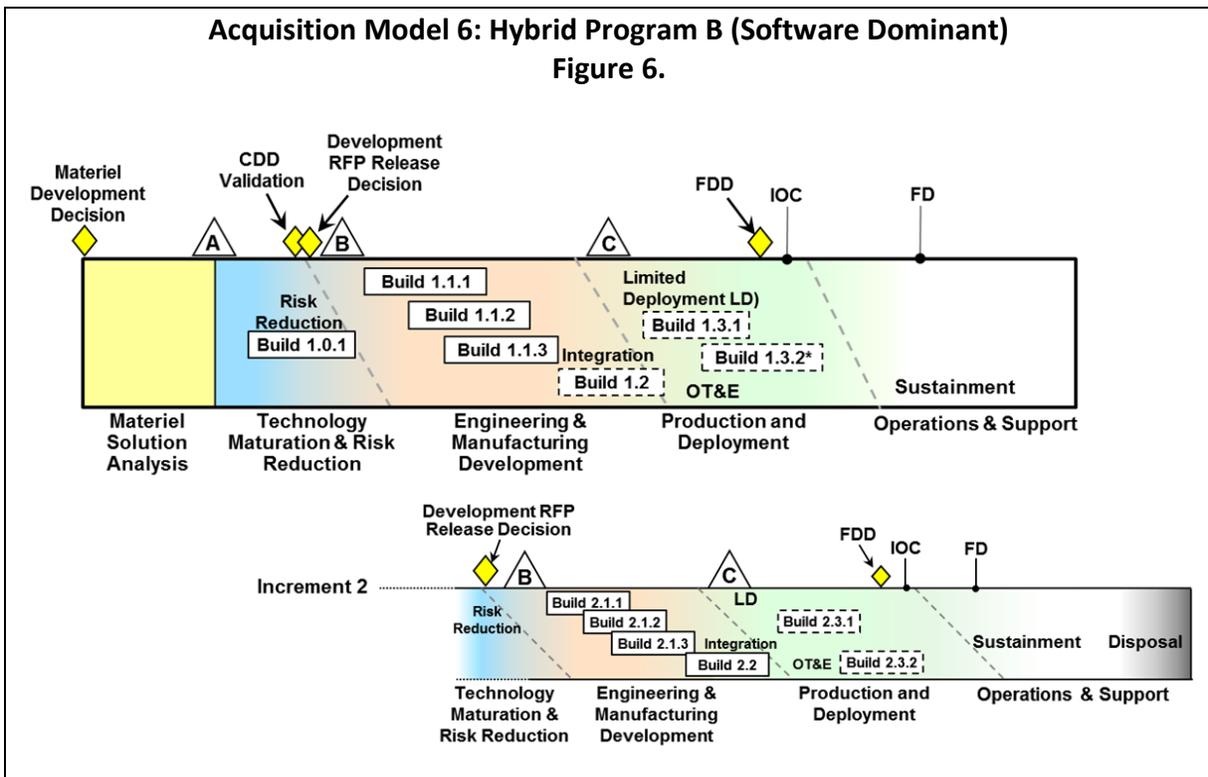
Model 5: Hybrid Program Model A (Hardware Dominant) .

Model 5 combines the basic program structure for hardware development with a software intensive development effort that is occurring simultaneously. This approach is illustrated in Figure 5. In a hardware intensive development, the design, fabrication, and testing of physical prototypes may determine overall schedule, decision points, and milestones, but software development will often dictate the pace of program execution and must be tightly integrated and coordinated with hardware development decision points.



Model 6: Hybrid Program Model B (Software Dominant).

Model 6 represents how a software intensive product development effort can include a mix of incrementally deployed software products or releases that include intermediate software builds. All of the comments about incremental software fielding associated with Model 3 in paragraph 5c(3)(d) apply to this model as well. As illustrated in Figure 6, this is a complex model to plan and execute successfully, but depending on the product it may be the most logical way to structure the acquisition program.



Chapter 3: PoPS IMPLEMENTATION

3.1 PoPS Methodology.

Probability of Program Success (PoPS) is the methodology MCSC uses to assess program health for all programs. PoPS provides leadership with an objective and quantifiable method of evaluating likely program successes, issues and risks. It provides Program Managers (PMs) with a repeatable, defensible, and traceable approach to measuring, managing, and reporting program health throughout the acquisition lifecycle.

The PoPS methodology contains two components, PoPS database and MCSC PoPS core briefing charts.

- **PoPS database** consists of criteria questions and generates a Program Health Assessment according to the responses the PM submits.
- **MCSC PoPS core briefing charts** provide detailed instructions for MCSC programs preparing for milestones (MS) and decision points. The charts and supporting instructions are regularly reviewed by the Competency Directors (CDs) and updated by the MCSC Acquisition Guidebook (MAG) Integrated Product Team (IPT). As such, it is imperative that the most recent version of the charts located on the [MAP SharePoint](#) site are used and the supporting instructions are reviewed by all preparers.

As directed by Marine Corps Systems Command Order (MARCORSYSCOMO) 5000.3B, all MCSC programs shall use the PoPS methodology and tools, at a minimum annually, to assess program health in support of MS, decision points, and program management reviews.

3.2 Tools for Implementing PoPS.

SharePoint. All relevant information regarding the PoPS database and MCSC PoPS core briefing charts are located on the [MAP SharePoint](#) site. *Note: There are separate PoPS core briefing charts tailored for each MS and decision point.*

The PoPS database contains the supporting criteria questions for each MS and decision point. There are three options MCSC programs can choose from to answer the criteria questions; download Microsoft Access Naval PoPS database, use Assistant Secretary of the Navy for Research, Development, and Acquisition Information System (ASN RDAIS) PoPS database, or download

Microsoft Excel SYSCOM Tailored PoPS for Abbreviated Acquisition Programs (AAPs) spreadsheet.

- Option #1: [Microsoft Access Naval PoPS Database](#)
 - The database is located on the MAP SharePoint under "[Download Database](#)" along with a supporting Naval PoPS Guidebook with helpful instructions.
 - Once the database is downloaded, you must request creation of your program's initial record in the PoPS database and provide your respective Assistant Program Manager for Program Management (APM-PM) the below information.
 - Program Name and Acronym
 - PM
 - Milestone Decision Authority (MDA)
 - Program Management Office (PMO)/Organization
 - Entry Gate and MS or decision point being reviewed (per program's previous Acquisition Decision Memorandum (ADM))
 - Associated Contractors and Government Performers (e.g. system developers, system integrators. *Important! Do not list your support contractor here.* This field should be populated with Contractors or Government Performers which directly support program execution, e.g. solution providers. (For example, Government Performers may include SPAWAR, NSWC Crane, etc.)).
 - Indicate if earned value management (EVM) is applicable. Please note EVM typically applies to cost or incentive type contracts in excess of \$20 million. If you are unsure if your contract is subject to EVM, please see your Procurement Contracting Officer (PCO) or Integrated Program Management Team (IPMT) Leader in the Assistant Commander, Programs Cost & Analysis Branch (ACPROG C&AB) for additional information.

- Option #2: [ASN RDAIS PoPS Database](#)
 - If the PMO prefers to use PoPS via RDAIS and does not currently have a record in RDAIS, please provide the following information to Ms. Meghan Nelson, meghan.nelson@navy.mil, (703)614-0160 to establish a record in RDAIS.
 - Program Long Name
 - Program Short Name

- Acquisition Category (ACAT) III, IV, AAP or not yet designated
 - Provide a memorandum that shows the above information (if available)
 - Names of individuals who need access to the record
- Note: In order to create a PoPS Health Assessment in RDAIS, you must have an active account with write or approval access. Consult your APM-PM if you are unsure of what type of access you should request.
- An instructional video on how to create a PoPS Health Assessment via RDAIS is located on the MAP SharePoint under "[Download Database.](#)"
- Option #3: Microsoft Excel SYSCOM Tailored PoPS for AAPs Spreadsheet
 - The spreadsheet is located on the MAP SharePoint under "[Download Database.](#)"
 - Spreadsheet contains criteria questions, from the Microsoft Access Naval PoPS database, tailored for lower-level programs (i.e. programs low in cost, complexity, risk, impact, and visibility).
 - AAPs and Operations & Support (O&S) efforts are encouraged to use the spreadsheet, but may still use the Microsoft Access Naval PoPS database or RDAIS PoPS database as desired.

3.3 Answering PoPS Criteria Questions.

The PM/PdM prepares a PoPS Program Health Assessment by populating criteria questions pertaining to a specific MS/Decision Point using their choice of PoPS tool in [Chapter 3.2](#). *Note: Before populating the criteria questions, please ensure the appropriate PoPS Gate has been selected by referring to [Figure 3B](#).* The PoPS Program Health Assessment consists of four levels as shown in [Figure 3A](#):

- Level I: Program Health is a calculated baseline score (0 to 100) based on selected color ratings (red, yellow, and green) and associated weights for each criteria question.
- Level II: Factors (Requirements, Resources, Planning and Execution, and External Influencers).
- Level III: Metrics (there are 18 metrics).
- Level IV: Criteria (questions) for each metric.

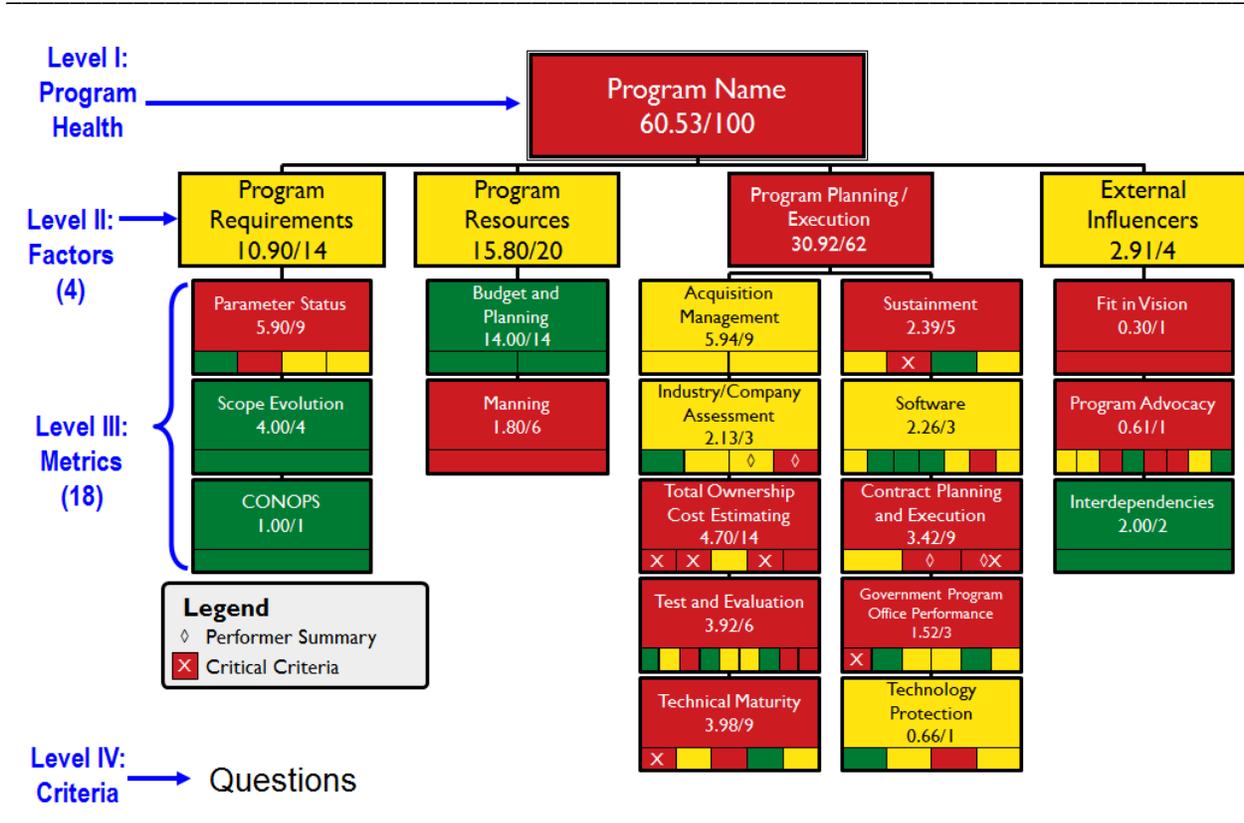


Figure 3A. Example of PoPS Program Health Assessment

The criteria questions address issues specific to each MS/Decision Point in the Defense Acquisition Framework. Therefore, the content and relative weight of the questions will vary for each MS/Decision Point. When answering the PoPS criteria questions the PM/PdM should consult the Frequently Asked Questions (FAQs) posted under each MS/Decision Point on the [MAP SharePoint](#) site. The FAQs provide specific guidance relative to interpreting the criteria questions for MCSC programs.

A PM/PdM's response to the criteria questions will generate an initial baseline numeric score and color code (red/yellow/green) for each level. All PMS/PdMs should assume a start point of "red" and must meet the specified criteria before moving to a "yellow" or "green" score. The PM/PdM shall include a brief rationale to explain the rating for each criteria question to include green ratings. For red or yellow ratings, the PM/PdM shall briefly explain the rationale, mitigation strategy, and target date for resolution (who, what, when).

A "yellow" or "red" score is not a performance measure of the PM/PdM's abilities. PMS/PdMs should consider "yellow" and "red"

scores as a tool to surface critical issues to leadership and obtain their approval and/or assistance in crafting a resolution strategy. External factors outside the PM/PdM's control have a large influence on the PoPS score.

It is expected that when a program begins the planning cycle for a MS/Decision Point many of the events and criteria will be pending or incomplete. This will result in multiple PoPS ratings of "yellow" or "red" at the beginning of the planning cycle. As the program progresses closer to the MS/Decision Point the products and reviews will be completed and many of the ratings will migrate to a "green" status.

3.4 PoPS Baseline Score Approval Process.

MS/Decision Points. For any MS/Decision Point, the PM/PdM shall present their program's initial PoPS baseline score to the Milestone Assessment Team (MAT) for programs where the MDA/PDA is COMMARCORSYSCOM and to the Tier-0 IPT for programs when the MDA/PDA resides with the PM. The MAT or Tier-0 IPT shall review, make appropriate revisions, and approve the initial baseline. The PoPS initial baseline is considered to be the validated PoPS baseline score upon MAT or Tier-0 IPT approval. Changes to the validated PoPS baseline score are not uncommon, in these cases the PM/PdM must submit appropriate rationale and recommendations to the MAT or Tier-0 IPT for review and approval and be prepared to substantiate their scoring based on the specified criteria.

Program Management Reviews (PMRs). For any PMRs, the PM/PdM shall present their program's initial PoPS baseline to the Tier-0 IPT for review, revision, and approval. The PoPS initial baseline is considered to be the validated PoPS baseline score upon Tier-0 IPT approval.

Commander, Marine Corps Systems Command (COMMARCORSYSCOM) will conduct semi-annual PMRs for selected programs at their discretion. The PM, PdMs, and APMs of the selected programs will be notified approximately sixty (60) days prior to their scheduled briefing by meeting invitation. The meeting invitation will contain a briefing template along with additional guidance and instructions.

Disagreements. Disagreements between the MAT/Tier-0 IPT and the PM/PdM shall be resolved through discussion, available facts, and if necessary, additional research and analysis. When disagreements cannot be resolved, the MDA/PDA shall be the final authority for PoPS baseline approval.

Reporting Requirement. Upon baseline approval and each time a change to the baseline is approved by the MAT or Tier-0 IPT, the PM/PdM shall enter and update the following information in The [Online Project Information Center \(TOPIC\) 2.1](#) under “Probability of Program Success.”

- Color ratings (green/yellow/red) for each of the four levels of the PoPS Program Health Assessment
- PoPS Program Health Assessment Report

At a minimum, all PM/PdMs are required to enter and update the above approved information for all assigned programs into TOPIC 2.1 no less than once a year.

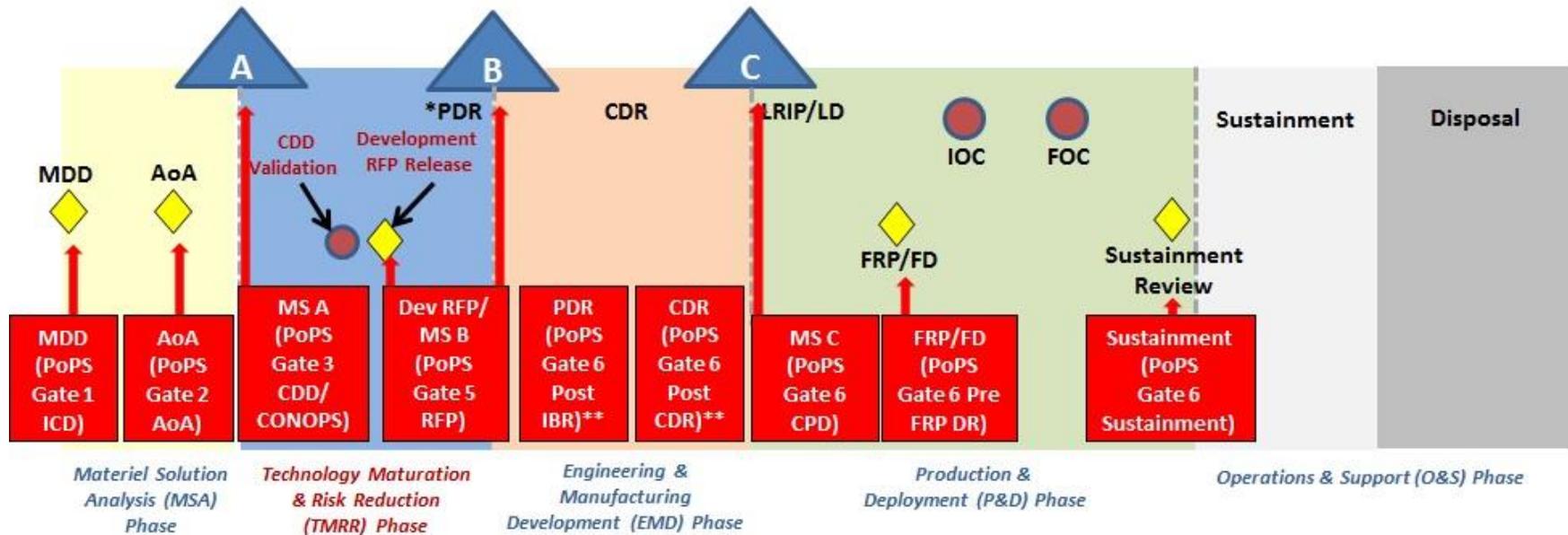
3.5 Gate Reviews.

[SECNAVINST 5000.2E](#) mandates a series of reviews called “Gates” throughout the program lifecycle for ACAT I and II programs. These reviews are conducted prior to each MS and Decision Point. Each Gate review consists of briefing charts and criteria questions tailored to the specific MS/Decision Point. As such, the specific content of the briefing charts and criteria questions are different for each Gate. For MCSC programs, the Gate review criteria are reflected within the MCSC PoPS core briefing charts and PoPS criteria questions for each MS/Decision Point. [Figure 3B](#) below identifies the MS/Decision Point and the supporting Gate criteria templates.

3.5.1 Combat Development and Integration (CD&I) Gate Review Responsibilities.

CD&I will conduct Gate reviews per their organizational policies in accordance with [SECNAVINST 5000.2E](#). Gate reviews should be conducted prior to the appropriate MS or Decision Point. In many cases, CD&I will participate concurrently in the MDA review of the MS or Decision Point in lieu of holding a separate Gate review.

CD&I is required to validate the requirement is sufficient to support each MS or Decision Point. This may be accomplished by their participation in the MAT or Tier-0 IPT. The MAT process to include required participants is described in [Chapter 6](#).



Legend: ▲ Major Milestone (MS) ◆ MDA Decision ● RA Responsibility

*Timing of the PDR will be directed by the Technical Authority

**The PoPS IBR and CDR Reviews are no longer required to be stand-alone MDA Reviews. The briefing packages are available for use by the PM and presentation to the MDA if appropriate.

Figure 3B. MCSC Implementation of the DoD Defense Acquisition Framework with PoPS

3.6 Transitioning Ongoing Efforts to an ACAT Framework.

Efforts that have been previously executed as Urgent Universal Needs Statement (UUNS), or have been historically executed outside the ACAT governance framework do not always “fit” into a single PoPS Gate template. Such “nontraditional” efforts typically do not align with the sequence of [DoDI 5000.02](#) MS events as reflected in the PoPS templates. Thus, when transitioning “nontraditional” efforts to an ACAT framework, tailoring will be required. In many cases, it may be appropriate to combine features of two PoPS Gates, to provide the MDA with the most accurate assessment of program status.

Many efforts of this type have not received a MDD decision; however, they have already fielded a capability. In these cases, the MDD Gate should be used, and it may be tailored and combined with the Gate template that is closest to the next MDA decision. The PM/PdM should consult with MAT or the Tier-0 IPT to obtain guidance regarding each specific program. It is also critical CD&I be consulted before transitioning an UUNS to an ACAT framework, as it may be decided that it is not an enduring requirement. If it is determined the UUNS will transition to an enduring requirement, then CD&I will prepare a validated requirement as described in [Chapter 2](#); and the PM/PdM shall follow the procedures described in [Chapter 5](#) for requesting an ACAT/AAP designation.

Chapter 4: ACAT LEVELS

4.1 ACAT Program Overview.

An acquisition program is defined as a directed, funded effort designed to provide a new, improved, or continuing materiel, weapon, or information system capability in response to a validated operational or business need. Acquisition programs are designated by the Milestone Decision Authority (MDA) to fall within Acquisition Categories (ACATs) which are established to facilitate decentralized decision-making, execution, and compliance with statutory requirements.

Program Managers (PMs) and Product Managers (PdMs) are responsible for ensuring all funded efforts are managed as ACAT programs, unless otherwise approved by Commander, Marine Corps Systems Command (COMMARCORSSYSCOM). (Note: Abbreviated Acquisition Programs (AAPs) are considered to be ACAT programs). Efforts executed outside an ACAT construct typically do not have a validated requirement, are difficult to historically trace, and lack performance metrics. However, these efforts consume MCSC resources which could be used to support validated ACAT programs. Therefore, the PM/PdM shall identify any such efforts to COMMARCORSSYSCOM. COMMARCORSSYSCOM will then determine if the effort should be subject to an ACAT designation process, discontinued, or allowed to proceed in the absence of an ACAT designation.

Pre-ACAT efforts or potential ACAT programs are defined as efforts which are:

- Funded
- Supported by a validated requirement
- Provide a new, improved, or continuing materiel, weapon, or information system capability but have not yet been granted a Milestone (MS) B or any subsequent MS decision by the MDA

Potential ACAT programs shall not be artificially divided into separate entities for the purpose of qualifying as lower ACATs or as AAPs.

ACAT programs, to include AAPs shall not be initiated without a validated requirement and appropriate phase-specific funding. (During MDD and Technology Maturation & Risk Reduction, programs must be funded to ensure completion of all phase-specific activities. At Engineering & Manufacturing Development and beyond the program must be fully funded across the FYDP). COMMARCORSSYSCOM will determine the ACAT level based on estimated

cost, complexity, and risk.

Note: Important Terminology Information - Program of Record (POR) ≠ ACAT Program. The term POR describes an effort that is funded (approved) across the Future Years Defense Program (FYDP), through the Program Objective Memorandum (POM) process. When this happens, the program becomes a "line item record" in the budget - hence the term "program of record." This term is not synonymous with an ACAT program. For example, an effort may be a POR with a unique budget line item prior to receipt of an ACAT designation from the MDA. As such, use of the term POR should be limited to those cases where it is necessary to refer to the budgetary status of an effort.

4.2 ACAT Designation Criteria.

The [SECNAVINST 5000.2E](#) specifies the criteria for acquisition categories and is summarized in [Table 4A](#) below. The MDA designates programs as ACAT I, II, III, IV, or AAP as follows:

All dollars are in Base Year (BY) 2000*		
Acquisition Category	Summary of ACAT Designation Criteria per SECNAVINST 5000.2E	Decision Authority
ACAT I	<ul style="list-style-type: none"> Major Defense Acquisition Programs (MDAPs) (10 USC 2430) RDT&E > \$365M or Procurement total > \$2.190 B USD(AT&L) designation as special interest 	ACAT ID: USD(AT&L) ACAT IC: SECNAV, or if delegated, ASN(RD&A)
ACAT IA	<ul style="list-style-type: none"> Major Automated Information Systems (MAISs) Program costs/year > \$32M, or total program costs > \$126M, or Life-cycle costs > \$378M USD(AT&L) designation as special interest 	ACAT IAM: ASD(NII)/DoD CIO ACAT IAC: ASN(RD&A),
ACAT II	<ul style="list-style-type: none"> RDT&E total > \$140M, or Procurement total > \$660M ASN(RD&A) designation as special interest Not applicable to IT programs 	ASN(RD&A), or the individual designated by ASN(RD&A)
ACAT III	<ul style="list-style-type: none"> Weapon system programs: <ul style="list-style-type: none"> RDT&E total ≤ \$140 million, or Procurement total ≤ \$660 million, and Affects mission characteristics of ships or aircraft or combat capability IT programs: <ul style="list-style-type: none"> Annual costs ≤ \$32M; Total program costs ≤ \$126M; life-cycle costs ≤ \$378M 	Cognizant PEO, SYSCOM Commander , or designated flag officer or senior executive service (SES)
ACAT IV(T)	<ul style="list-style-type: none"> Does not meet the criteria for ACAT III Weapon system programs: <ul style="list-style-type: none"> RDT&E total ≤ \$140M or Procurement total ≤ \$660M IT programs: <ul style="list-style-type: none"> Annual costs < \$15M; Total program costs < \$30M; life-cycle costs ≤ \$378M 	Same as ACAT III except that authority may be further delegated
ACAT IV(M)	<ul style="list-style-type: none"> Same as ACAT IV(T) with two exceptions: <ul style="list-style-type: none"> Does not require operational test and evaluation (OT&E) as concurred with in writing by MCOTE A Not applicable to IT programs 	Same as ACAT IV(T)
Abbreviated Acquisition Program (AAP)	<ul style="list-style-type: none"> Does not require OT&E as concurred with in writing by MCOTE A Weapon system programs: R&D < \$10M & Production expenditure < \$50M IT programs: Annual costs < \$15M & Total program costs < \$30M 	Same as ACAT IV(T)

**Note: The Interim DoDI 5000.02 updated the ACAT I-III dollar thresholds from BY 2000 dollars to BY 2014 dollars. However, the draft SECNAVINST 5000.2F did not update the ACAT IV and AAP dollar thresholds. We are working with ASN RDA staff to resolve this issue. In the interim, please consult with your APM-PM or ACPROG Assessments to resolve any questions.*

Table 4A. ACAT Categories

MCSC ACAT III, IV, and AAP designations are based on the thresholds and definitions specified in [Table 4A](#) as well as an assessment of overall program risk, complexity, impact, and visibility and are designated according to the process described in [Chapter 5](#). COMMARCORSYSCOM may elect to elevate the ACAT designation beyond what is required by an assessment of dollar thresholds in [Table 4A](#). For example, a program that meets AAP thresholds may be elevated to an ACAT III, based on an assessment of visibility, risk, complexity, and impact.

The PM/PdM shall contact ACPROG Assessments if the program is anticipated to fall within the ACAT I or II boundaries as shown above. ACPROG Assessments will coordinate appropriate notification to Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN RDA) and Under Secretary of Defense for Acquisition, Technology, and Logistics (USD AT&L).

COMMARCORSYSCOM may at any time in the program lifecycle revisit a previous ACAT designation and/or delegation. For example, COMMARCORSYSCOM may elect to rescind delegation of MDA or revise a previous ACAT designation based on program complexity, risk, change in estimated cost, or other factors. For those programs where MDA has been delegated to a PM, the PM shall periodically review all assigned ACAT programs and make appropriate recommendations to COMMARCORSYSCOM regarding ACAT designation and delegation based upon the above factors.

4.3 ACAT Categories.

ACAT III. COMMARCORSYSCOM designates ACAT III programs assigned to MCSC and serves as the MDA. COMMARCORSYSCOM may elect to delegate MDA for such programs to a designated flag officer or Senior Executive Service (SES) official, but generally this does not occur at MCSC.

ACAT IV. There are two categories of ACAT IV programs:

- ACAT IV(T) (Test) - Require independent operational test and evaluation (OT&E). This is typically conducted by Marine Corps Operational Test and Evaluation Activity (MCOTEA). The PM also conducts developmental testing (DT).
- ACAT IV(M) (Monitor) - OT&E is not required. DT is required and managed by the PM/PdM. The Director, MCOTEA may elect to monitor testing of ACAT IV(M) programs and must concur in writing with all ACAT IV(M) designations.

COMMARCORSYSCOM will designate ACAT IV programs and may delegate MDA for such programs to a PM or SES official.

AAPs. Programs may be designated as AAPs if they do not require OT&E and meet the AAP dollar thresholds in [Table 4A](#). MCOTEA must concur in writing that OT&E is not required. In addition, the Director, Financial Management (DFM) must concur the program does not exceed AAP cost thresholds.

COMMARCORSSYSCOM can designate AAPs and may delegate Program Decision Authority (PDA) to a PM or SES official. Assistant Commander, Programs (AC PROG) can designate AAPs and may delegate PDA to a PM. *(Note: For AAPs, the decision authority is referred to as the PDA and not the MDA).*

Programs should be of relatively low risk and complexity to be considered for designation as an AAP. As such, required documentation and review procedures should be appropriately streamlined and tailored. A recommended streamlined AAP documentation approach is provided in [Chapter 7.5.1](#).

The PM/PdM shall meet with their respective Tier-0 IPT to develop a tailored AAP documentation plan. Together with the Tier-0 IPT, the PM/PdM shall make a recommendation to the PDA regarding required program management events and documentation to include content and format.

AAPs will be subjected to the appropriate level of DT required to ensure the technical parameters and operational requirements are met. DT is accomplished under the direction of the PM/PdM with the advice and assistance of the Assistant Program Manager for Engineering (APM-E).

Chapter 5: ACAT DESIGNATION REQUESTS & DELEGATION

5.1 Designation and Delegation Authority.

[SECNAVINST 5000.2E](#) grants Commander, Marine Corps Systems Command (COMMARCORSYSCOM) authority to designate and delegate Milestone Decision Authority (MDA)/Program Decision Authority (PDA) for Marine Corps programs. This authority can be also be delegated to the Executive Director. AAP designation and delegation of PDA to Program Managers (PMs) can be authorized by Assistant Commander, Programs (AC PROG).

5.2 ACAT/AAP Designation & MDA/PDA Delegation Process.

ACAT Criteria. Product Managers (PdMs) can only submit ACAT designation and MDA delegation requests for efforts that meet the criteria of an ACAT IV program to COMMARCORSYSCOM via the PM and AC PROG. Efforts that meet the criteria as an ACAT III will not be delegated to the PM level and ACAT designation will not occur until Milestone (MS) B or MS C. See [Table 4A](#) for a listing of ACAT criteria.

AAP Criteria. For efforts that meet the criteria as an AAP, per [Table 4A](#), PM/PdMs can submit an AAP designation and PDA delegation to AC PROG.

Below is a step by step description of the process for obtaining an ACAT/AAP designation and delegation:

Step 1. PdMs shall answer the Gate 1 Initial Capabilities Document (ICD) Probability of Program Success (PoPS) questions using the PoPS database and prepare a Materiel Development Decision (MDD) PoPS core briefing chart package.

- The PoPS database and core briefing charts are available on the [MCSC Acquisition Portal \(MAP\) SharePoint site](#). For PoPS database instructions see [Chapter 3](#).

Step 2. When requesting an ACAT IV(M) or AAP designation, the PDM obtains concurrence from Marine Corps Operational Test & Evaluation Activity (MCOTEA) and Director, Financial Management (DFM) for any AAP designation requests. Click [here](#) for downloadable templates.

Step 3. The PDM submits the designation request which includes the Gate 1 ICD PoPS Word report, MDD PoPS core

briefing chart package, and if applicable the MCOTEA Concurrence Letter and DFM Checklist to their Assistant Program Manager for Program Management (APM-PM).

Step 4. The APM-PM coordinates review of the designation request with the Tier-0 Integrated Product Team (IPT). Upon review, the Tier-0 IPT shall prepare a Program Summary Assessment and indicate their concurrence by signature. Click [here](#) for Program Summary Assessment template.

- The Tier-0 IPT consists of the APM-PM and all the program office APM leads to include Engineering (APM-E), Life Cycle Logistics (APM-LCL), Contracts (APM-CT), and Financial Management (APM-FM).

Step 5. After the Tier-0 IPT's concurrence, the APM-PM returns the designation request along with signed Program Summary Assessment to the PdM for further staffing.

Step 6. The PdM submits the designation request to PM for concurrence.

Step 7. The PdM provides the PM approved designation request to AC PROG for action. See [Table 5A](#) for a list of products included in the designation request package to AC PROG.

Step 8. For an AAP designation request, AC PROG will assess the request and issue an Acquisition Decision Memorandum (ADM) which:

- 1) Approves the AAP request and delegates the PDA to the PM and directs that the PM conduct a MDD Review within thirty (30) days.
- 2) In the event that AC PROG determines that the PDA should be retained by COMMARCORSYSCOM, AC PROG, in collaboration with the PM, will escalate the AAP designation and PDA delegation decision to COMMARCORSYSCOM for final adjudication.

For an ACAT IV designation request, AC PROG will prepare an executive summary that assesses the request and provide a recommendation along with draft ADM to COMMARCORSYSCOM.

Step 9 (ACAT IV Only). After review of the PM/PdM's proposed ACAT IV designation request and AC PROG's recommendation, COMMARCORSYSCOM may:

- 1) Conduct a MDD review with the PM (face-to-face or paper)
- 2) Grant a MDD, approve the ACAT IV request, and delegate MDA to PM via ADM.
- 3) Grant a MDD, approve the ACAT IV request, and retain MDA at the COMMARCORSYSCOM level via ADM.
- 4) Disapprove the MDD, ACAT IV designation and MDA delegation request and direct other actions via ADM.
- 5) Disapprove the MDD, ACAT IV designation, and MDA delegation request and direct no action be taken to execute the program via ADM.

Designation Request Package Contents		
ACAT IV(M) Designation Request Package	ACAT IV(T) Designation Request Package	AAP Designation Request Package
Route Sheet	Route Sheet	Route Sheet
PoPS Gate 1 ICD Word Report	PoPS Gate 1 ICD Word Report	PoPS Gate 1 ICD Word Report
MDD PoPS core briefing chart package	MDD PoPS core briefing chart package	MDD PoPS core briefing chart package
MCOTEA Concurrence Letter	Program Summary Assessment	MCOTEA Concurrence Letter
Program Summary Assessment		Program Summary Assessment
		DFM Checklist

Table 5A. Designation Request Package Contents

5.3 ACAT/AAP Designation Change Requests.

After receipt of the initial ACAT designation from COMMARCORSYSCOM, the PM/PdM shall continue to monitor the program to ensure it remains within the cost threshold (per [Table 4A](#)) of the assigned ACAT/AAP designation. In addition, the PM/PdM shall monitor other factors which may require a change to the initial ACAT/AAP designation. For example, a program initially designated as an ACAT IV(M) may subsequently be determined to require operational test and evaluation; and require re-designation as an ACAT IV(T). As soon as the PM/PdM is aware of a required change to the existing ACAT designation, the PM/PdM shall prepare an ACAT designation change request for COMMARCORSYSCOM approval. Click [here](#) for ACAT Change Request template.

Chapter 6: MANAGEMENT OF ACAT PROGRAMS

6.1 DoD Process for Assigning MDA.

The below figure illustrates the flow of Milestone Decision Authority (MDA) from Under Secretary of Defense for Acquisition, Technology, and Logistics (USD AT&L) to Commander, Marine Corps Systems Command (COMMARCORSSYSCOM).

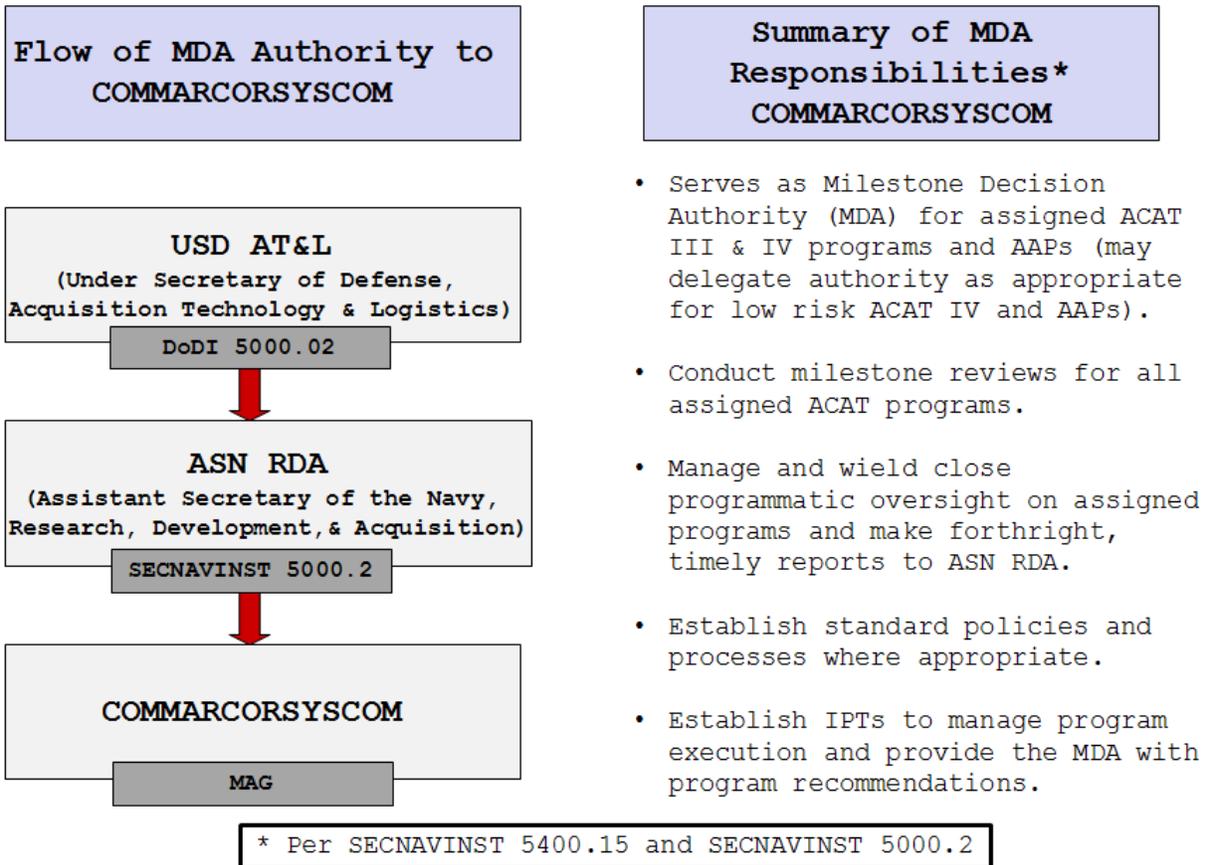


Figure 6A. Flow of MDA Authority to COMMARCORSYSCOM

[SECNAVINST 5000.2E](#) assigns SYSCOM Commanders the authority, responsibility, and accountability for life cycle management of all acquisition programs within their cognizance. It further requires SYSCOM Commanders to implement appropriate management controls to ensure compliance with [DoDI 5000.02](#) and the [SECNAVINST 5000.2E](#).

6.2 DoD Process for Managing ACAT Programs.

Integrated Product and Process Development (IPPD) is the preferred Department of Defense (DoD) technique for the management of acquisition programs.

The IPPD process has several key features:

- The management and assessment of Acquisition Category (ACAT) programs and pre-ACAT efforts is accomplished via multi-functional teams known as Integrated Product Teams (IPTs).
- All key stakeholders and competencies are IPT members and work as a team to:
 - Concurrently review the progress of programs to the next Milestone (MS) or Decision Point.
 - Identify issues and risks early in the process and develop an adjudication strategy.
- IPTs may be established at various levels.
 - A strategy level IPT is established to review the overall program and make recommendations to the MDA.
 - Working Integrated Product Teams (WIPTs) are established as appropriate to support the Program Manager (PM)/Product Manager (PdM) in the execution and management of the program.

A key benefit of the IPPD process is all stakeholders work together at the same time to provide feedback relative to the program and develop a single recommendation to the Decision Authority. In the past, programs were delayed due to sequential or stovepipe reviews of programs.

MCSC implements IPPD by the Milestone Assessment Team (MAT) process for programs where COMMARCORSYSCOM has retained MDA. PMs implement IPPD principles by use of the Tier-0 IPT to assist in program reviews. In addition, multiple WIPTs are established throughout MCSC.

Additional information regarding the IPPD process can be found in the [DAG Chapter 10.3](#) and [Rules of the Road: A Guide for Leading Successful Integrated Product Teams](#) (Reference (m)).

6.3 MDA/PDA Responsibilities.

The below principles apply to all MCSC programs. [Chapter 6.4](#) provides specific guidance for programs where COMMARCORSYSCOM serves as MDA/Program Decision Authority (PDA). [Chapter 6.5](#) provides guidance for programs where the PM serves as MDA/PDA.

The MDA/PDA shall:

- Review programs and pre-ACAT efforts at each MS and Decision Point to determine suitability for entry into the next phase of acquisition.
- Review program [affordability](#) at each MS/Decision Point and establish/update, and document the [tailoring](#) strategy.
- Consider the recommendations of an integrated IPT (with membership from all competencies and stakeholders) regarding program status and readiness to proceed to the next MS/Decision Point. The IPT shall align with IPPD principles.
- Implement appropriate interim reviews, governance and management procedures to support effective execution of all assigned programs.
- Conduct program reviews per this Guidebook and MARCORSYSCOMO 5000.3B.
- Ensure compliance with [DoDI 5000.02](#), [SECNAVINST 5000.2E](#) and applicable law and regulation. (Note: the MCSC Probability of Program Success (PoPS) core briefing charts align with and include references and hyperlinks to higher level guidance).
- Adopt innovative techniques that reduce cycle time and cost, and encourage teamwork.
- Ensure accountability and maximize credibility in cost, schedule, and performance (C/S/P) reporting.
- Document all program decisions. This includes, but is not limited to PoPS briefing charts/reports/templates, Acquisition Decision Memorandums (ADMs), Decision Memorandums (DMs), Memorandum of Agreement (MOAs), and Memorandums for the Record (MFRs).
- Comply with all required reporting requirements to include The Online Project Information Center (TOPIC) and RDAIS per [Chapter 9](#).

6.3.1 PM Responsibilities.

The PM is accountable for program execution and management to include development, production, and sustainment to meet the user's operational needs. The PM shall:

- Prepare and execute all program documentation and ensure compliance with reporting requirements
- Provide the MDA with credible C/S/P reporting
- Assist the MDA in executing the responsibilities defined above

6.4 Management Procedures for Non-Delegated Programs.

The Assistant Program Manager for Program Management (APM-PM) serves as the staff focal point for non-delegated programs for which COMMARCORSYSCOM has elected to retain MDA/PDA and lead the Milestone Assessment Team (MAT) as described below.

6.4.1 MAT Process.

The MAT is chaired by the APM-PM and includes:

- APM-E, APM-LCL, APM-CT, APM-FM. The APMs are empowered to represent their respective Competency Directors (CDs).
- Combat Development and Integration (CD&I), Marine Corps Operational Test and Evaluation Activity (MCOTEA), and other key external stakeholder organizations
- The respective Program Manager (PM)
- Product Manager (PdM)

The APM-PM works with the PM/PdM to identify external stakeholders and ensure they are represented on the MAT. AC PROG approves final recommended MAT membership. AC PROG typically recommends to the MDA that the APM-PM serve as MAT Chair. However, AC PROG may recommend a MAT Chair other than the APM-PM as appropriate. The other CDs typically assign their respective APMs to represent them on the MAT. However, they may elect to designate a representative other than the APM as appropriate.

The MAT provides the MDA with an integrated assessment of each program. To be effective, all appropriate competencies and stakeholders must work together as a team and provide the PM/PdM with timely recommendations.

The MAT reviews program events and status from an overarching perspective to ensure the strategy and schedule reflect a realistic and integrated approach. This will include identification of risks, affordability assessment, dependencies between events across all competencies, critical path or long lead items, and development of recommended mitigation strategies as appropriate.

The MAT uses the MCSC Probability of Program Success (PoPS) core briefing charts and criteria questions as the primary assessment tool, per MARCORSYSCOMO 5000.3B.

Below provides a detailed description of MAT membership, responsibilities and processes.

MAT Membership
Each organization may designate one or more representatives as appropriate in consultation with the MAT Chair.
Internal
APM-PM (Chair)
APM-E, APM-LCL, APM-CT, APM-FM
PM
The following organizations may also be requested to be a MAT member per the direction of the Competency Directors:
AC ALPS
AC Contracts
AC PROG
Safety
DC SIAT
DC RM/DFM
External
HQMC – CD&I
Other HQMC participation
All HQMC organizations with an interest in the program should be invited to participate.
MCOTEA
LOGCOM

Table 6A. MAT Membership

MAT Process Organizational Responsibilities

Organization: MCSC APM-PM (Chair)

- Work with the PM/PdM to determine MAT membership.
- Schedule meetings within appropriate timelines.
- Chair MAT and provide summary of each MAT meeting to include status of actions to all MAT members.
- Ensure compliance with MARCORSSYSCOM 5000.3B to include use of the MAG and MCSC PoPS core briefing charts.
- Coordinate staff inputs and facilitate the resolution of issues at the lowest appropriate level.
- Objectively represent the views of the MAT members.
- Ensure in cases of substantive disagreement between MAT members and/or the PM, the issues are quickly framed and presented to COMMARCORSYSCOM so programs are not delayed due to disagreements over issues.
- Provide guidance to the PM regarding content of MDA decision briefs.
- Prepare ADM and ensure staffing to appropriate stakeholders. Ensure senior leadership has reviewed and concurs with the MAT recommended decision.
- Prepare a [MDA Program Summary Assessment](#). Ensure it provides objective and complete data to enable COMMARCORSYSCOM to execute a fully informed MDA decision. Frame any open issue or alternative recommendation for MDA consideration.

Organization: MCSC DC SIAT, DC RM, AC Contracts, AC ALPS, AC PROG, Safety, MCOTEA, HQMC, LOGCOM, and PM

- Ensure appropriate skill sets within each organization are represented on the MAT. This may require multiple MAT members from the same organization. For example, DC SIAT may appoint representatives from both SE and IA.
- Ensure all MAT representatives are empowered to represent leadership and fully participate in the MAT process. MAT representatives must have sufficient expertise/seniority to provide guidance relative to program strategy.
- Provide a timely response to the APM-PM upon receipt of a request for MAT participation.

Organization: MCSC PM/PdM

- Prepare all required products, briefings, and analysis to support the MAT process.
- Provide a timely response to the APM-PM upon receipt of a request for MAT participation.

Table 6B. MAT Process Organizational Responsibilities

6.4.2 MAT Member Roles and Responsibilities.

MAT Member Roles and Responsibilities	
1)	Participate in all MAT meetings or assign an empowered representative.
2)	Review PoPS core briefing charts and criteria questions to establish PoPS baseline score for MDA consideration.
3)	Surface/resolve issues as a team early in the process and assist the PM in developing appropriate adjudication strategies. It is a disservice to the programs and process for issues to remain hidden or be surfaced unexpectedly at senior-level decision meetings.
4)	Foster early/effective communication between MCSC leadership, internal and external stakeholders, and the PM.
5)	Ensure the program meets the requirements of DoDI 5000.02, SECNAVINST 5000.2E, and MARCORSYSCOMO 5000.3B, and all other appropriate logistics, test, engineering, financial, and contracting guidance.
6)	Review key program events and schedule for realism and effectiveness and provide timely recommendations to the PM.
7)	Assist the PM in developing a tailoring strategy for MDA approval.
8)	Track and monitor all actions directed by the previous ADM (exit criteria) and notify the MAT Chair of barriers to completion.
9)	Mentor the PM/PdM regarding completion of documents to ensure they reflect sound planning and assessments before they are submitted for final review.
10)	Provide data needed to resolve issues and to support MDA decisions in a timely manner.
11)	Keep respective Competency Directors and other leadership informed of progress/issues and ensure all key products such as ADMs, PoPS Health Assessments, etc. are reviewed by leadership well in advance of the decision. Ensure all comments are provided to the MAT Chair within required timelines.
12)	Provide a comprehensive recommendation to COMMARCORSYSCOM prior to each MS/Decision Point. The recommendations shall be focused on the key elements of program success. Success is defined as affordable, executable programs that provide the most value for the resources invested.

Table 6C. MAT Member Roles and Responsibilities

6.4.3 Detailed MAT Process Overview.

Step 1. PdM informs Tier-0 IPT of upcoming MS/Decision Point.

Step 2. APM-PM shall serve as MAT Chair.

Step 3. MAT Chair meets with PM/PdM to establish notional timelines, MAT membership, required products to support conduct of the MAT such as PoPS briefing charts, criteria questions, etc., and refine overarching strategy. Typically the MAT process includes an initial kick-off meeting, 1-3 interim MAT reviews, and a final meeting prior to the MDA decision brief. The MAT Chair will work with the PM to establish an initial schedule tailored to the risk and complexity of each individual program.

Step 4. MAT Chair notifies prospective MAT members, to include all MCSC CDs, and coordinates the MAT kick-off meeting.

Step 5. All organizations which have been requested to participate within the MAT shall provide a response to the MAT Chair within 5 working days.

Step 6. The initial MAT kick-off meeting shall be conducted and establish the following:

- Validate MAT membership and review required roles and responsibilities.
- Identify the next MS or Decision Point.
- Establish a POA&M required to support achievement of the identified MS or Decision Point.
- Identify appropriate MCSC PoPS core briefing charts and criteria questions.
- Review entrance criteria (to include statutory and regulatory documentation) which is located in each [MCSC PoPS core briefing chart](#) package.
- Assess status of exit criteria from the previous ADM if applicable.
- Review program status, strategy, schedule, documentation, and risks as contained in the MCSC PoPS core briefing charts and criteria questions.
- Recommend tailoring strategy for MDA approval.
- Establish initial PoPS baseline score.
- Identify follow on MAT meetings, required pre-briefings, and products required to support the MDA decision brief.
- Identify actions to be resolved prior to the MDA decision brief to include responsible parties and required resolution date.

Step 7. Conduct follow-on MAT meetings per the POA&M established at MAT kick-off meeting.

- Review MCSC PoPS core briefing charts and associated criteria questions, update baseline score, and refine charts and rationale for criteria question responses.
- Review status of program compliance with entrance criteria to include documentation.
- Review status of program compliance with exit criteria established at previous MS or Decision Point if applicable.
- Review actions previously identified by the MAT and update status, establish new actions as appropriate along with responsible parties and required resolution date(s).
- Review draft ADM language to include development of exit criteria for the next MS or Decision Point and ensure staffing to appropriate stakeholders. Ensure senior leadership has reviewed and concurs with the MAT recommended decision.
- Update the MAT POA&M as appropriate to include the date and agenda for the next MAT meeting.

Step 8. Conduct final MAT meeting and provide recommendation to the MDA.

- Review status of program compliance with entrance criteria and (if applicable) exit criteria established at previous MS or Decision Point and frame results for MDA.
- Validate the documentation is complete or final pending MDA signature.
- Finalize draft ADM language to include exit criteria for the next MS or Decision Point.
- Validate all MAT actions have been adjudicated, deferred to the next MS/Decision Point, or addressed via ADM language.
- Review MCSC PoPS core briefing charts and criteria questions, finalize baseline score, and refine charts and rationale for criteria question responses.
- Frame open critical risks, issues, or concerns for MDA consideration as appropriate.
 - Make MS recommendation to MDA. Each MAT member will be asked to confirm the program should proceed or not proceed to the program decision meeting with COMMARCORSYSCOM. The MAT Chair shall record this vote and provide the record to the MDA.
 - MAT members may choose to concur the program should proceed to the decision brief with the MDA contingent upon resolution of a specific issue. In these cases, the MAT Chair will frame the contingent concurrence for MDA consideration.

- If a MAT member non-concurs the program should proceed to the decision meeting, the PM may elect to defer the decision until the issue is resolved. However, the PM may choose to proceed to the decision meeting. The MAT Chair shall frame the issue along with the PM recommended mitigation for COMMARCORSYSCOM consideration.
- In addition, the MAT provides the MDA with an integrated assessment of each program. The MAT Chair shall prepare a MDA Program Summary Assessment that documents the MAT recommendation; an assessment on the program's readiness to proceed to a decision meeting; and identifies risks and any issues. Click [here](#) for the Program Summary Assessment template. All APMs will sign the MDA Program Summary Assessment. The APM signature certifies their CD has been briefed and concurs with the MAT recommendation.

Step 9. COMMARCORSYSCOM reviews the MAT recommendations and issues a decision. Note: The APM-PM shall follow the process outlined in [Enclosure \(d\)](#) for scheduling decision reviews with the Executive Director and COMMARCORSYSCOM.

6.4.4 MAT Issue Resolution Process.

The MAT shall:

- Identify required actions and responsible parties for issues that can be fully addressed within the MAT process and track each action to final resolution.
- Draft appropriate language for issues that can be resolved by addition of ADM narrative.
- Frame other issues and recommendations for MDA consideration. In the case of substantive issues, the MAT (via the MAT Chair) shall schedule a meeting with MCSC leadership and key stakeholders to ensure the issues or risks are surfaced as soon as possible for leadership review and decision.
- Provide the MDA with a [MDA Program Summary Assessment](#) of all identified issues and status prior to each MS/Decision Point.

6.5 Management Procedures for Delegated Programs.

COMMARCORSYSCOM may delegate MDA/PDA to a PM or Senior Executive Service (SES) official. Delegation of MDA or PDA shall be documented in an ADM from COMMARCORSYSCOM to the designated official. Programs should be of relatively low risk and complexity to be considered for delegation.

The MDA/PDA for delegated programs shall:

- Follow the procedures outlined in [Chapter 6.3](#).
- Conduct regularly scheduled reviews to assess compliance with approved APB metrics as well as statutory and regulatory requirements. These reviews shall directly align with the MAT process per [Chapter 6.4](#).
- Ensure compliance with reporting requirements to include TOPIC and RDAIS as described in [Chapter 9](#) of this Guidebook.

6.6 Commodity Acquisition Management - Procuring Principle End Items as Component Items, Support Equipment, or Support Items.

Frequently, the procurement of one Principle End Item (PEI), such as a weapon or a command and control system, requires the procurement of one or more other PEIs as either a Component Item (CI), Support Equipment (SE) or as a Support Item (SI) to that system. As covered in this chapter's preceding sections, the acquisition of PEIs has a well-known, established process. However, this is not the case for managing the acquisition interdependencies where the requirement(s) of a PEI cross a Program Management Office's (PMO) requirement(s). This section shall address how MCSC PMs shall coordinate acquisition efforts between the PMOs responsible for system PEIs and the PMOs responsible for the PEIs that accompany a system as a CI, SE, and SI, referred to here as Commodity PMOs. The process shall be identified as Commodity Acquisition Management (CAM) and is defined as the collaboration among Commodity PMOs, System PMOs, and competency area specialists to procure common equipment across the Marine Corp enterprise portfolio.

The CAM process delineated here cancels and replaces Command Policy Letter No. 1-06, Acquisition of End Items Either as Components, Support Equipment or Items of 13 March 2006.

6.6.1 Overview.

The Marine Corps can achieve substantial cost savings in the fielding and sustainment of systems through the concurrent procurement of CI, SE, and SI through contracts originated within the Commodity PMOs that have primary responsibility for the specific capability. System PMs and the Commodity PMs, however, sometimes have conflicting goals. The PM for a weapon or command and control system is trying to achieve optimum performance within a specific system. The Commodity PM, on the other hand, is striving for commonality and the reduction of

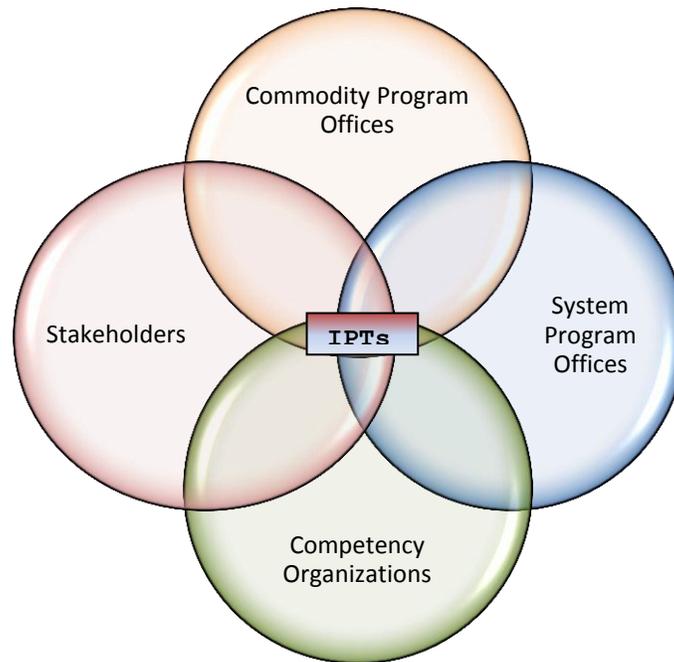
support costs and logistical impacts across multiple, broad ranges of users and systems.

6.6.2 Benefits of Commodity Acquisition Management.

The CAM process enables the development, integration, and delivery of solutions that meet customer requirements, enhances system interoperability, reduces costs, and maximizes affordability. The benefits of such collaboration include:

- Centralized management, which reduces the cost of new capability.
- Fewer development efforts as PMOs will be required to shift material solution requirements outside the scope of their office to the appropriate PMO.
- Reduction in the number of contracts, personnel, and associated overhead.
- Increased efficiencies across program lifecycles as a result of collaborative pursuits.
- Lower unit costs due to economy of scale in procurements and services.
- Continuous system updates/enhancements provided by the appropriate Commodity PMO for all users.
- Cost savings through the leveraging of new platform R&D for development & integration.
- Reduction in logistics/deployment footprint with increased commonality.

6.6.3 Integrated Product Teams and Commodity Acquisition Management.



CAM emphasizes IPPD, by which IPTs manage the integration of all acquisition activities. Reference (a), under which MCSC transitioned to a Competency Aligned Organization, directly implements this management technique.

When selecting CI, SE, or SI, system PMs shall form a commodity focused IPT. This IPT shall develop and maintain core acquisition and technical expertise for the strategic and tactical management of their specific commodity area in support of Marine Corps strategic and operational objectives. These IPTs require the participation of any organization that can assist in the day-to-day program activities. This includes, but is not limited to, representatives from the System PMO, Commodity PMO, Combat Development and Integration (CD&I), MCSC Competency Organizations, Resource Sponsors, and any stakeholder organizations external to MCSC.

In situations where multiple PMO areas of responsibility are required to fully satisfy a material solution requirement, a Memorandum of Agreement (MOA) shall be drafted by the primary system requirement owner. This will energize the appropriate level of competency inter-communication to ensure the most efficient and effective acquisition of the materiel solution. For further information regarding MOAs, refer to [Chapter 8.6](#).

6.6.4 Individual Roles and Responsibilities

The successful execution of CAM requires continued coordination among applicable PMs, PdMs and CD&I as each executes their respective roles and responsibilities in support of the warfighter.

Commodity Acquisition Management Roles and Responsibilities	
System PM/PdM	
<ul style="list-style-type: none"> • Approaches Commodity PM(s) to determine if systems currently in the Marine Corps inventory are appropriate and available for use. • Supports CD&I in the Program Objective Memorandum (POM) to fund for impact of entire system to include its attendant CI, SE, and SI that are either new procurements or require quantities of existing items that are above the current Marine Corps inventory. • Transfers funding to the Commodity PM when needed to execute the procurement of the system CI, SE, and SI. • Approaches Commodity PM regarding the configuration of system's CI, SE, and SI and receives interface documents to develop the A-Kit. System PMs shall not unilaterally modify any CI, SE, and SI managed by a Commodity PM. • Develops and maintains all components necessary to integrate CI, SE, and SI into the system (A-Kit). • Provides Commodity PM with A-Kit documentation, such as drawings and Performance Specifications (P-Spec) to support sustainment of Component Items, SE, and SI. • Maintain control of the system's configuration throughout its life cycle, to include the integration configuration of CI, SE, and SI. (i.e. A-Kit) • Responsible for total acquisition life-cycle management of any system unique CI, SE, and SI unless management is officially assigned to a Commodity PM by COMMARCORSYSCOM through the Requirements Transition Process (RTP) delineated in Chapter 2. • Maintain control of documentation supporting the integrated system (i.e. Interface Control Documents, Technical Manuals, etc.). 	
Commodity PM/PdM	
<ul style="list-style-type: none"> • Provide System PM/PdM with technical, cost, and availability information necessary to support system acquisition planning. • Assist System PM/PdM in the physical integration of assigned commodities into the system platform to optimize total system performance. • Supports CD&I in the POM to fund for the acquisition and sustainment of assigned common commodities (e.g. radios, generators, Blue Force situational awareness, shelters) to include any legacy items until discontinued or replaced. • Executes procurement of system CI, SE, and SI following receipt of 	

Commodity Acquisition Management Roles and Responsibilities	
<p>funds from system PM/PdM.</p> <ul style="list-style-type: none"> • Manage and sustain system CI, SE, and SI following fielding of integrated system. • Provide System PM/PdM with applicable documentation to develop an A-Kit and support the integrated system. • Notify System PM/PdM of any expected or planned changes to CI, SE, and SI that may impact an A-Kit. • Supports CD&I in the POM to fund for the impact of A-Kit modifications brought about by modifications or changes to CI, SE, or SI. 	
Milestone Assessment Team (MAT)	
<ul style="list-style-type: none"> • Assess interdependencies between a system and its CI, SE, and SI to determine if cost, schedule, and performance goals are properly aligned for the successful execution of the respective program under review. • Provide recommendations to PM(s) for the adjudication of any identified issues regarding the interdependencies between system and associated CI, SE, and SI. • Document interdependency issues in the MAT memorandum to the Milestone Decision Authority (MDA) or Program Decision Authority (PDA). • Engage respective Competency Directors as necessary to adjudicate identified issues. 	
MDA/PDA	
<ul style="list-style-type: none"> • Ensure accountability of each PMO responsible for the delivery of a complete, supportable, and operational system. • Determine adjudication of issues unresolvable at the PMO, MAT, or Competency Director levels. 	

Table 6D. CAM Roles and Responsibilities

6.6.5 Additional Responsibilities.

For any requirements changes to the original system PEI which were not accomplished as part of the initial procurement, the appropriate integration division at CD&I is responsible for the funding of those requirements. That funding is inclusive of development costs for the A-kit and procurement of the CI, SE, and SI. The affected System PM in conjunction with the Commodity PM will coordinate the development and procurement resulting from the new or modified requirements using the CAM process described previously. Depending on the current lifecycle phase and status of the system or commodity program(s), the establishment of a new program may be required.

Refer to References (d) and (h), which address system and program modifications, to determine appropriate PMO action.

6.6.6 Marine Corps Commodity PMOs.

Commodity PMOs manage and maintain technical expertise, continue in the development of funded products, and foster awareness of issues/coordinating activities across the Marine Corps enterprise. These program offices represent the recommended best practices across requirements, resourcing and acquisition management that promote affordability through leveraging economies of scale, commonality, faster delivery of new or enhanced warfighting capabilities through open architectures, and improved sustainment and reduced logistics footprint in support of expeditionary operations. [Table 6E](#) provides a listing of Marine Corps ground commodity types by PMO.

PMO	Area(s) of Responsibility	Commodities
<p>PMM-110 - ISI</p> <p>Information Systems and Infrastructure</p>	<p>Information Technology (IT) Strategic Sourcing, Marine Corps Network and Infrastructure Services, Total Force IT Systems, Marine Corps Enterprise Services, and Emergency Response Systems</p>	<p>Marine Corps Common Hardware Suite (MCHS) - Computers, peripheral equipment, software, etc.</p> <p>Note: PMM-110 is the procuring agent only; System PMs are responsible for managing and sustaining the MCHS components of their system(s).</p>
<p>PMM-111 - MC3</p> <p>MAGTF Command, Control and Communications</p>	<p>Counter Systems, Tactical Communication Systems, Networking and Satellite Communications, MAGTF Command and Control Systems, and Situational Awareness</p>	<p>Tactical command, control, communications equipment</p>
<p>PMM-112 - MI</p> <p>Marine Intelligence</p>	<p>Intelligence, Surveillance and Reconnaissance-Enterprise (MCISR-E) integrated capabilities</p>	<p>Systems for the collection, analysis, utilization and dissemination of signals, human and geospatial intelligence systems, and other forms of intelligence-related information.</p> <p>Commodities include: -Team Portable Collection System -Communications Emitter Sensing & Attacking System</p>

PMO	Area(s) of Responsibility	Commodities
PMM-113 - IWS Infantry Weapons Systems	Fully integrated infantry weapons and related systems	Infantry laser rangefinders, packs, pouches, etc. for radios, magazines, etc.
PMM-114- AFSS Armor and Fire Support Systems	Fire support systems, High Mobility Artillery Rocket Systems, Expeditionary Fire Support Systems and Tank Systems, Radar Systems, and Digital Fires	Artillery laser rangefinders
PMM-115 - CSS Combat Support Systems	Expeditionary power, combat engineering, test measurement and diagnostic, combat Support Equipment, field medical equipment, and camouflage netting	<ul style="list-style-type: none"> -Power systems, to include tactical generators, batteries, battery chargers, etc. -Field medical equipment -Unmanned ground systems -Environmental control equipment -Test, measurement, and diagnostic equipment -Shelters, both rigid and soft walled -Shipping and storage Cargo Containers less than 20 feet in length
PMM-118 - TRASYS Training Systems	Training products, systems, operations, services, and devices	Standard and non-standard training systems and devices <ul style="list-style-type: none"> -Simulators, mock weapons, range targets, and range instrumentation -After action review systems -Training personnel and combat environment role players
PMM-205 - LTV Light Tactical Vehicles	Light tactical vehicles, trailers, and associated equipment	Internally Transportable Vehicle (ITV), High Mobility Multipurpose Wheeled Vehicle (HMMWV), Joint Light Tactical Vehicle (JLTV), light trailers
PMM-206 - M&HTV Medium and Heavy Tactical Vehicles	Medium and heavy tactical vehicles, trailers, and associated equipment	Logistics Vehicle System Replacement (LVSR), Medium Tactical Vehicle Replacement (MTVR), Semi-trailers, Flat-racks, medium trailers, heavy trailers

Table 6E. Marine Corps Commodities by PMO

6.6.7 Definitions.

Principle End Item (PEI) - A weapon system generally developed to meet a Marine Corps Requirement. PEIs are generally assigned a Table of Material Control Number (TAMCN).

Support Equipment (SE) - SE encompasses all equipment required to maintain, manage, and employ an item, system or facility in an operational condition within its intended environment, and includes the necessary equipment to test, measure, diagnose, calibrate, handle, transport, secure, support, and repair systems. SE includes, but is not limited to: material handling equipment, specific transportation platforms, environmental control units, mobile power equipment, special purpose test equipment, calibration equipment, general purpose tools and test sets, automatic test equipment, and built-in test equipment.

Component Item (CI) - In general, components are similar to secondary repairable items, and may have their own TAMCN.

Support Item (SI) - Items of equipment, such as radios, computers, IT peripherals, etc. in support of a PEI. SI may also have their own TAMCN

A-Kit - Hardware permanently installed on a system, to include any required structural modifications, wiring, and brackets that support the B-kit installation.

B-Kit - The mission-specific product, component, or Support Item designed for installation and removal as needed. Examples include receivers, antennas, amplifiers, and associated equipment. A B-kit normally does not require any modification to facilitate installation, and can be used on multiple types of platforms.

6.7 Program Management Reviews.

Commander, Marine Corps Systems Command (COMMARCORSYSCOM) conducts Program Management Reviews (PMRs) on a semi-annual basis. As a strategic management tool, the PMRs:

- Highlight enterprise level trends that increase visibility into the Command's current condition (i.e. programmatic, resources, etc.).
- Improve overall mission execution.
- Support COMMARCORSYSCOM's duties as both a Milestone Decision Authority (MDA) and SYSCOM Commander. (*Per statute and regulation, COMMARCORSYSCOM is responsible for*

all MCSC activities. This includes any authorities COMMARCORSYSCOM has elected to delegate).

- Allow Program Managers (PMs) a forum to address key issues, critical risks, and to share good news stories with leadership.

The scope of the PMRs encompasses all MCSC programs and efforts as well as the PM’s resources. Instructions and an agenda are developed specifically for each PMR. At a minimum, however, the PM shall brief the status of the portfolio and all active Acquisition Category (ACAT) III and IV programs within the portfolio regardless of MDA delegation. Additional programs and information will be specified for each PMR in a tasker released via the Marine Corps Action Tracking System.

6.7.1 PMR Schedule.

To better inform key Planning, Programming, Budgeting, and Execution (PPBE) events, PMRs take place in August and February of each fiscal year. The August PMRs support the initiation of the current Program Objective Memorandum (POM) cycle and facilitates selection of program initiatives by the Program Evaluation Boards (PEBs). Input from the February PMRs provides information to the Working Group and PEBs for utilization in their deliberations.

6.7.2 General PMR Roles and Responsibilities.

The PMRs are a forum for COMMARCORSYSCOM and the PM to have a conversation. At a minimum, PMs, Deputy PMs, Assistant PMs (APMs), and Product Managers (PdMs) from each program office should plan to attend and participate in the PMRs. Invitations are also extended to each Competency Director and the following stakeholders: Combat Development and Integration (CD&I), Headquarters Marine Corps Programs and Resources (HQMC P&R), HQMC Command, Control, Communications and Computers (C4), Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN(RDA)), and Marine Corps Test and Evaluation Activity (MCOTEA). [Table 6F](#) provides a detailed description of the PMR roles and responsibilities.

PMR Roles and Responsibilities	
PM	<ul style="list-style-type: none"> • Complete and present PMR briefings to COMMARCORSYSCOM, focusing conversation on key resource and programmatic issues as well as accomplishments. PM may delegate portfolio briefing to Deputy PM if unavailable. PM may

PMR Roles and Responsibilities	
	<p>delegate Acquisition Category (ACAT) program briefings to PdMs.</p> <ul style="list-style-type: none"> • Invite external stakeholders, such as the Capabilities Officer, MCOTEA Testers, etc. • Be prepared with recommendations for issue resolutions that COMMARCORSYSCOM, professional staff, or external organizations (i.e. CD&I, HQMC P&R, ASN(RDA), etc.) may assist with. • Communicate any PMR process improvements and recommendations to AC PROG.
PdM	<ul style="list-style-type: none"> • Present PdM portfolio briefings to COMMARCORSYSCOM, to include AAPs and O&S efforts as required. • Present ACAT program briefings if delegated by PM. • Be prepared with recommendations for issue resolutions that COMMARCORSYSCOM, professional staff, or external organizations (i.e. CD&I, HQMC P&R, ASN(RDA), etc.) may assist with.
Competency APMs	<ul style="list-style-type: none"> • Assist PMs with completion of PMR briefing. • Review PMR briefings for consistency and accuracy; provide recommended changes to PM for consideration. • APM-PMs shall additionally: <ul style="list-style-type: none"> ◦ Inform PM of PMR schedule and adjudicate any conflicts with ACPROG. ◦ Ensure PMR briefings are submitted on time. ◦ Provide COMMARCORSYSCOM read ahead NLT two business days prior to scheduled PMR.
ACPROG Assessments	<ul style="list-style-type: none"> • Provide COMMARCORSYSCOM approved PMR template to PMs for population. • Work with COMMARCORSYSCOM's staff to schedule PMR dates, times, and location. • Prepare daily PMR agenda. • Prepare invitation to external stakeholder leadership and provide to COMMARCORSYSCOM's staff for dissemination. • Develop and/or update PMR template as directed by COMMARCORSYSCOM, Deputy Commanders, or Assistant Commanders. • Assist APMs with any questions regarding PMR template, format, attendance, schedule, etc.

Table 6F. PMR Roles and Responsibilities

6.7.3 After Action Reviews.

During the PMRs, discussions may take place that either warrant more time than allotted to the PM or has come up within two or more Program Offices. The Commander may choose to table such discussions for the PMR After Action Review (AAR). The AAR typically takes place within two to three weeks of the last PMR and is attended by the PMs, DCs, and ACs. The focus of the AAR is to first better understand the issue and then to recommend how to resolve the issue. Actions from the AAR may include additional meetings, Issue or White Papers, letters to stakeholders, etc.

6.7.4 PMR Action Items.

During the PMRs, Action Items may be assigned to an organization. Following the conclusion of the PMRs, ACPROG Assessments will provide a draft list of recorded Action Items to the APM-PMs for review and concurrence. Once finalized, Action Items will be loaded into TOPIC by AC PROG. Owing organizations are responsible for ensuring the statuses of their Action Items are current. Additionally, PMs shall brief the status of their assigned Action Items at each subsequent PMR until the action has been closed out.

Chapter 7: Better Buying Power (BBP)

7.1 BBP Overview.

BBP is the implementation of best practices to strengthen the Department of Defense's buying power. This includes:

- Achieve Affordable Programs
- Achieve Dominant Capabilities While Controlling Lifecycle Costs
- Incentivize Productivity and Innovation in Industry and Government
- Eliminate Unproductive Processes and Bureaucracy (tailoring)
- Promote Effective Competition
- Improve Tradecraft in Acquisition of Services
- Improve the Professionalism of the Total Acquisition Workforce

BBP principles are evolving and the latest DoD policy can be located within the Defense Acquisition Portal [Better Buying Power Gateway](#).

Specific BBP focus areas addressed in this chapter include should cost, affordability and tailoring. In addition, the Marine Corps Systems Command (MCSC) PoPS core briefing charts include phase specific instructions to assist PMs in complying with BBP at each milestone and MDA review point.

The Assistant Commander for Programs (AC PROG) will continue to provide the MCSC workforce with implementing BBP guidance tailored to Acquisition Category (ACAT) III and below programs via:

- Updates to this guidebook
- MCSC Acquisition Information Letter (MAIL) notices
- Workforce training events and products
- Updates to the PoPS core briefing charts and MCSC Acquisition Portal (MAP)

If you have any questions regarding BBP implementation please contact your APM-PM.

7.2 Should Cost.

Effectively managing costs is imperative to achieving greater efficiency and productivity, and Should Cost Management is one

tool that helps Program Managers (PMs) control both short and long term costs. Those in acquisition management should routinely analyze the costs of their programs, even those cost elements outside of the PM's control, and consider how to reduce costs through reasonable measures.

Per the DoDI 5000.02, [Reference \(c\)](#) Should Cost Management, "...applies to programs in all ACATs, in all phases of the product's life cycle, and to all elements of program cost." Specific Should Cost Targets are presented to the Milestone Decision Authority (MDA) at Milestone (MS) A, Request for Proposal Release Decision, and MS C. As such, Should Cost Management applies to all MCSC acquisition efforts, to include Sustainment programs. Specific guidance on the implementation of Should Cost Management at MCSC is identified in The [MCSC Guide to Should Cost Management Increment I](#), (Reference (n)). The guidebook defines roles and responsibilities, as well as recommended steps, templates, and tailoring guidance.

Effective immediately, programs shall use the "Program Should Cost Summary" and "Summary Should Cost Initiatives" slides in place of the previous PoPS "Should Cost/Will Cost" slide. These slides are located in [Enclosure \(1\) of the MCSC Guide to Should Cost Management](#).

7.3 Affordability.

Scope and Overview.

This section establishes MCSC implementing guidance regarding program affordability to align with [BBP](#) and [Department of Defense Instruction \(DoDI\) 5000.02](#). It applies to all MCSC programs, including pre-Materiel Development Decision (MDD) initiatives regardless of acquisition lifecycle phase. This section is not applicable to affiliated Program Executive Officers (PEOs).

BBP and DoDI 5000.02 mandate increased emphasis on affordability to avoid starting or continuing programs that cannot be executed within reasonable expectations for future budgets. The Milestone Decision Authority (MDA)/Program Decision Authority (PDA) assesses affordability at each milestone (MS) and program review, and directs actions to ensure each program is affordable throughout its lifecycle (from pre-MDD through Disposal). This requires:

- Active teaming with the Requirements Authority (RA) and all stakeholders to support risk-informed decisions

- On-going affordability reviews conducted early in the lifecycle and continuing through system development, production, sustainment, and disposal
- MDA/PDA visibility into cost, schedule, and performance (C/S/P) trades, risk, risk mitigation plans, and acquisition approaches by coordinating with Combat Development & Integration (CD&I) and HQMC Program & Resources (P&R) Program Analysis and Evaluation (PA&E) to support affordability reviews
- Consideration of program cancellation or restructure whenever affordability cannot be demonstrated

Early identification of risk and implementing sound and achievable risk reduction/mitigation is a key component to achieving program affordability. It is a collaborative effort between the RA, P&R, and the MDA/PDA. Affordability at the portfolio and individual program level will change over time as USMC priorities and budget constraints evolve. Therefore, affordability must be assessed throughout the life of a program and be evaluated at all major MS, decision points, and program reviews to ensure decisions are based on current and accurate information.

Affordability Roles and Responsibilities

The PM will include a tailored affordability strategy as part of the program Acquisition Strategy for MDA/PDA approval. It should be tailored so that only the minimum essential analysis techniques and brief exhibits are used to help the MDA/PDA make informed affordability risk decisions. The level of detail and content of the affordability strategy should align with the risk, execution status, and complexity of each program.

[Enclosure \(e\)](#) provides the PM with analysis techniques to help convey the program affordability status to the MDA/PDA.

[Enclosure \(j\)](#) provides specific stakeholder affordability roles and responsibilities. See Section 7.4 for more information about tailoring.

Key USMC Affordability Concepts.

[DoDI 5000.02 Enclosure 8](#) provides details of affordability analysis and investment constraints. The following paragraphs provide USMC specific applications of key affordability concepts.

Affordability - A program is affordable if it can be executed over its lifecycle (MDD - Disposal) within assigned resources.

Explanation - Since affordability extends through Disposal, it often encompasses a timeframe beyond the current Future Years Defense Plan (FYDP). Affordability is not the same as full funding. An explanation of the differences between affordability and full funding is provided in [Section 7.3.1](#).

Affordability Analysis - A scientifically-based process for evaluating the relative merits (i.e. cost, effectiveness, and risk) of a materiel solution or program in a capability portfolio for various levels of resource availability given the Commandant's strategic priorities.

Explanation - Per DoDI 5000.02, "Component leadership", which for the USMC is HQMC P&R PA&E, conducts affordability analyses for selected MCSC ACAT programs with support from stakeholders as identified in [Enclosure \(j\)](#). Waivers will be provided by HQMC PA&E, as required.

Affordability Constraints - Affordability constraints are limits on costs driven by budget considerations and USMC capability priorities. CD&I will work with the PM, supported by the MDA/PDA, to ensure each program is affordable and aligns with USMC capability priorities. [DoDI 5000.02](#) notes that affordability analyses are not intended to produce a rigid long-term plan but rather to promote responsible and sustainable investment decisions.

Explanation - Affordability constraints are **not** synonymous with cost estimation and approaches for reducing costs. Affordability constraints force prioritization of requirements, drive C/S/P trades, and help ensure that unaffordable programs do not enter or remain in the acquisition process. HQMC P&R PA&E, with support of the stakeholders, will recommend constraints based on USMC leadership approval. The MDA/PDA will execute approved affordability constraints tailored to the execution status and risks of each specific program. There are two types of affordability constraints - **goals** and **caps**.

Affordability Goals - Early in obtaining a program designation, affordability goals will be established by the Materiel Development Decision (MDD) to inform capability requirements and major design or other C/S/P trade-offs to ensure the product being acquired is affordable.

Explanation - Goals are informed by historical analysis, Warfighter Investment POM Executive Board (WIPEB) capability priorities, and known budget constraints. Goals may be expressed as broad notional ranges or guidelines early in the program lifecycle. The level of specificity will increase as the program progresses to MS B/C, the materiel solution is known, and the level of program knowledge matures. **Documentation:** Affordability goals are documented in the ADM and included as Exit Criteria starting at the MDD and typically continuing through MS B. They are updated at each subsequent MS and MDA review point. Affordability goals are eventually replaced by more precise affordability caps (usually at MS B). However, for programs entering the acquisition process after MS B, the MDA may elect to defer establishing affordability caps until MS C or beyond.

Affordability Caps - DoDI 5000.02 states that affordability caps are established as fixed cost requirements. At the Development RFP Release Decision Point or MS B and beyond, affordability goals have become binding affordability caps.

Explanation - Affordability caps will be treated like Key Performance Parameter (KPP) equivalents at program MS and review decision points. Affordability caps can be affected by portfolio prioritization and fiscal constraints.

The MDA/PDA will enforce affordability caps after the materiel solution has been defined, requirements, product definition and design are stable, and the program office Rough Order of Magnitude (ROM)/Program Office Estimate (POE) have been completed (typically at MS B).

Documentation: Affordability caps are documented in the ADM as Exit Criteria and where appropriate also documented in the Acquisition Program Baseline (APB) at MS B or beyond in the acquisition process. They are reviewed and updated at all MS and MDA/PDA review points.

Analysis Techniques - Analytical techniques used to evaluate and maintain program affordability including C/S/P trade-offs to mitigate risks.

Explanation - The techniques can range from technical trade-off analyses, innovative acquisition or contracting approaches, use of should cost, or other techniques to

address affordability. Enclosure (e) provides specific examples of analysis techniques to evaluate affordability.

- o Documentation: The program affordability strategy is documented in the Acquisition Strategy/Acquisition Plan (AS/AP) and included in the ADM as Exit Criteria. This Exit Criteria may include direction to use specific affordability techniques tailored to the program unique status and risk. The Exit Criteria are reviewed/updated at each milestone review point.

For additional affordability guidance, please contact AC PROG Policy and Assessment Branch.

7.3.1 Full Funding vs. Affordability.

These two concepts are related but are NOT the same thing. Key differences are summarized below. See [Defense Acquisition Guidebook \(DAG\) Chapter 3.2](#) for more details.

- **Full funding** - Focused on ensuring there are sufficient funds to execute a program over the Future Years Defense Plan (FYDP).
 - o Starting at the time of development RFP release, MS B, and all subsequent MS, the MDA must ensure that the program is **fully funded**, e.g. sufficient funds are in place to execute the program over the FYDP as a result of the Program Objectives Memorandum (POM)/budget process.
 - o *Note: During the MDD & Materiel Solution Analysis phase and MS A & Technology Maturation and Risk Reduction (TMRR) phase, there must be sufficient funds in place to ensure completion of phase specific events. For example, at MDD the MDA must ensure that there is sufficient funding for the program to proceed to the next major decision point or MS, such as AoA or MS A. This is known as phase specific funding.*
- **Affordability** - Affordability has a broader and longer focus than full funding. Affordability encompasses total lifecycle cost from MDD through Disposal. As such, it considers implications beyond the FYDP of decisions made today. For example, there may be sufficient funds at MS B for a program to meet full funding criteria. However, the MDA and USMC leadership may determine the program is unaffordable based on knowledge of USMC portfolio priorities and total cost to Disposal.

7.4 MDA Tailoring.

Through the 2015 edition of the [DoDI 5000.02](#), the Under Secretary of Defense for Acquisition, Technology, and Logistics enthusiastically encourages programs to “tailor” and states in the document’s purpose, “This instruction...authorizes MDAs to tailor the regulatory requirements and acquisition procedures in this instruction to more efficiently achieve program objectives, consistent with statutory requirements and [[DoDD 5000.01](#)].” Tailoring, however, is not a new concept to the Defense Acquisition community having made its first official appearance in 1991.

7.4.1 What Is Tailoring.

In summary, tailoring is the MDA or PDA’s structuring of a program based on an objective assessment of the program’s status, risk, and adequacy of its risk management. MDAs/PDAs, per the DoDI 5000.02, have the latitude to determine the most efficient and effective program structure, strategy, and oversight in order to deliver a capability solution that meets performance, cost, and schedule requirements. However, MDA/PDAs may still find themselves constrained by statute. The limits placed upon the MDA/PDA’s tailoring approach are discussed in paragraphs [7.4.5.1](#) and [7.4.5.2](#).

7.4.1.1 Why Tailor.

The Marine Corps has limited resources, and it is our responsibility to manage them wisely. Program tailoring will allow us to moderate our requirements, such as documentation, reviews, and events, to only those that provide effective management and oversight, while contributing to the timely delivery of a robust but affordable capability.

7.4.2 Tailoring Approach.

As each program is unique, a one-size-fits-all tailoring strategy does not exist. As stated previously, designing a program’s tailoring strategy revolves around its complexity, risk, technical maturity, etc. In general, mature, proven systems and programs with low risk will have substantially fewer reviews and streamlined documentation.

When developing a program’s tailoring strategy, opportunities for program tailoring may include the following:

- Appropriate [acquisition phases](#), MS and Decision Points.

- Point of [program initiation](#).
- Reviews and events, to include their scope.
- Documentation required for each MS, Decision Point, review, and event.
- Decision levels for each MS, Decision Point, review, and event.

Additionally, a program's tailoring strategy shall be reexamined and adjusted as necessary at each subsequent milestone so that it reflects the current conditions of the program.

7.4.3 Program Records.

MDAs/PDAs shall document tailoring decisions and the rationale supporting those decisions. Several existing program documents capture such decisions, however the most critical and authoritative is an MDA/PDA signed ADM that approves the proposed tailoring strategy. Among other items, the ADM or an enclosed Memorandum for the Record (MFR) shall capture the program's oversight requirements, required documentation, acquisition phase content, the timing and scope of decision reviews as well as the level at which those decisions shall be made, etc. The rationale behind the approved tailoring strategy shall be documented in the ADM or in via an enclosed MFR to the ADM. For additional guidance regarding the preparation and content of ADMs, refer to the ADM template located on the [MAP SharePoint](#) site.

In preparation for a program designation and/or decision review, the PM/PdM, in concert with the Milestone Assessment Team (MAT), will prepare a recommended tailoring strategy for the MDAs/PDAs consideration and approval. For programs where Commander, Marine Corps Systems Command (COMMARCORSYSCOM) serves as the MDA/PDA, the tailoring plan shall be reviewed by the MAT before presentation to the MDA/PDA. For programs the MDA/PDA has been delegated to the PM, the PM's Tier-0 Integrated Product Team MAT shall review the plan before presentation to the MDA/PDA.

7.4.4 Tailoring Program Documentation.

Both statutory and regulatory documents may be included within broad enterprise documents that address multiple programs (with concurrence of the document's approving official(s)). This saves time and resources by eliminating the need to prepare and staff multiple documents.

7.4.5 Tailoring Limitations.

7.4.5.1 Tailoring Statutory Requirements.

Mandated by law, statutory requirements shall not be eliminated unless a waiver is permitted by the statute and the program has obtained the appropriate level of approval(s) for the waiver. However, the scope, presentation method, and content of a statutory requirement may be streamlined. This will require coordination with the cognizant, possible external, authority.

7.4.5.2 Tailoring Regulatory Requirements.

All regulatory documents are candidates for elimination, reduction in size or scope, or combination with other products. However, MDAs/PDAs should be aware that some regulatory policies may require coordination with the cognizant, sometimes external, authority. For example, the MDA/PDA may not eliminate Operational Testing for a program without the concurrence of MCOTEA. Another example is the APB. As a co-signer with the MDA/PDA, CD&I must concur with the format and scope of this critical program document.

7.4.5.3 Identification of Statutory vs. Regulatory Requirements.

For a listing of ACAT III and below statutory and regulatory documentation, refer to [DoDI 5000.02 Enclosure 1, Table 2](#) and [SECNAVINST 5000.2E Table E2T1](#). For a listing of Command approved documentation, check with your respective APM.

7.5 Program Documentation.

As soon as possible, the PM/PdM should begin planning for execution of program documentation. This includes execution of documents identified as "long lead", e.g. those that may require in excess of five months to prepare, staff, and obtain approval. These long lead documents are identified in the MCSC PoPS core briefing charts for each MS and Decision Point within the "Notional Timeline" chart. Sample "Notional Timeline" chart can be found in [Enclosure \(f\)](#).

Chapter 8: TOOLS & ADDITIONAL GUIDANCE

8.1 Integrated Master Schedule (IMS) / Integrated Master Plan (IMP).

IMS and IMP Applicability.

Planning and scheduling are fundamental program management functions that all acquisition professionals need to understand. The Assistant Commander for Programs (AC PROG) is responsible for oversight and development of these functions at MCSC and providing this support to the acquisition professionals in our affiliated PEOs. An Integrated Master Plan (IMP) and Integrated Master Schedule (IMS) are project management tools that enhance the management and execution of acquisition programs. All MCSC programs, in the DoDI 5000.02 Acquisition Framework (pre-Materiel Development Decision (MDD) through Full Rate Production (FRP) Decision) should prepare, use, and regularly update an IMP and IMS. After the FRP Decision, other scheduling tools and techniques may be more appropriate to use when managing program execution.

The Integrated Program Management Team (IPMT), under the ACPROG Cost and Analysis Branch, is developing a MCSC IMS Guidebook which will provide amplifying information. Projects that are required to use Earned Value Management (EVM) are required to have a Contract IMS (C-IMS) as a recurring monthly deliverable. A C-IMS is usually recommended even when full EVM reporting is not required.

For those programs where the COMMARCORSYSCOM is the Milestone Decision Authority (MDA), and the program has not completed its final formal milestone, the Program Manager (PM) shall bring a soft copy of the IMS with a critical path view and be prepared to provide a critical path summary at each decision meeting and program review.

8.1.1 Integrated Master Schedule (IMS).

A schedule is any time-based plan of actionable and measurable events. The IMS is defined as a project management tool containing the networked, detailed tasks necessary to ensure successful project/contract execution. An IMS flows directly from the IMP, is linked to the Work Breakdown Structure (WBS) and is used to manage the day-to-day execution of the project. There are two IMSs that PMs should use to manage schedules, the C-IMS (or Format 6 of the Integrated Program Management Report Data Item Description (IPMR DID) (DI-MGMT-81861)) and the

Integrated Government Schedule (IGS). The C-IMS and IGS are separate schedules, but interrelated as explained below.

C-IMS. Contractors are required to provide the PM with a C-IMS for any project (contract) that meets EVM reporting thresholds, as specified in [DoDI 5000.02, Table 8](#). For projects that do not meet the EVM reporting thresholds, a C-IMS is recommended as a contract deliverable (usually monthly) for development, major modification, and low rate initial production (LRIP) efforts. Tailoring of associated Earned Value and C-IMS CDRLs (which will reference the IPMR DID)¹ should be coordinated with your respective Tier-0 IPT and the IPMT.

IGS. PMs are recommended to establish and use an internal Government IMS that the Program Management Office (PMO) and staff elements will use to manage their programs and projects. The IGS is developed by logically networking all detailed program activities. The IGS should contain all of the Government's efforts (scope) necessary to meet program milestones and may contain touch points to the C-IMS, as required.

The C-IMS is traceable to the IMP, WBS, Organizational Breakdown Structure (OBS) and Statement of Work (SOW). The C-IMS is used to verify attainability of contract objectives, to evaluate progress toward meeting project objectives, and to integrate the project schedule activities with all related components. Both the C-IMS and the IGS should contain the milestones, accomplishments, and discrete tasks/activities from pre-MDD efforts through FRP Decision and should answer the five Ws:

- Who in the organization is doing the work?
- What work is being performed?
- When is the work starting and finishing?
- Where is the work being done?
- Why is the work being done?

In addition to the five Ws, when properly constructed (networked) the IMS describes how the work is being executed. The key thing to realize is that scheduling software determines

¹ The IPMR DID governs data and reporting requirements for measuring cost and schedule performance on DoD acquisition contracts. It is structured around seven formats - Format 6 is the C-IMS.

the “when” based on how work is sequenced (logical relationships) and the expected duration of the tasks. Technical risks should be quantified and implications reflected in the project’s IMP and IMS.

8.1.2 Critical Path.

If the provisions of the IPMR DID are followed, then the C-IMS can also be used to accurately calculate the float for each task and ultimately the critical path. Any IGSs created by the Government team should also follow applicable sections of the IPMR DID. This is to ensure that the IGS will provide accurate projections of key program dates. IPMT Schedule Analysts are trained to work with PMOs and contractors to ensure that C-IMSs comply with the IPMR DID, and provide meaningful and accurate information. The following concepts are provided to assist the PM in developing realistic IMSs.

Float is the amount of time a task can be delayed without impacting other tasks; it is calculated by scheduling software.

Total Float is the amount of time that a task can be delayed before the end of the project is delayed; it is calculated by scheduling software.

Critical Path is the sequence of discrete tasks/activities in the IMS that has the longest total duration through the project. Discrete tasks/activities along the critical path have the least amount of total float. While scheduling software will display a critical path, there are many factors that can skew this data; therefore, the PM should have the critical path validated by the IPMT.

The IMS and specifically the critical path enable the PM to quantify schedule margin (i.e. the difference in time between when you are required to finish your project, and when you are predicted to finish) and consequently understand and quantify schedule risk.

8.1.3 IMS Building Blocks.

The common building blocks of constructing an IMS, along with responsibilities and the process for creating an IGS are shown and described below. The process for creating a C-IMS will vary by contractor but the major steps and inputs shown below are common to most processes.

IGS Development Process & Responsibilities

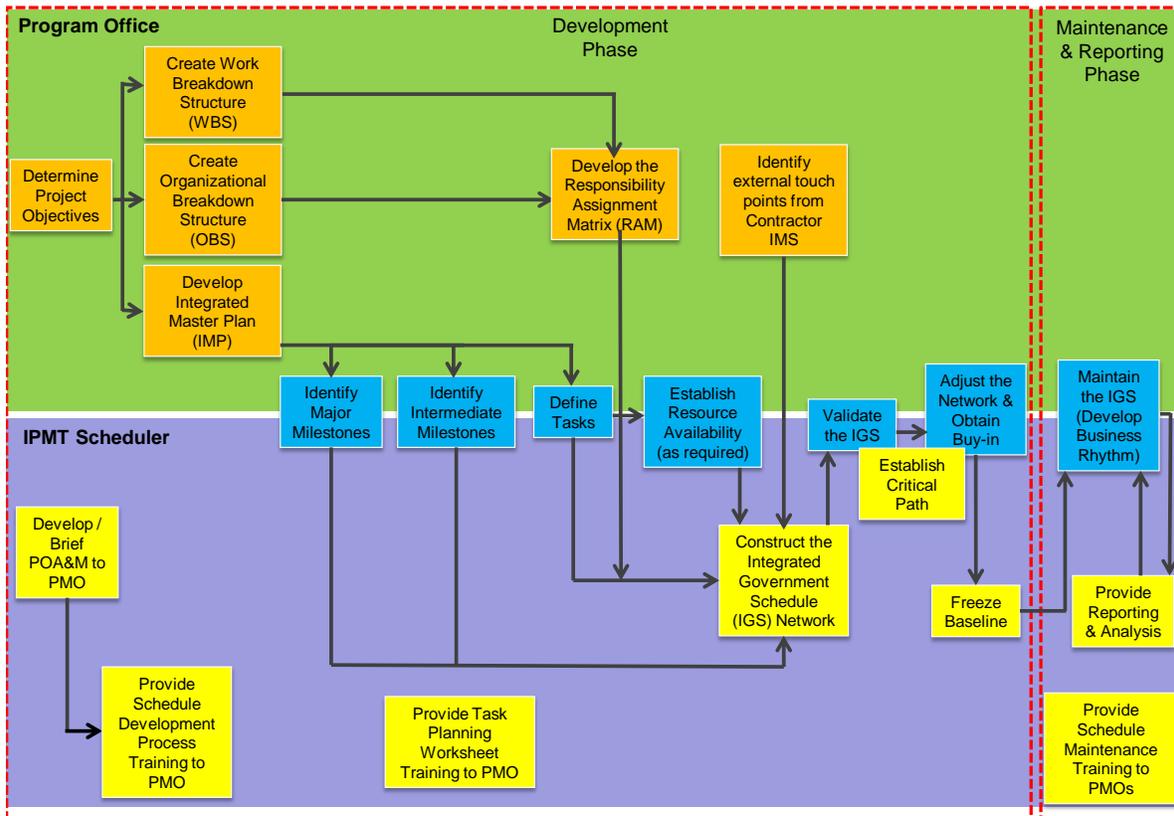


Figure 8A. IGS Development Process and Responsibilities

Determine Project Objectives. The objectives for a C-IMS are primarily derived from the SOW provided by MCSC. In contrast, the objectives for an IGS are typically derived from regulations and policies (DoDI 5000.02, SECNAVINST 5000.2x), requirements documents and other internal and external stakeholder requirements; for example, the POM process, PoPS reviews, PMRs, Milestone Decision Reviews, etc.

Work Breakdown Structure (WBS). The WBS is a hierarchal grouping of the project’s discrete work elements into a product oriented structure used to organize and define the total work scope. There are two interrelated WBSs, the Program WBS and Contract WBS per [MIL-STD 881C](#).

Program WBS. Developed by the PM, provides a framework for specifying program objectives in a hierarchical decomposition of phases, deliverables and work packages.

An initial IMP should be developed by the PMO and should be included in a Request for Proposal (RFP). The contractors will take this initial IMP, and extend it based on their approach to the project. The IMP that is developed by the contractor is included as part of the contract and in these cases is contractually binding.

When the IMP is first created, it is not time phased; however, it provides an ideal structure for creating the IMS. The IMS is required to be traceable to the IMP. Once the IMS is finalized and the scheduling software calculates dates for all tasks, then through that traceability, all of the IMP events will have predicted dates. All of the Events, Accomplishments and Criteria in the IMP must be in the IMS.

8.1.4 Integrated Program Management Team (IPMT).

The IPMT is part of the Cost and Analysis Branch, which falls under the Assistant Commander for Programs. It is composed of a combination of Program Analysts/Master Schedulers (343s) and Operations Research Systems Analysts (1515s) who are trained in Schedule Analysis, Earned Value Analysis and/or Scheduling. One of the roles of the IPMT is to support PMs, PdMs and IPTs in order to improve the schedule management and contractor oversight of their programs/projects. This is done in a variety of ways to include assistance with IPMR CDRL development, evaluation of C-IMSs for source selection efforts, monthly C-IMS analysis, IGS development support, and training in any of the areas covered in this section.

8.1.5 Summary.

The primary purpose of any IMS is to help the PMO optimize the overall execution strategy of a program, coordinate workflows, and assist in the decision making processes to mitigate risks and resolve challenges on a day-to-day basis. Effective development, use, and management of an IMP and IMS:

- Provides the basis for effective communications between PMO and contractors,
- Identifies a baseline for project status monitoring, reporting, and project control,
- Facilitates management and decreases risk of missing cost/schedule/performance (C/S/P) objectives, and
- Provides a basis for resource analysis and leveling, exploration of alternatives, and cost/time tradeoff studies.

The Under Secretary of Defense for Acquisition, Technology, and Logistics (USD AT&L) [IMP and IMS Preparation and Use Guide](#) (Reference (o)) provides additional information required to initiate and manage an IMP and IMS. PMs should consult with their respective Tier-0 IPT and the IPMT for guidance developing and implementing individual program IMPs and IMSS. Training is also available through the IPMT.

8.2 Risk.

Effective risk management is a key to program success. Program risks are future uncertainties relating to achieving program deliverables within program cost, schedule, and technical performance constraints. Risk is defined by:

- A two-part, **if-then** statement where **if** some event or condition occurs, **then** a specific negative impact or consequence to program objectives will result
- The **probability** of the undesired event or condition occurring
- The **impact** or **severity** of the undesired event were it to occur

There are five phases of the risk management planning process, which are described in the [MCSC Risk Management Memory Jogger](#):

- 1) Risk Planning
- 2) Risk Identification
- 3) Risk Analysis
- 4) Risk Handling
- 5) Risk Monitoring

Risk management is a fundamental project management function. Effective risk management requires the regular participation of all competencies and stakeholders. It is a best practice that the Program Manager (PM)/Product Manager (PdM) establish a Risk Management Plan (RMP) and charter a Risk Management Board (RMB) to execute the four phases of Risk Management. The Command approved format for the RMP is provided as a template available on the [MAP SharePoint](#). Further guidance can be found in the [Risk, Issue, and Opportunity Management Guide for Defense Acquisition Programs of June 2015](#) (Reference (p)) and the [Naval SYSCOM Risk Policy](#) (Reference (q)).

For Program Management Reviews (PMRs) and Milestone/Decision Points, a Risk Reporting Matrix and Risk Burn Down charts are required. Detailed instructions to populate these charts are

found in the [RMP template](#), [Probability of Program Success \(PoPS\) core briefing charts](#), and PMR template.

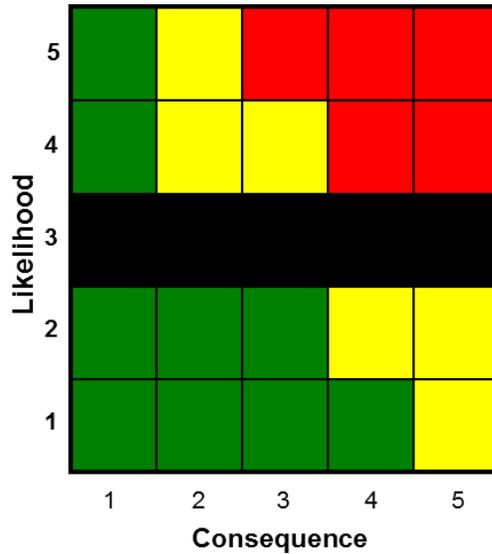


Figure 8C. Graphical Representation of Risk Reporting Matrix

Significant Risks Burn-down

Description:

Provide brief description of risk

Mitigation Steps:

- 1. List current and future tasks to mitigate risk add provide dates
- 2. Check off those that are completed
-
-

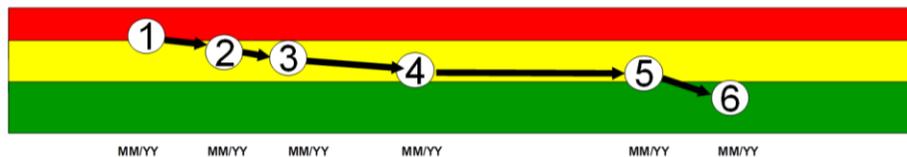


Figure 8D. Risk Burn-Down Chart

MCSC endorses and provides an automated tool, Project Recon (access instructions can be located in Appendix D of the [RMP template](#)), to help manage program risk data and populate the two charts shown in Figures 8C and 8D. Use of this tool is encouraged though not mandated. Further detail on Project Recon can also be found in the [RMP](#).

8.3 Clinger-Cohen Act (CCA) .

The Clinger-Cohen Act (CCA) is a statutory requirement defined in the DoDI 5000.02 and [SECNAVINST 5000.2E](#) as "all programs that acquire IT, including NSS, at any acquisition category (ACAT) level" and identifies the specific requirements for CCA Compliance.

The Marine Corps System Command (MCSC) Clinger Cohen Act Compliance Guidebook provides the latest CCA requirements and guidance for achieving compliance. It describes the MCSC CCA Compliance Process and provides an overall process flow for the CCA confirmation processes.

This guidebook is applicable to all MCSC PMs who serve as the Milestone/Program Decision Authority for any ACAT or AAP programs that contain Information Technology (IT) or IT components. The Guidebook is located on the MARCORSSYSCOM Acquisition Portal (MAP) [SharePoint site](#):

8.4 Test and Evaluation (T&E) Planning.

Integrated testing is fundamental to the effective execution of all acquisition programs to include Abbreviated Acquisition Programs (AAPs). The T&E strategy and results ensure the product or capability we are acquiring meets its intended purposes as defined in the requirements document. The T&E strategy is tailored to the specific characteristics of each individual program. Lower risk programs may require developmental test (DT) only. In a DT effort, the PM/PdM develops and oversees all testing. The PM/PdM should ensure the appropriate rigor and discipline are applied to the planning and execution of all DT. This includes ensuring a senior Government test advisor (preferably independent from the Program Management Office) oversees and monitors the development of T&E strategies, as well as the conduct of T&E events. This may be the Tier-0 IPT, Assistant Program Manager for Engineering (APM-E), Marine Corps Operational Test and Evaluation Activity (MCOTEA) advisor, etc.

Some programs will warrant independent T&E from an independent Operational Test Agency (OTA). MCOTEA serves as the OTA for most MCSC programs which require an OTA. The PM/PdM shall assess the specific characteristics of each proposed program and provide a recommendation regarding the category of test required as described in [Chapter 4](#). Additional guidance regarding the T&E process and procedures are provided in the [USMC Integrated Test and Evaluation Handbook](#) (Reference (j)).

It is imperative the PM/PdM begin planning for integrated T&E activities as early as possible in the program lifecycle. The program test advisor or Test Working Integrated Product Team (WIPT) should be involved in the review of all program documentation to include requirements documentation. This will ensure all T&E considerations have been planned for and are fully addressed within the program schedule and budget. See [DAG Chapter 9](#) for more guidance.

8.5 Business Capability Lifecycle (BCL) Implementation.

Background. [DoDI 5000.02 Enclosure 12](#) and [DAG Chapter 12](#) establish guidance requiring the use of the BCL model as the framework for oversight and management of Defense Business Systems (DBS).

Purpose. The below provides an overview of above policy and impact on MCSC programs.

Definition. DBS - A DoD information system which supports business activities such as acquisition, financial management, logistics, strategic planning and budgeting, installations and environment, human resource management, IT and information assurance infrastructure. (National Security Systems (NSS) are excluded).

Summary. The BCL framework applies to all DBS with a total cost over \$1,000,000. It is intended to streamline the DoD 5000 construct to allow for rapid delivery and updates to IT capabilities. It is based upon statutory guidance and aligns with Business Enterprise Architecture (BEA).

Key Features.

- MDA responsibilities and DoDI 5000 documentation and reviews remain intact. However, there are now additional reviews, certifications, and oversight councils that advise the MDA prior to each MS. The level of membership varies depending on ACAT level.
 - Investment Review Board (IRB) - chaired by CIO DoD/DoN/HQMC.
 - Certification Authority (CA) and Pre-Certification Authority (PCA).
 - Defense Business Systems Management Council (DBSMC).

- A problem statement format is used in lieu of traditional Joint Capability Integration and Development Systems (JCIDS) documents.
- Independent Risk Assessments are required.
- A Business Case is required in addition to the Analysis of Alternatives (AoA).
- Service level implementation is evolving and updates will be provided as available.
- The DoD 5000 Defense Acquisition Framework is modified to reflect required reviews as shown below.

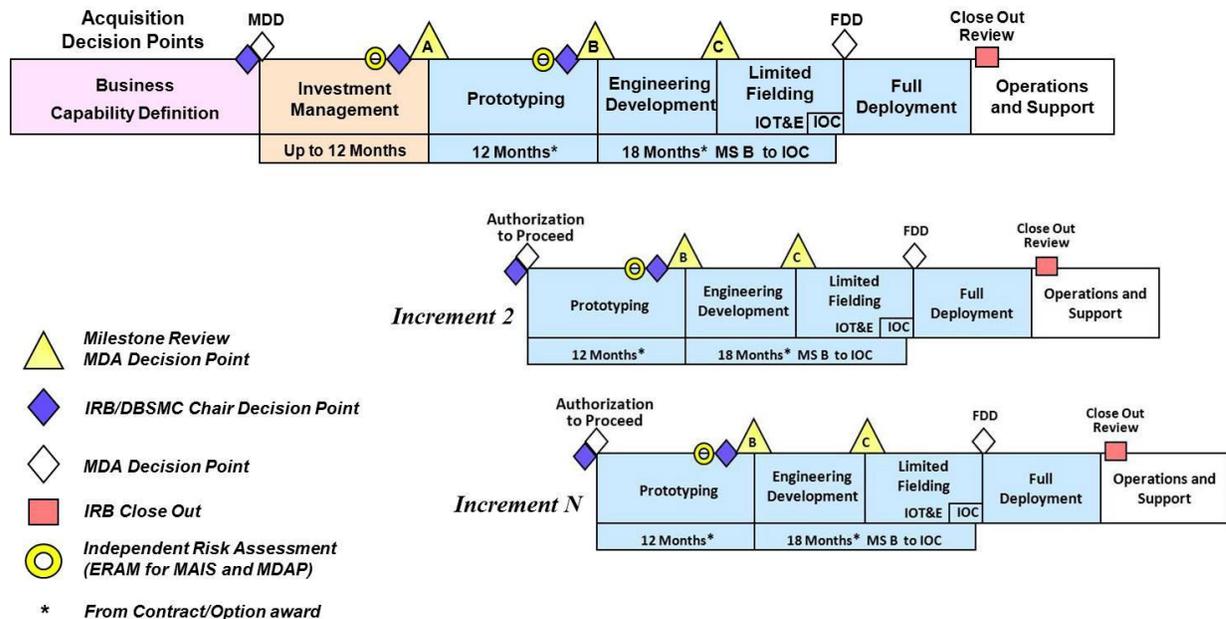


Figure 8E. BCL Process Overlay with DoDI 5000.02 Framework

8.5.1 BCL Implementation Plans.

A working group (BCL IPT) was chartered by the MCSC Acquisition Guidebook (MAG) IPT. The BCL IPT is analyzing the BCL framework (as shown in Figure 8F), to identify impacted processes and recommend policy updates as appropriate.

The BCL IPT is working with the Marine Corps Business Enterprise Office (MCBEO) to develop DBS implementation policy for ACAT III, IV programs, and AAPs. PMM-110 is leading this IPT and will execute pilot programs under the BCL construct. The resulting lessons learned will be incorporated into MCSC policy and guidance.

If you have questions regarding the BCL process, please contact your Assistant Program Manager for Program Management (APM-PM) for guidance.

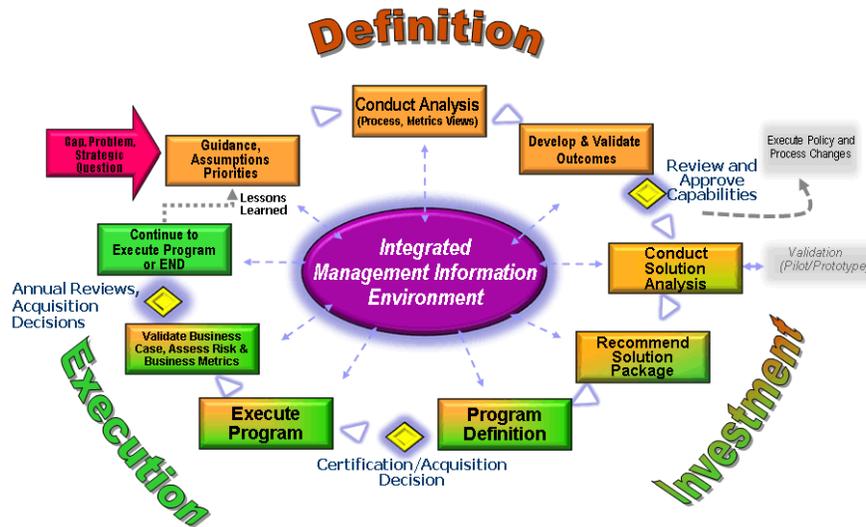


Figure 8F. BCL Framework

8.6 Memorandum of Agreement (MOA).

A MOA is used to formalize an association between organizations and outline their responsibilities. The purpose of a MOA is to establish a written agreement between parties. The term MOA is generic and includes Memorandum of Understanding (MOU), Operating Agreement (OA), Letter of Agreement (LOA) or other similar documents. All MOAs must fully describe the relationship and responsibilities of the parties, to include all relevant expectations and resources (funding, personnel, structure, facilities, etc.). An example of a MOA is included in [Enclosure \(g\)](#).

Note: All stakeholders should be included in the development of a MOA. An inclusive approach will help prevent inadvertently omitting a potentially interested organization.

External. MOAs with organizations external to MCSC should be submitted for Executive Director (ED) review. Prior to ED review, MOAs should be staffed to the below organizations:

- Deputy Commander, Resource Management (DC RM) - Financial or Personnel/Manpower issues.
- Assistant Commander, Contracts (AC Contracts) - Contracting issues.
- Assistant Commander, Programs (AC PROG) - Programmatic or Analytical issues.
- Deputy Commander, Systems Engineering, Interoperability, Architectures, & Technology (DC SIAT) - Technical or Engineering issues.
- Additional staffing through relevant PMs, APMs, and Special Staff functions may be required if the situation warrants.
- Command Counsel - Reviews all external MOAs.

All MOAs with external organizations shall reflect a fully vetted corporate view of the relationship and responsibilities being documented. The MOA shall specify a recurring review by all signatories; during which the MOA will be updated, cancelled, or continued. This recurring review may be triggered by a specific timeframe or achievement of a key event.

Internal. MOAs internal to MCSC should be submitted for review by AC PROG.

8.7 Modifications.

During the program life cycle, it is often necessary to make configuration changes to an existing ACAT program. This is typically accomplished via a modification. MCSC policy regarding modifications is based on whether the system to be modified is in development/production, or is out of production. MCSC policy requires modifications be treated with the appropriate level of rigor and management oversight. Detailed information and guidance is provided in [Acquisition Policy Letter 02-09 "Modification to Systems"](#) (Reference (h)).

8.8 Acquisition Program Baseline (APB).

Below provides a brief summary of APB content and management. Detailed guidance is provided within [DAG Chapter 10.9](#) and [DoDI 5000.02](#). In addition, a sample APB is provided on the [MAP SharePoint](#) site.

Description. The APB defines the acquisition program and documents the program's C/S/P goals. While many new initiatives supporting streamlining documentation requirements for acquisition programs are implemented, given the importance of the document and binding agreement between the requirements and

acquisition community, the APB cannot be “tailored” out of the acquisition process. An APB is required for all acquisition programs (including AAPs) beginning at program initiation (typically MS B or MS C) and through completion of the Production & Deployment acquisition phase. The APB shall be reviewed for relevance at each MDA program review or Decision Point.

Approval. The APB requires three signatures. The PM Office prepares the content and proposes the APB to the applicable requirements organization for their signature. This is usually MCCDC/CD&I Division. After concurrence is obtained from MCCDC, the MDA approves the APB.

APB Content - Objective and Threshold Values. Each C/S/P goal must have an associated objective and threshold value.

- Threshold values are the minimum acceptable standard which meets the user’s needs.
- Objective values reflect the “best case” scenario. An objective value may be the same as the threshold when appropriate.

(Note - a program is successful if it meets threshold values for C/S/P. The goal of the PM/PdM is to ensure the program attains threshold values for C/S/P).

APB Content - Performance Parameters. At a minimum, the [Key Performance Parameters \(KPPs\)](#) contained within the requirements document will be included in the APB. For each performance parameter, if no objective is specified, the threshold value will serve as the objective value, and vice-versa.

APB Content - Schedule Parameters. Events depicted in the Section B (Schedule) portion of the APB should reflect the major Milestone events or other Decision Points scheduled for the program through the acquisition process. At a minimum, **the** APB shall include:

- Materiel Development Decision Review (MDD)
- Program Initiation (Milestone B or later if approved at the MDD Review)
- Milestone C
- Full Rate Production Decision (may be combined with Milestone C)
- Fielding Decision Review
- Initial Operating Capability (IOC)

If no threshold value is specified in the requirements document for IOC or FOC, the default threshold value is the objective value schedule date plus 6 months. However, the PM/PdM may propose an alternative default threshold value to optimize program trade space, subject to MDA approval.

Program achievement of events depicted in Section B (Schedule) portion of the APB require documentation supporting and demonstrating their completion. For Milestone decisions and acquisition Decision Points, an ADM is issued by the MDA communicating the approval/disapproval of the Milestone decision being sought. It is important to remember that any Schedule event included in the APB will require some form of documentation from the MDA, or Technical Authority (if Testing and/or Technical Review Events are included) to prove completion of the event. IOC and FOC declarations should be issued by MCCDC to the PM to indicate the PM has met the defined IOC/FOC objectives. However, in the absence of receiving such correspondence, the PM should take the initiative to prepare similar correspondence for MCCDC concurrence, and establish a Memorandum-for-the-Record (MFR).

APB Content – Cost Parameters. Cost parameters are based on the program's life cycle cost estimate. The APB contains cost parameters (objectives and thresholds) for major elements of program life cycle costs and total ownership cost. This includes total quantity, Research, Development, Test and Evaluation (RDT&E), Military Construction (MILCON), Procurement (PMC), Operations and Maintenance (O&M) and:

- Average Procurement Unit Cost (APUC) - total procurement cost divided by total procurement quantity. (Does not typically apply to IT programs).
- Program Acquisition Unit Cost (PAUC) - total of all acquisition-related appropriations divided by the total quantity of fully configured end items. (Does not typically apply to IT programs).

The objective cost parameters are shown in both base year (BY) and then year (TY) dollars. The threshold parameters for cost are shown in BY dollars. The base year is the year of [program initiation](#) (typically MS B or C).

APB Management – Revisions. The APB is revised at MS decisions, and at the Full Rate Production (FRP) decision (Full Deployment decision for IT programs). Revising the APB at these events

enables the PM/PdM to update cost and schedule parameters based on the additional knowledge acquired during each phase.

Other than the above events, APBs may be revised only:

- as a result of major program restructure which is fully funded and approved by the MDA.
- as a result of a program deviation (breach).

A record of all revisions will be shown on the APB to provide the MDA with a historical record of all revisions and the corresponding change in C/S/P values. This is reflected in the example APB provided on the [MAP SharePoint](#) site.

The MDA will not authorize multiple revisions to the APB between milestones since this is an indication the program may not be executable. The determination of whether to revise the APB rests with the MDA.

8.9 Program Deviations (also called "breaches").

General. The PM shall immediately notify the MDA of an anticipated or actual program deviation. This section establishes:

- Procedures and templates for the initial MDA notification of program deviation
- Subsequent required products and timeframes
- Roles and responsibilities of all stakeholders

Applicability. The below applies to all programs for which COMMARCORSYSCOM serves as MDA/PDA. The decision authority for programs which have been delegated to a PM or other official shall apply and tailor the guidance herein as described in [Chapter 8.9.4](#).

Definitions.

- A program deviation occurs **as soon as** the PM has reason to believe that the current estimate of an APB cost, performance, or schedule (C/S/P) parameter will breach the threshold value for that parameter. (Note: This means that the planning, notification, and execution of required steps outlined in this chapter must begin **as soon as** the PM anticipates a deviation. These actions must not be delayed until the deviation actually occurs.)
- A program deviation report is a product prepared for the MDA that describes:

- o The APB deviation(s)
- o Reason(s) for the deviation
- o Planned actions for resolution

The report is prepared by the PM, or by the chair of the deviation review board in cases where a formal board has been convened. In either case, the preparer works closely with the Tier-0 IPT, CD&I and key stakeholders to provide the MDA with a comprehensive assessment/recommendations.

- A deviation review board is an IPT specifically convened to prepare the program deviation report for MDA consideration.

8.9.1 PM/Stakeholder Responsibilities & Mandatory Timeframes.

The PM shall:

- Immediately notify the MDA (via AC PROG) when the PM estimates that one or more APB threshold values for C/S/P are not achievable. [Table 8A](#) describes the associated steps and products. A tailorable initial MDA deviation notification template is located [here](#).
- Within 30* days from the initial deviation notification, the PM shall prepare a program deviation report for the MDA. [Table 8B](#) describes the associated steps and products. A tailorable program deviation report template is located [here](#).
- Within 90* days of the deviation, the PM shall submit a revised APB for MDA approval. The APB updates shall be limited to only the breached parameter and those parameters directly affected by the breached parameter. Chapter 8.9 describes the steps and products required to support APB preparation and submission. A tailorable template for the APB can be found [here](#).

***Changes to Required Timeframes.** The 30 day timeframe for submission of the program deviation report and 90 day limit for submission of revised APB are regulatory requirements per DoDI 5000.02. However, the PM may request that the MDA modify either or both timeframes, by including the proposed target date(s) and supporting rationale in the initial MDA notification.

Process Overview and Stakeholder Responsibilities. Roles and responsibilities of all stakeholders to include the Tier-0 IPT, MCSC Competency Directors, and CD&I are outlined in [Tables 8A](#) and [8B](#). [Figure 8G](#) provides an overview of the MCSC deviation review process and a summary of stakeholder responsibilities.

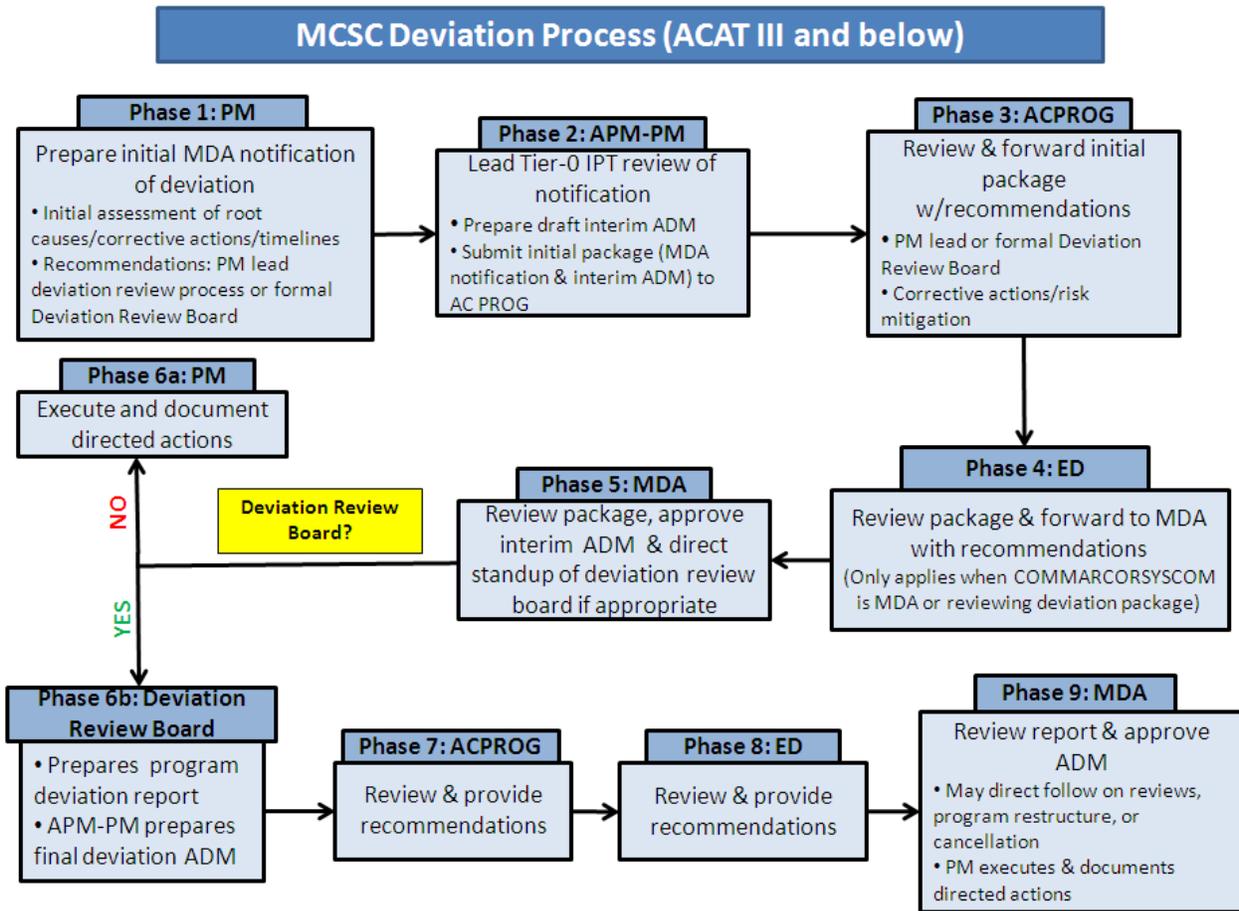


Figure 8G. MCSC Deviation Process

8.9.2 Deviation Review Board.

Purpose. Determine the root cause of the deviation, develop appropriate mitigation strategies, and inform preparation of the program deviation report. This provides the MDA with an independent assessment informed by input from all competencies and stakeholders.

Tailoring. The PM may propose eliminating or streamlining the deviation review board process when:

- The root cause of the deviation is known and all corrective actions have been identified, and
- The impact of the deviation is minor and poses low risk to program executability.

The PM will submit the recommended tailoring strategy and supporting rationale for MDA consideration in the initial MDA notification of program deviation.

Membership. Membership and chair of the board is proposed by the PM in the initial MDA notification of program deviation and approved by the MDA. At a minimum, required participants are the PM, Tier-0 IPT, CD&I, program sponsor, and any other key stakeholder organizations. Typically the APM-PM shall serve as the chair. However, for programs of high impact or risk the PM/AC PROG may recommend an alternative chair from AC PROG Assessments or other organization.

AC PROG shall consider the scope and impact of the deviation when reviewing proposed chairperson and membership of the deviation review board. At a minimum, the definitions of [critical change](#) and Nunn McCurdy ([DoDI 5000.02 Table 6](#)) breaches should be considered. Although not directly applicable to ACAT III and below programs, MCSC program deviations which meet or exceed either definition should be managed at the Command level and COMMCSC provided with regular updates.

Management. The chair of the deviation review board shall ensure that all competencies and stakeholders are represented and:

- Assure alignment with the requirements and timeframes established herein
- Leverage the MAT procedures established in [Chapter 6.4.1](#). At a minimum, the MAT procedures for conflict resolution, recording membership concurrence/non-concurrence, and tracking/disposition of action items shall be used. This ensures that the proceedings and results of the deviation review board are appropriately documented.

8.9.3 Documenting MDA Guidance and Decisions.

MDA direction must be documented and posted in TOPIC to ensure all stakeholders have a common understanding of MDA intent WRT strategy, required actions, and timeframes. This mandate extends from time of initial MDA notification of program deviation through implementation and ongoing follow-up of corrective actions. At a minimum, MDA guidance subsequent to the initial MDA notification of program deviation notification and review of the program deviation report shall be documented via Acquisition Decision Memorandums (ADMs) as described below.

ADMs. Below guidance should be used together with the MCSC ADM template on the [MAP SharePoint](#) site.

- **Interim ADM - Initial MDA Guidance Regarding Program Deviation.** This ADM directs appropriate actions pending submittal of the program deviation report. It is prepared by the APM-PM, reviewed by the Tier-0 IPT, and forwarded with the initial notification of program deviation for MDA approval. The ADM shall address the following as appropriate:
 - Target date(s) for submission of program deviation report, revised LCCE and APB or other required products.
 - Designate that the PM shall conduct the analysis and develop corrective actions or direct stand up of a deviation review board. In either case, the MDA will specify required output products and timeframes.
 - Interim actions to minimize the extent/impact of the deviation pending completion of the program deviation report to the MDA. This may include limitations on obligation of funds, award of contract(s), stop work order(s), or other tools to limit the government's risk exposure.

- **Post Program Deviation Report ADM.** This ADM documents MDA direction based upon review of the program deviation report. It is prepared by the APM-PM, reviewed by the Tier-0 IPT, or the deviation review board if applicable. It shall address the following as appropriate:
 - Target date(s) for submission of required products that are pending completion, such as revised LCCE and APB.
 - Execution of corrective actions to address the deviation.
 - Periodic status reports to MDA and required metrics to assess effectiveness of corrective actions.
 - Stand down of deviation review board or continuation of specified activities.
 - **Include the following mandatory statement: "Based on my review of the program deviation report I have determined that:
 - The capabilities or products to be acquired under the (INSERT PROGRAM NAME) program are essential to the national security or to the efficient management of the Department of Defense.

- There is no alternative to the system or information technology investment which will provide equal or greater capability at less cost.
- The new estimates of the C/S/P parameters are reasonable.
- The management structure for the program is adequate to manage and control program costs.”

**IMPORTANT: The above determinations are mandatory and should be met before submitting the ADM for MDA approval.

Notes:

(a) These determinations shall be based upon a comprehensive analysis of causes, impact, consideration of alternatives, and recommended mitigations.

(b) DAG Chapter 10 outlines ACAT I criteria ISO each MDA determination. This will require interpretation/tailoring for MCSC programs, but provides a valuable benchmark.

(c) Sub-paragraphs 10 a-d may be deleted and replaced with appropriate narrative if the recommendation is to cancel the program.

8.9.4 Responsibilities and Timelines for Delegated Programs.

In cases where COMMARCORSYSCOM has delegated MDA/PDA to a PM or other official the MDA shall:

- Implement procedures which directly align with the deviation management process described herein, to include mandatory timelines, products, and review boards.
- Immediately notify AC PROG of all program deviations and provide copies of the initial MDA notification of program deviation and subsequent program deviation report.

Responsibilities & Timeframes for Initial MDA Notification of Program Deviation

Step	Who	What	When	References & Comments
1	PM	<ul style="list-style-type: none"> Notify the MDA (via AC PROG) of anticipated program deviation using tailorable template. <ul style="list-style-type: none"> Propose deviation review board chair/members Describe deviation and initial assessment of root causes Establish timelines for follow-on recommendations to MDA Document key decisions and events in TOPIC 	Immediately upon discovery of potential or actual deviation	May recommend PM leadership of the deviation process or standup of a formal deviation review board. A board is appropriate when deviation is of high impact/risk and recurring in nature. See Chapter 8.9.2
2	APM-PM	<ul style="list-style-type: none"> Facilitate communication between AC PROG and PM Prepare interim ADM per Chapter 8.9.3 Coordinate Tier-0 IPT review of initial MDA notification and interim ADM Forward initial MDA notification and interim ADM to AC PROG after review by Tier-0 IPT 	On-going	Ensure compliance with Chapter 8.9
3	Tier-0 IPT	<ul style="list-style-type: none"> Review initial MDA notification and interim ADM Inform and obtain concurrence from respective CDs 	Within 5 working days	All competencies
4	AC PROG	<ul style="list-style-type: none"> Review/forward initial MDA notification and interim ADM to ED, to include recommended chair/members of deviation review board. Provide additional recommendations to: <ul style="list-style-type: none"> Enable a fully informed MDA decision Mitigate the government’s risk exposure 	Within 5 working days	Provides MDA with an independent perspective
5	Executive Director	<ul style="list-style-type: none"> Review and forward initial MDA notification and interim ADM to MDA (COMMARCORSSYSCOM) with appropriate recommendations 	Within 5 working days	ED may provide additional guidance to address enterprise level trends
6	MDA	<ul style="list-style-type: none"> Review initial MDA notification and approve/disapprove interim ADM Provide additional guidance to PM as appropriate 	N/A	MDA may require the PM to provide a briefing or other supplementary information as applicable
7	CD&I Stakeholders	<ul style="list-style-type: none"> Participate in review of initial MDA notification and interim ADM and notify respective leadership 	Upon request	

Table 8A. Responsibilities & Timeframes for Initial MDA Notification of Program Deviation

Responsibilities & Timeframes for Preparation of the Program Deviation Report

Step	Who	What	When	References & Comments
1	PM	<ul style="list-style-type: none"> Prepare report or participate in/chair deviation review board as directed by MDA Update & post PoPS Assessment, APB, and relevant program documents to reflect deviation in TOPIC/DASHBOARD 		See program deviation report template
2	Deviation Review Board/PM Advisors	<ul style="list-style-type: none"> Assist in preparation of program deviation report and review of post deviation ADM per Chapter 8.9.3 Inform and obtain concurrence from leadership and respective CDs Ensure compliance with MDA guidance contained in the interim deviation ADM 	Within 30 days of the deviation or as directed by MDA	See program deviation report template PM, Tier-0 IPT, CD&I, and stakeholders are members of the deviation review board or advisors to the PM when there is no formal board
3	APM-PM	<ul style="list-style-type: none"> Participate in or chair deviation review board Facilitate communication with AC PROG and PM Prepare post deviation ADM per Chapter 8.9.3 Forward program deviation report and post deviation ADM to AC PROG upon completion of deviation review board 	On-going	Ensure compliance with Chapter 8.9
4	AC PROG	<ul style="list-style-type: none"> Participate in or chair deviation review board Review & forward program deviation report and post deviation ADM to ED with appropriate recommendations May provide additional guidance to enable a fully informed MDA decision and mitigate the government's risk exposure May recommend metrics/on-going MDA reviews to assess effectiveness of corrective actions 	Within 5 working days	May recommend extending deviation review board activities in cases of continuing high risk to program executability
5	Executive Director	<ul style="list-style-type: none"> Review draft ADM and program deviation report; forward to MDA (COMMARCORSSYSCOM) with additional recommendations as appropriate 	Within 5 working days	May provide additional guidance to address enterprise level trends
6	MDA	<ul style="list-style-type: none"> Approve/disapprove ADM and program deviation report and provide additional guidance to PM as appropriate. 	N/A	The MDA may elect to cancel, restructure, or continue the program.

Table 8B. Responsibilities & Timeframes for Preparation of the Program Deviation Report

8.10 Acquisition Strategy/Acquisition Plan (AS/AP) .

Description. The AS describes the overall strategy for managing the acquisition program, PM's plan to achieve program goals, and summarizes program planning, key events, schedule and program structure. The AP provides a comprehensive plan for implementing the contracting strategy.

MCSC has combined the AS and AP into a single document called an AS/AP. Content tailoring is encourage per [Chapter 7.4](#). All programs are required to use the [MCSC AS/AP template](#).

Approval. The MDA/PDA approves the AS/AP.

For more information see your APM-PM, PCO and [DAG Chapter 2.7](#).

8.11 Program Objective Memorandum (POM) Process .

The POM is an annual resource allocation process designed to build a balanced set of programs that responds to Office of the Secretary of Defense (OSD), Department of Navy (DON) and Commandant of the Marine Corps (CMC) guidance within published fiscal targets. When completed, the POM provides a detailed five year projection of force structure and supporting programs that becomes the Marine Corps portion of the DON POM.

The associated budget submit converts the POM program view into the Congressional appropriation structure. Along with additional budget justification documents, it is incorporated in the President's Budget Request to Congress after review by OSD and the Office of Management and Budget (OMB).

The POM Branch in the office of the Assistant Commander, Programs (PROG-POM) coordinates MCSC participation in the Marine Corps POM process with assistance from the DC RM, PMs, and other staff offices.

The Assistant Program Managers for Financial Management (APM-FM) are the primary contacts for the POM process and members of the POM Coordinating Group (PCG) network within MCSC. PROG-POM analysts are assigned to MCSC PMs/PdMs, principal staff offices, and external customers. These assignments are identified in cyclic bulletins and standing rosters.

Success in the POM process depends on engagement and expert participation by PMs, PdMs, Project Officers and their support staff throughout the phases of:

- 1) Campaign Planning

- 2) Baseline Reviews
- 3) Initiative Development
- 4) POM build by 3-star Program Evaluation Boards
- 5) Approval of the Tentative POM (T-POM)
- 6) Transition to the Budget

PROG-POM publishes a series of detailed information bulletins and updates to provide information, guidance and a framework for MCSC support of and participation in the POM process. PROG-POM also provides essential tools and training. For additional information, please contact your PROG-POM analyst.

8.12 Intelligence Mission Data (IMD) Dependency.

Scope and Applicability. IMD dependency screening is required for all ACAT programs (to include AAPs, legacy programs, and modifications to existing programs) at all milestones. This shall be documented in the AS/AP and captured in TOPIC. The Defense Intelligence Agency has assisted MCSC in the development of simple screening questions that will assist programs in determining IMD dependency. These are provided in [Enclosure \(h\)](#).

Definition. In general, a program is IMD dependent if it uses software and its sensor platform or information system relies on intelligence data used for the design, development, testing of sensors or models, and can take action autonomously without “a man in the loop”. See [DoD Directive 5250.1 22 Jan 2013](#) for the complete definition.

Overview. [DoD Directive 5250.1 22 Jan 2013](#) establishes requirements for management of IMD in DoD acquisition. Programs determined to be IMD dependent are required to develop a Life Cycle Mission Data Plan (LMDP).

The LMDP documents program intelligence data needs across the program lifecycle and enables the MDA to make risk informed decisions based on the cost and availability of IMD. It also enables the Intelligence community to prioritize and allocate resources. The LMDP replaces what was formerly called the Life Cycle Signature Support Plan (LSSP).

Defense Acquisition Guidebook (DAG) [Chapter 4.3.18.12](#) and [Chapter 8](#) provide additional information on IMD and LMDP.

Chapter 9: REPORTING TOOLS

9.1 ASN RDAIS.

The Assistant Secretary of the Navy (ASN) Research Development & Acquisition (RDA) Information System (RDAIS) is the Navy's Acquisition program reporting and tracking system. Replacing the former ASN Dashboard in September 2013, RDAIS now serves as the authoritative source for programmatic information of Navy and Marine Corps Acquisition Category (ACAT) programs. The system is designed to streamline both data collection and exposure by providing a consistent interface throughout the Department of the Navy, to include Program Offices, Systems Commands, Program Executive Offices, Deputy ASNs (DASNs), ASN (RDA) staff, program stakeholders, and others. Any questions regarding the process and policy for RDAIS reporting at Marine Corps Systems Command (MCSC) should be directed to the Assistant Commander for Programs (ACPROG) Assessments branch.

9.1.1 Applicability.

All active ACAT programs are required to submit updated program information in RDAIS. Abbreviated Acquisition Programs (AAPs) are not required to report program information in RDAIS.

An active ACAT program is defined as a program which is between Milestone (MS) B and 90% expended/delivered. The 90% expended/delivered refers to:

- Expenditure of at least 90% of total program investment accounts (Research, Development, Test and Evaluation (RDT&E), Procurement (PMC), Military Construction (MILCON), etc. as defined in Section C of the Acquisition Program Baseline (APB).
- Delivery/acceptance of 90% of the program Approved Acquisition Objective (AAO) per Section C of the APB.

Once an ACAT program obtains a MS B (or later MS, if entering the Defense Acquisition Framework at a point beyond MS B), that program is required to begin reporting in RDAIS. Upon receiving the program initiating milestone the Program Manager (PM)/ Product Manager (PdM) shall immediately provide ACPROG Assessments a copy of the following items:

- 1) Signed Acquisition Decision Memorandum (ADM) indicating MS B or later MS if applicable.
- 2) Signed ADM designating the program ACAT level.

- 3) Signed Acquisition Program Baseline (APB) supporting the MS B (or later MS) decision.
- 4) Approved requirements document (signature page only), such as a CDD, CPD, or SON.

9.1.2 Reporting Requirements.

9.1.2.1 Quarterly Submissions.

Per ASN (RDA) Memo, "Updating of Programmatic Information in DASHBOARD", program updates shall be submitted in RDAIS at least quarterly and by the 15th of the program's reporting month. A program's RDAIS reporting month is pre-determined by ACAT level as follows:

ACAT I-III programs: January, April, July, and October
ACAT IV programs: March, June, September, and December

A program is required to continue these quarterly RDAIS submissions until it has reached 90% expended/delivered and ASN (RDA) has removed the program from active ACAT status.

ACPROG Assessments typically releases a courtesy reminder to the Assistant Program Manager - Program Management (APM-PM) prior to the 15th of the reporting month. However, as reporting is on an established, regular schedule, the PMS/PdMs are responsible for ensuring programs complete their quarterly submissions on time whether a reminder is issued or not.

9.1.2.2 Ad Hoc Submissions.

ASN (RDA) may require programs to update their information outside of the quarterly cycle. Examples include submissions for the Program Memorandum Objective, Budget Estimate Submission, and the President's Budget. The requirement for an Ad Hoc submission is typically announced in the RDAIS News Feed. The requirement may also be announced via an e-mail or tasker from ASN (RDA) via ACPROG Assessments. In addition to any required Ad Hoc submissions, PM/PdMs may also use an Ad Hoc submission to submit program updates in between the established quarterly assessments.

9.1.3 RDAIS Access and Account Registration.

Anyone requiring access to RDAIS must register for an account on the RDAIS homepage found at the following link:

<https://rdais.stax.disa.mil/rdais/>

Unlike its predecessor, ASN Dashboard, RDAIS access is determined by the user's needs and responsibilities within the RDAIS workflow. This new data security feature includes varied access privileges and working levels. If unsure of which working level and access privileges to register for, contact the APM-PM or ACPROG Assessments for assistance.

9.1.4 RDAIS Roles and Responsibilities.

In addition to those already stated, [Table 9A](#) presents MCSC's RDAIS roles and responsibilities.

RDAIS Roles and Responsibilities
<p>Program Manager (PM)</p> <ul style="list-style-type: none"> • Ensure all active ACAT programs within their PM Office are identified and entered into RDAIS. • Ensure all active ACAT programs within their PM Office submit quarterly reports on time. • Review submitted RDAIS information for accuracy. • Ensure all program issues are identified and well explained. • Approve RDAIS submission. May delegate authority to APM-PM or PdMs. • Attend all scheduled RDAIS meetings with the Commander or the Commander's designated representative.
<p>Assistant Program Manager for Program Management (APM-PM)</p> <ul style="list-style-type: none"> • Ensure AC PROG Assessments receives required documentation for program entry into RDAIS. • Ensure PdMs are aware of upcoming quarterly RDAIS update deadlines and that quarterly submissions are completed on time. • Notify PdMs of any Ad Hoc submissions. • Notify PdMs if submitted information requires changes. • Review submitted RDAIS information for accuracy and completeness prior to submission approval. • Approve RDAIS submission if delegated authority.
<p>Product Manager (PdM)</p> <ul style="list-style-type: none"> • Prepare RDAIS quarterly and Ad Hoc submissions ensuring all fields contain current information and estimates. • Ensure all program information is accurate and the issues are identified and well explained. • Notify APM-PM when RDAIS submission is ready for review prior to submittal. • Make any identified changes to submission information. • Approve RDAIS submission if delegated authority. • Accompany all RDAIS meetings with the Commander or the Commander's designated representative.
<p>Assistant Commander, Programs (ACPROG)</p> <ul style="list-style-type: none"> • Submit required information of all ACAT programs to ASN(RDA) to

RDAIS Roles and Responsibilities

- establish program record in RDAIS and the Navy
- Review program RDAIS submissions for completeness.
- Notify APM-PM of any needed submission changes.
- Prepare an Independent Program Assessment (IPA) highlighting program issues, breaches, or major changes since the last reporting period and proposes appropriate actions.
- Forward the IPA with a copy of the program RDAIS report to the Commander or the Commander’s designated representative.
- Notify PM, APM-PM, and PdM if Commander or the Commander’s designated representative requests a meeting regarding RDAIS information.
- Approve RDAIS submission for publishing following IPA review.
- Provide guidance to PM/PdMs regarding preparation and submission of RDAIS information.

Table 9A. RDAIS Roles and Responsibilities

9.2 TOPIC 2.1.

[TOPIC 2.1](#) is the authoritative data source for MCSC acquisition program information, and serves as the authoritative centralized acquisition program information database within the Command. Use of TOPIC is mandated via MARCORSSYSCOMO 5000.3B. And, update of programmatic information within TOPIC serves as standard language in all Acquisition Decision Memorandums (ADMs).

TOPIC 2.1 allows the managers of each program to retain ownership of program data while providing access of this data to the broader Marine Corps Acquisition Community.

- TOPIC 2.1 serves as a central repository of Command Program/Project information , such as:
 - o Program pedigree, current acquisition phase and oversight responsibilities
 - o Program office contact information
 - o Program schedule to include major Milestone Events and Systems Engineering and Technical Review schedule/events
 - o Approved acquisition documentation, to include:
 - ADMs, APBs, Test & Evaluation plans, CCA and other IA certifications
 - o System Production/Fielding information (TIPS)
- TOPIC 2.1 serves as an analytical tool for the Command, ACPROG and the PMs to assess programs compliance and performance in establishing and executing prescribed DoDI 5000.02/[SECNAVINST 5000.2E](#) acquisition management metrics and milestones.

- TOPIC 2.1 decreases the burden and resource demand of the PM and staff in responding to internal and external organizations requests for information. Data fields in TOPIC 2.1 are used extensively to answer many of the types of inquiries received from P&R, ASN, and other external agencies. And, is the baseline listing of programs used for enterprise and strategic planning initiatives within the Command.
- ACPROG Assessments currently serves as the Administrator, Developer, and Configuration Manager of TOPIC 2.1.

9.2.1 TOPIC 2.1 Content.

TOPIC 2.1 is a web-enabled repository of approved acquisition and program management data. The information in TOPIC 2.1 is used to generate reports and status information for Commander, Marine Corps Systems Command (COMMARCORSSYSCOM) and is reported to external organizations. This information also serves as a consolidated Command reporting tool for PMs, Competency Leaders, Command Executives, and other Commands/Headquarters that require insight into specific program information. A major goal of TOPIC 2.1 is to ease the burdensome reporting requirements that PMs will continue to encounter. As such, it is imperative the following data entered into TOPIC 2.1 is accurate and current:

Program Management

Program Information/ADMs: This field will contain information relative to the official acquisition program name, acronym, description of the program, organization managing the program, Acquisition Category (ACAT) level, current acquisition phase, and program decision authority/oversight responsibilities.

Information in this section is entered by ACPROG upon receipt of signed Acquisition Decision Memorandums (ADMs) from the Milestone Decision Authority (MDA).

Program Name: Program Name reflected in TOPIC is taken directly from the Acquisition Decision Memorandum (ADM) issued by the Milestone Decision Authority (MDA) that first establishes or formally recognizes the acquisition program. This usually occurs during the Materiel Development Decision (MDD) review. The ADM serves as the Official record and establishes the acquisition program name. For MCSC and greater enterprise consistency and efficiency, the same program name should be used throughout the USMC enterprise for program planning, acquisition documentation, information systems (e.g. TFSMS), and program briefings.

The acquisition program name cannot be changed unless by issuance of an ADM from the MDA noting the name change.

Program Acronym: The program acronym is the short version and/or reference to the acquisition program name.

ACAT Level: ACAT level depicted is taken directly from the ADM that designated the program. Programs depicted as "**Pre-ACAT**" are MCSC acquisition programs that have been recognized and assigned to a program office by the MDA, but have not yet been formally ACAT designated. Programs depicting a "**Post-ACAT**" status are acquisition programs that are in the Operations & Support acquisition phase. This typically correlates with programs at or beyond Full Operational Capability (FOC), in Sustainment and supported with Operations & Maintenance funding, and have completed a PoPS Gate 6.5 Sustainment assessment.

Acquisition Phase: The acquisition phase depicted is based upon the latest ADM that recognizes completion of a Decision Point or Milestone decision, thus moving the program through the various phases of the acquisition process. Programs depicting a "Pre-JCIDS" phase are those programs that have been formally assigned to a program office by the MDA for action, but have not yet completed the MDD decision review, or otherwise entered the acquisition process.

Description: Information in this section is populated by the Program Office and provides a brief overview and description of the acquisition program system(s) and capabilities.

Lead Service: MCSC participates in many other service led acquisition programs. Programs are required to obtain an Authority-to-Participate Decision Memorandum from the Commander granting approval to participate with the other service led acquisition program. The information depicted in this field will denote the service branch with formal responsibility and overall management responsibilities of the acquisition program.

MDA: Information depicted reflects what Service Acquisition Executive, DoD component and/or agency is assigned as the Milestone Decision Authority for the acquisition program. The term MDA does not apply for Abbreviated Acquisition Programs (AAPs) (see below).

Unless otherwise delegated by the Commander, the Commander is the MDA for all MCSC led ACAT-III and below programs.

PDA: Program Decision Authority (PDA) is a term used in lieu of MDA for AAPs within MCSC and DoN. The term has expanded application at MCSC to also encompass those programs led by another service where the MDA resides with the Lead Service. In those cases, PDA is also used at MCSC to communicate who has the obligation authority for the USMC, the Commander or Program Manager (delegated by Commander). Furthermore, once an acquisition program has completed their PoPS Gate 6.5 Sustainment review and placed in the Operations & Support acquisition phase (via ADM), the term MDA is no longer applicable and PDA is used to identify who retains Program Decision Authority for the remainder of the acquisition program life-cycle period.

Organization: Identified what Program Management Office within MCSC is currently assigned management responsibilities for the acquisition program.

Date of Last LCCE: Depicts the date of the last completed Life Cycle Cost Estimate approved by the ACPROG EBAT.

UNS: Information in this field reflects any UUNS/USON/UNS reference numbers for requirements received and assigned prior to any potential ACAT designation.

Acquisition Decision Memorandums (ADMs): Contains the listing and .pdf file of all approved acquisition decisions or guidance to the Program Manager in the form of Official record or Acquisition Decision Memorandum (ADM). This would include any Milestone decisions, or other decision points. **This section is also managed independently by ACPROG Assessments upon receipt of signed ADMs from the Program Office.**

Milestone: Depicts what Milestone Decision or Decision Point the ADM supports.

Title: A brief narrative description of the decision being made by the MDA.

Date approved: The date the ADM was signed by the MDA.

Program Management Information: Information provided identifies the current Program Manager (PM) and Project

Officer (PO) managing the program. Other Management information provided includes identification of the Marine Corps Program Code (MCPC, a resource identification), and the applicable to the acquisition program.

Program Manager: Identifies the Program Manager assigned overall responsibilities for the acquisition program.

Product Manager: Is the Tier 1 IPT Team Leader responsible for oversight and management of commodity group(s) or portfolio with numerous acquisition programs and Projects Officers under their cognizance.

Project Officer: Is the Tier I or II IPT Team Leader responsible for the day-to-day management and execution of the designated acquisition program. **MCPC:** Identifies the Marine Corps Program Code that provides the resources to the acquisition program for program execution.

TAMCN: Identifies the Table of Authorized Materiel Control Number (TAMCN) assigned to the particular acquisition program.

Information in this section is maintained by the program office.

When populating the required information in this section of TOPIC, if you cannot find a specific TAMCN, or name for Program Manager, Product Manager, or Project Officer, please notify ACPROG Assessments for their addition to the drop-down menu. However, no TAMCN should be added to TOPIC that has not been formally established in the TFSMS database.

Milestone Events/Approved APBs: Table identifies the approved Section B (Schedule) portion of the Acquisition Program Baseline (APB). Information depicted in this section identifies threshold and objective dates of Decision Points and Milestones throughout the acquisition cycle until Full Operational Capability (FOC) is achieved.

Event Name: Identifies the specific Decision Point or Milestone to be achieved.

Description: Provides a narrative overall description or qualifier.

Objective: Identifies the optimal date for completion of the identified event.

Threshold: Identifies the deadline for completion of the event identified. Threshold is negotiated with the MDA and is usually within 6 months of the Objective date.

Actual: Actual date is the date of the ADM issued (or other supporting documentation for Non-Milestone events that were identified events in Section B: Schedule of the APB) recognizing completion of the event identified.

The Milestone Events section and corresponding APBs supporting the exhibit is maintained and updated by ACPROG Assessments based upon their receipt of signed/approved APBs and correlating ADMs demonstrating completion of the events depicted in Section B of the respective APB. To upload an approved APB, please use the link "Submit a signed ADM or APB" located on the front page of TOPIC.

Acquisition Program Baselines (APBs): APBs are required for ALL acquisition programs by the time the program has reached Milestone B. It is required to be updated for each Milestone review. This section holds and depicts the acquisition program's APBs that support the programs through the acquisition process. Besides containing the Schedule metrics used for the Milestone Events exhibit in TOPIC, it also contains important Performance and Cost metrics negotiated between MCCDC, the PM, and the MDA.

Milestone: Depicts the Milestone decision the document supports, or latest Milestone decision in the event of a revision.

Title: Provides a brief narrative description of the document or any needed qualifier.

Date Approved: Date the APB was approved by the MDA. Similar to management of ADMs, APBs identified in TOPIC are uploaded only by AC PROG upon receipt of an approved/signed APB.

Probability of Program Success (PoPS): PoPS provides Marine Corps leadership with an objective and quantifiable method for comparing and evaluating the likely successes and issues of acquisition programs during Gate Reviews, Acquisition Milestone Reviews, and any other periodic program reviews. All programs are required to complete a PoPS assessment commensurate with their current approved acquisition phase. In the PoPS section of TOPIC, PMs will ensure the color coded rating for the four

factors are reflected and maintained in TOPIC based upon the latest approved PoPS Gate Assessment:

PoPS Gate: Identification of the Gate Review Assessment performed.

Health: Consolidated PoPS Health Assessment color code and corresponding score.

Requirements: PoPS Requirements Assessment color code and corresponding score.

Resources: PoPS Resources Assessment color code and corresponding score.

Planning & Execution: PoPS Planning and Execution Assessment color code and corresponding score.

External Influences: PoPS External Influences Assessment color code and corresponding score.

Assessment Date: Date PoPS Assessment was approved by Tier-0 IPT and/or MAT.

As previously stated, PoPS Assessments depicted in TOPIC should be reflective of Tier-0 IPT/MAT approved PoPS Assessments. **The PoPS section of TOPIC is maintained by the Program Office staff.** In addition to ensuring TOPIC is reflective of current PoPS Assessment information, the Program Offices should also ensure the corresponding PoPS Health Summary exhibit is uploaded to their respective program documents section of TOPIC. See [Chapter 3](#) for more information relative to PoPS.

ENGINEERING

Systems/Applications Information: System(s)/Application(s) listed here are connected and sourced from the Marine Corps Systems and Applications List (MCSAL) maintained by DC, SIAT, and the Dashboard links take you to pages on SIAT's VIPER Portal that contain extended information about the system/application. Besides supporting command-level decision-making and acquisition processes, this mapping of system(s)/application(s) to TOPIC programs provides the command a more granular, structured accounting for MCSC-developed capabilities provided to the Operating Forces. This section is maintained by the program office. However, For more detailed inquiries concerning this

data view, [please contact DC, SIAT](#) (Attn: Architectures and Interoperability Certification).

If the mapping of systems/applications to a program is incorrect, or if you do not see one of your systems/applications in the drop-down, a link is provided for program office personnel to submit an Intake change request to have it changed or added (select PPSD/MCSAL as Area of Change). **This area is maintained jointly between SIAT and the Program Office staff.**

Technical Review Events: Section identifies the programs planned and actual dates of Systems Engineering and Technical Reviews (SETRs). Some levels of SETRs are required for all ACAT programs throughout the acquisition process. **This section is maintained by the program office.**

Event Name: Identify the specific Technical Review event to be conducted (e.g. SRR, CDR, SVR, etc.)

Review Date: Date when review is scheduled.

Actual Date: Date the review was actually completed.

Description: Brief description of the SETR event and any needed qualifiers.

Authority-to-Operate (ATO) Events: Identifies authorization granted by a Designated Accrediting Authority (DAA) for a DoD Information System to process, store, or transmit information. Information provided in this section provides granted and expiration dates of any authorizations obtained by the DAA. **This section is maintained by the program office.**

Event Name: Identify if event is Authority-to-Connect (ATC), Authority-to-Operate (ATO), Interim Authority-to-Connect (IATC), Interim Authority-to-Operate (IATO), or Interim Authority-to-Test (IATT).

Date Granted: Identify the date in which the certifying authority was provided.

Expires: Enter the date the applicable Authority expires.

Joint Interoperability Certification (JIC) Events: National Security Systems (NSS) and Information Technology (IT) systems for joint and combined use must be certified as interoperable with systems with which they exchange information. Information

contained in this area identifies current program certifications for compliance. **This section is maintained by the program office.**

Event Name: Identify if event pertains to Interim Certification-to-Operate (ICTO), Certification-to-Operate (CTO), or Spectrum Certification for Milestones A, B, or C.

Date Granted: Enter the date when the applicable Certification was obtained.

Joint Interoperability Test Commands (JITC) Events: The Joint Interoperability Test Command (JITC) issues and JITC Interoperability Test Certification indicating that a system has successfully passed interoperability testing and has met the NR-KPP. **This section is maintained by the program office.**

Event Name: Enter the applicable certification for JITC Certification/Compliance, JITC Interoperability Certification, or JITC Interoperability Limited Certification.

Date Granted: Enter the date when the certifying official issued the certification.

Safety Related Events: As the equipping authority for the Marine Corps, MCSC has the responsibility to ensure that our systems are safe for Marines to use. As a federal activity, MCSC has the responsibility to maximize the safety of our Marines and Civilian Marines. Information in this area identifies ensuring compliance, and safety releases obtained to support demonstrations, developmental, and operational testing and fielding events. **This section is maintained by the program office.**

Event Name: Identify the applicable Safety Related Event relative to Demonstration Safety Release, Developmental Test safety Release, Emergency Safety Release, Operational Environment Safety Release, or Range Safety Release.

Safety Release Date: Enter date applicable Safety Release was obtained from the certifying official.

Test & Evaluation Events: Identifies planned and actual dates for any program formal or informal test events, assessments, or evaluations planned or scheduled for the program. **This section is maintained by the program office.**

Event Name: Enter the T&E event (e.g. DT/OT, OA, FUE, IOT&E, etc.)

Planned Date: Enter the date the Program Office has planned for the Test event.

Actual Date: Enter the date the respective Test event was officially completed.

LOGISTICS

Integrated Logistics Assessments (ILAs): An Integrated Logistics Assessments (ILA) event is required between Milestone decision points, and consists of detailed reviews of program strategies specifically in the areas of program or system supportability. The review is led by Subject Matter Experts (SME) from the Acquisition Logistics competency. Information in this area will identify current planned and/or completion dates of ILA events that support the program schedules and milestone decision points. **This section is maintained by the program office.**

Event Name: Identify what Milestone decision the ILA supports (Milestone B, C, FRP, or Fielding).

ILA Date: Identify the date the ILA was completed.

Description: Provide any amplifying information relative the ILA.

Production Schedule(s): The TOPIC In-Production Schedule (TIPS) SharePoint site located within TOPIC is designed to capture contract production schedule of the equipment being procured by MCSC. Marine Corps Logistics Commands (MCLCs) will use the information as a basis to plan for the sourcing of Marine Corps Equipment. It provides a snapshot of the by month delivery calendar as well as the units that are scheduled to receive the equipment to be fielded. The TIPS SharePoint site is managed by AC ALPS and resides within TOPIC to provide a comprehensive view of programs and corresponding production information. **The information in this section, however, is maintained by the program office. If you have any difficulties or issues with the TIPS/Production portion of TOPIC, please contact your respective AC ALPS POC.**

TAMCN: Identifies the TAMCN associated with the acquisition program and under contract for production.

Scheduled Quantity: Identifies a specific quantity to be produced under a specific contract and CLIN.

Delivery Date: Date production articles are to be provided to the Fleet.

Contract: Identifies the specific contract that produces the applicable item.

CLIN: Identifies the specific Contract Line Item Number (CLIN) that provides the production article.

CONTRACTS

Contracts: PM/POs should identify the major contract efforts that support the program. In most cases, this will entail identification of Prime Contractors, or major contributing contracts that are critical for program performance/accomplishment. This section is maintained by the program office.

PIID: Identify the specific contract number relative to the program.

Program: Identify the acquisition program associated with the contract number previously entered.

Contract Type: Identify the type contract vehicle used (e.g. Fixed Priced, Cost Reimbursable, etc.)

Prime Contractor: Identify the name of the Prime Contractor (e.g. Northrup Grumman, Remington, etc.)

Description: Provide a brief description of the contract effort.

CPARS Complete: Identify if the program has completed the required CPARS Assessment for the reporting period (Yes/No).

CPARS Date: Identify the date of completion of the latest CPARS Assessment.

PROGRAM LIBRARY

Approved Documents/Exhibits/Presentations: Serves as a library for each acquisition program. Acquisition documents/decision memorandums/plans/studies/certifications/briefs etc. required to support the program through the acquisition process should be populated and maintained in TOPIC. CLASSIFIED and SOURCE SELECTION SENSITIVE information SHOULD NOT be stored in TOPIC. More simply put, the Milestone Assessment Team (MAT) will review and define at each Milestone/Decision Point what program documents are required to support the next Milestone/Decision Point. The list of documents defined from the MAT is an excellent starting point for defining such a list of required documents for any given program in TOPIC. Maintaining the program library in TOPIC will aid greatly in conducting reviews of program data and information needed to obtain certifications necessary to achieve Milestone/Decision Point. Viewers may read any of the documents posted in TOPIC by clicking on the magnifying glass on the right of the window. The documents library portion of TOPIC is maintained by the program office.

Other Useful Tools within TOPIC 2.1

Program Status & Performance Reports (updated monthly by AC PROG Assessments): Updated monthly by ACPROG Assessments, the depicted reports display consolidated Command program status and management performance metrics for current MCSC acquisition programs and program offices. Specific information is provided relative to the Program Management competency and performance metrics. Information includes Command/PMM APB compliancy, Milestone event completion rates, and PoPS compliancy and status.

MCSC Acquisition Portal (MAP) link: ACPROG Assessments managed SharePoint site serving as the Commands "one stop shop" for all acquisition related information for MCSC ACAT III, IV, and AAPs.

RDAIS: The ASN (RD&A) Information System (RDAIS) is the Navy's reporting and tracking system for its Acquisition programs and the authoritative source for programmatic information within the Navy. All USN/USMC ACAT-IV and above acquisition programs between Milestone B and 90% expended/delivered are required by Secretary of the Navy Instruction to report quarterly on program performance relative to C/S/P Thresholds and EVM performance (monthly). A link to RDAIS is conveniently located on the front page of TOPIC in the upper left-hand side of the Home page. You must have an account with RDAIS to access the site. If you do

not have access, the link will enable your request. See [Chapter 9.1](#) for more information on RDAIS.

RDAIS Reporting periods for MCSC:

ACAT-III and above programs: January, April, July, and October. Submissions/updates are required NLT the last day of the month where reporting is required.

ACAT-IV programs: March, June, September, and December. Submissions/updates are required NLT the last day of the month where reporting is required.

PROGRAM MANGEMENT REVIEWS (PMRs)

Action Items: Identifies by Organization (PMM) identified action items from the most recent Program Management reviews conducted with the Commander, and the item's current status. See [Chapter 6.7](#) for more information on PMRs.

9.2.2 PM/PdM Responsibilities.

In order for ACPROG to establish the initial program record in TOPIC 2.1, the PM/PdM shall upload a signed ADM using the electronic drop box titled, "[Submit a signed ADM or APB](#)," located on the front page of TOPIC 2.1.

Once the program has been established in TOPIC 2.1, the PM/PdM is responsible for entering program information into the below sections:

Program Management	JIC Certifications
PoPS	JITC Events
ILA Events	Safety
Contracts	Test & Evaluation Events
Technical Reviews	Program Documents
ATO Events	

The PM/PdM shall ensure all information in TOPIC 2.1 is kept current and reflects approved program schedules, plans and events. In addition, the PM/PdM shall upload all approved ADMs and APBs, within five (5) days of approval, using the electronic drop box titled, "[Submit a signed ADM or APB](#)," located on the front page of TOPIC 2.1.

9.2.3 ACPROG Responsibilities.

ACPROG will be responsible for entering all ADMs and APB Section B schedule metrics (approved by the MDA and submitted by the PM/PdM) in the Program Information and MS Events sections. This process will ensure accuracy and currency of approved program pedigree and schedule information. Therefore, it is very important for PM/PdMs to ensure ACPROG receives all approved copies of ADMs and APBs within 5 days of approval via the electronic drop box titled, "[Submit a signed ADM or APB,](#)" located on the front page of TOPIC 2.1.

Chapter 10: JOINT PROGRAMS

10.1 Overview.

A joint program is defined as any defense acquisition system, subsystem, component, or technology program that involves formal management or funding by more than one Department of Defense (DoD) Service during any phase of a system's life cycle. Detailed guidance regarding the management of joint programs is included in the [Joint Program Managers Handbook](#) (Reference (r)) and the [Defense Acquisition Guidebook \(DAG\) Chapter 11.1](#).

There are many types of joint programs ranging from a joint major defense acquisition program to one Service serving as a procuring agent for another Service.

Marine Corps Systems Command (MCSC) participation in joint programs can take a variety of forms. We may serve as the lead Service for an Acquisition Category (ACAT) program, we may participate in a joint program where another Service serves as the lead Service, or we may simply leverage another Service's contracting vehicle. In each of these cases, a Memorandum of Agreement (MOA) is required and must be submitted for COMMARCORSYSCOM review and approval. The MOA defines the roles and responsibilities of the individual Services. Examples of MOAs are provided in the Joint Program Managers Handbook and [Enclosure \(g\)](#) of this Guidebook.

The Program Manager (PM)/Product Manager (PdM) shall consult with the Tier-0 IPT and Assistant Commander, Programs (ACPROG) Assessments before initiating or participating in any joint program management scenario.

The following are some of the characteristics of joint programs:

- One lead PM/PdM from the lead Service. In most cases, participating Services will appoint a PM/PdM to serve as liaison.
- Milestone (MS) decisions rendered in the lead Service's chain of command. The other Services will participate in the review process and preparation of MS documentation, however, the approval authority resides within the lead Service chain of command. The management focus should be on minimizing duplication of documentation and reviews, while maximizing the participation and influence of all Services.
- A single set of documentation and reports (such as one joint requirements document, one Information Support Plan

(ISP), one Test and Evaluation Master Plan (TEMP), one Acquisition Program Baseline (APB), etc.). In some cases, Service unique requirements will be addressed as an annex within the overarching document or may be managed separately by the individual Service. The specific procedures for each joint program should be included within the MOA.

- Joint participation established by MOA. For MCSC programs the PM/PdM shall prepare and submit a MOA for Milestone Decision Authority (MDA) signature. If MDA has been delegated to the Program Manager (PM), the PM may serve as the MCSC signatory on the MOA.
- Lead Service budgets for and manages the common Research, Development, Test and Evaluation (RDT&E) effort (subject to the MOA).
- Individual Services budget for unique requirements.

10.2 Request to Participate (RTP).

In some cases, MCSC PM/PdMs may recommend participation in another Service's program limited to leveraging the other Service's contracting vehicle(s). In these cases, the decision to participate and forward funds to the other Service must be approved by COMMARCORSYSCOM and documented within an Acquisition Decision Memorandum (ADM).

To begin the process of obtaining COMMARCORSYSCOM approval for participation, the PM/PdM shall execute the following steps:

- Draft a RTP per the sample provided in [Enclosure \(i\)](#).
- Submit the RTP to ACPROG Assessments via the Tier-0 IPT and PM.
- ACPROG Assessments will prepare an ADM authorizing the participation and submit it for review and approval by COMMARCORSYSCOM.
- Upon approval of the ADM, the PM/PdM shall prepare a MOA which outlines the roles and responsibilities of each Service. The MOA must be submitted for MDA/Program Decision Authority (PDA) approval and subsequent signature by the other Service.

Chapter 11: REMOVAL OF ACAT STATUS

The Program Manager (PM)/Product Manager (PdM) may request, via the Assistant Commander, Programs (ACPROG) Assessments, a program be removed from the Assistant Secretary of the Navy (ASN) DASHBOARD and listing of active Acquisition Category (ACAT) programs when the following conditions have been met:

- The program has achieved Full Operational Capability (FOC) and delivered greater than 90% of its total quantity.
- The program has expended greater than 90% of total program cost, e.g. Research, Development, Test and Evaluation (RDT&E) and Procurement as defined in the Acquisition Program Baseline (APB).

Chapter 12: ROLES AND RESPONSIBILITIES

The below captures key Marine Corps Systems Command (MCSC) organizational roles and responsibilities along with key stakeholder organizations. Each entity listed below supports the Milestone Decision Process (MDP).

Commander, MARCORSSYSCOM (COMMARCORSSYSCOM) - has authority, responsibility, and accountability for life cycle management of all acquisition programs within MCSC. COMMARCORSSYSCOM is responsible for establishing and implementing appropriate management controls to ensure compliance with law and regulation.

Program Manager (PM) - manages a portfolio of related programs to provide an integrated and sustainable warfighting capability; milestone/program decision authority for some programs within the portfolio may be delegated to the PM.

Tier-0 IPT - provides the program offices and project teams with expert level advice on approaches, problems and issues. Other roles of the Tier-0 IPT members include advising the PM/PdM on program decisions, mentoring and career counseling, and providing information on new processes and initiatives for members of their competency within the program management office.

Product Manager (PdM) - has the authority, responsibility and accountability to manage a program from "cradle to grave." The PdM leads a team of acquisition professionals, including specialists in engineering, financial management, logistics and contracting.

Deputy Commander, Systems Engineering, Interoperability, Architectures and Technology (DC SIAT) - is the technical authority, the information assurance crediting authority, the architect of the Marine Air-Ground Task Force (MAGTF), and the coordinator of science and technology efforts. DC SIAT provides system-of-systems engineering to ensure delivery of integrated and effective capabilities to the operating forces and supporting establishments.

Deputy Commander, Resource Management (DC RM) - provides both financial support (Comptroller) and Workforce Management and Development (WMD). The Comptroller provides financial policy, advice, and services to ensure the Command's budgets are defensible and program resources are properly and efficiently

executed. WMD is responsible for manpower and personnel management that support acquisition mission accomplishment and related individual needs.

Assistant Commander, Programs (AC PROG) - serves as a primary staff advisor to the Command's senior leadership and key external customers in matters of program management, contract support, POM development, and operations research.

Assistant Commander, Contracts (AC Contracts) - contributes to the Marine Corps warfighting mission by providing procurement solutions for Marine Corps customers.

Assistant Commander, Acquisition Logistics & Product Support (AC ALPS) - serves as the Command's principal agent for integrated product support providing processes, policy, tools, training and services that enable PMs to support the warfighter in TILCM and TILCSM.

Marine Corps Tactical Systems Support Activity (MCTSSA) - provides technical support to the Command throughout the acquisition lifecycle to include engineering, test and evaluation, and post deployment technical support to the operating forces.

Safety Office - oversees the Commander's Command requirements for Environment, Safety and Occupational Health (ESOH) and develops ESOH expertise and processes to enhance the testing and fielding of safe and environmentally sound equipment.

Marine Corps Operational Test and Evaluation Activity (MCOTEA) - serves as the independent operational testing (OT) activity within the USMC. MCOTEA ensures OT for all ACAT programs is effectively planned, conducted, evaluated, and reported. Serves as a key member on the T&E Working Integrated Product Team (WIPT) and is critical to developing an integrated testing plan that addresses risk at the appropriate time for the PM/PdM.

Headquarters Marine Corps (HQMC) - HQMC includes a variety of organizations which provide advice to the Commandant of the Marine Corps and participate in the planning, programming, budgeting, and execution for MCSC programs. This includes:

- Combat Development and Integration (CD&I)
- Intelligence
- Command, Control, Communication, and Computers (C4)
- Manpower and Reserve Affairs (M&RA)

- Plans, Policies, and Operations (PP&O)
- Programs and Resources (P&R)
- Installations and Logistics (I&L)

A complete description of the functions of each organization can be found at the [HQMC website](#).

Marine Corps Logistics Command (MCLC/MARCORLOGCOM) -

MARCORLOGCOM's mission is to provide worldwide, integrated logistics/supply chain and distribution management, maintenance management, and strategic prepositioning capability in support of the operating forces and other supported units to maximize their readiness and sustainability and to support enterprise and program level total life cycle management.

Chapter 13: Cyber Acquisition

In Apr 2015, DC, CD&I established the Marine Corps Cyber Task Force (MCCTF) to overhaul the Corps' approach to Cyber warfare. The MCCTF directed USMC Cyber stakeholders to seek disruptive improvements, and it specifically tasked Marine Corps Systems Command (MCSC) to improve Cyber acquisition responsiveness. Commander, Marine Corps Systems Command (COMMARCORSSYSCOM) issued a [decision memorandum](#) dated, 15 Sep 2015, which identified specific tasks to accomplish this objective. One of the tasks was to create a rapid Cyber response acquisition process with necessary authorities and adequate resources to address validated Emergency and Urgent Cyber requirements. The Commander established the Cyber Acquisition Team (CAT) to develop a tailored process to support Rapid Cyber Acquisition at MCSC. The following describes this process.

13.1 Rapid Cyber Acquisition Process Applicability

The tailored Rapid Cyber Acquisition process only addresses MCSC programs for which COMMARCORSSYSCOM serves as the Milestone Decision Authority (MDA). It does not address affiliated Program Executive Officer (PEO) processes. Per the 15 Sep 2015 COMMARCORSSYSCOM's [decision memorandum](#), the Rapid Cyber Acquisition Process described below is effective immediately.

Key terms defined.

- **MCSC Rapid Cyber Acquisition Process** - A process specifically tailored for MCSC to execute Emergency and Urgent Cyber requirements. Detailed process flow is provided in [Enclosure \(k\)](#).
- **Emergency Cyber Requirement** - A mission critical requirement needed between 1 - 30 calendar days conveyed via the Requirements Transition Process (RTP) using an Urgent Statement of Need.
- **Urgent Cyber Requirement** - A mission critical requirement needed between 31 - 180 calendar days conveyed via the RTP using an Urgent Statement of Need.
- **The Cyber Acquisition Team (CAT)** - A team comprised of Command competency and PMO subject matter experts (SMEs) to plan, execute, and deliver materiel solutions for Emergency and Urgent Cyber requirements. The CAT will lead the acquisition and fielding effort for Emergency Cyber requirements (less than 30 calendar days) and assist

Program Management Offices (PMOs), as needed, with Urgent Cyber requirements (30-180 calendar days).

13.2 Rapid Cyber Acquisition Approach

Emergency and Urgent Cyber requirements will be identified by Combat Development & Integration (CD&I) via the Urgent Needs Process and conveyed to MCSC via the RTP (outlined in [Chapter 2](#)). The Requirements Transition Team (RTT) will pass the requirement to the CAT or PMO, depending on the level of urgency. CD&I shall clearly identify the urgency, priority, and source of funding relative to other requirements. The CAT will participate throughout the RTP to assist with the definition and acceptance of all Cyber requirements.

13.2.1 CAT Roles and Responsibilities

The CAT will use [Enclosure \(k\)](#) to guide its rapid planning to meet validated Emergency and Urgent Cyber requirements.

The CAT supports the RTT in validating the incoming requirement (Urgent Statement of Need - USON) to ensure there is sufficient detail to be actionable. The CAT supports the RTT by providing SME support (RTP 1.0) when a Cyber Urgent Universal Needs Statement (UUNS) is received by CD&I. If the CAT does not have the resident expertise to support the USON validation, the CAT will request PMO provided SME support. The CAT, working with CD&I during the RTP, accomplishes the following:

- Coordinates participation of appropriate PMO SMEs as early as possible in the requirements development process.
- Ensures that the requirement is designated Cyber Emergency or Urgent.
- Analyzes the USON to see if the requirement aligns to an existing program.
- Validates that the requirement is executable within the Cyber Emergency/Urgent timelines.

The difference between processing an Emergency and Urgent Cyber requirement involves teaming as shown in Table 3A.

Cyber Requirements Processing Responsibilities	
Emergency	Urgent
The CAT is the "SUPPORTED" organization, and the Command Staff/PMOs are "SUPPORTING."	The CAT is the "SUPPORTING" organization and the assigned PMO is the "SUPPORTED" organization.
The CAT is responsible for leading the delivery of the solution and is augmented with dedicated PMO SMEs who will remain with the CAT until the requirement has been satisfied.	The lead PMO is responsible for satisfying the requirement and the CAT, which is not augmented with PMO SMEs, supports as needed.
The CAT is authorized in certain instances to use informal approvals (i.e. email, and sometimes verbal, if necessary) and defer completing documentation until after materiel solution delivery in order to expedite fielding.	The PMO will use standard approval and documentation protocols.

Table 3A. Cyber Requirements Processing Responsibilities

13.3 Rapid Cyber Acquisition Process

The Rapid Cyber Acquisition Process that the CAT developed to comply with the Commander's direction was built within the general acquisition model framework contained in the current DoDI 5000.02. The tailored Rapid Cyber Acquisition Process still conforms with all of the key activities that are associated with the traditional acquisition model (e.g. requirements definition, analysis of alternatives, product development, procurement, testing, and fielding). The primary key to success implementing the Rapid Cyber Acquisition Process compared to the traditional acquisition process is accelerating the review and approval times for required documentation and program review decisions. The process flowchart that illustrates the MCSC Rapid Cyber Acquisition Process with narrative explaining how the process will be implemented is provided in [Enclosure \(k\)](#).

Enclosure (a). 12 Steps to Program Success

1. Work with the Requirements Officer (RO), MCOTEA, and Assistant Program Managers (APMs) to ensure capabilities are well understood, affordable, achievable, and able to be tested and evaluated.

Stable and executable requirements are the foundation of a successful program. A change in the requirement will typically result in cost increases and schedule delays. A recent [General Accounting Office \(GAO\) Report](#) found programs with requirement changes after system development (MS B) had an average cost growth of 72%, while costs grew by an average of 11% in programs with no requirements change. PMs should work closely with:

- RO to conduct affordability trades per [Chapter 7.3](#), highlight the importance of minimizing requirements changes, and deferring non-critical changes to future increments.
- The Tier-0 IPT (**All Competencies**) to ensure the cost, supportability, and schedule implications of the requirement are clearly understood. This should include emphasis on the importance of adequate "trade space" between threshold and objective target values for cost, schedule, and performance (C/S/P) in the requirements document. This provides the PM flexibility to deliver an affordable materiel solution that provides effective capability to Marines within cost and schedule constraints.
- The APM-E and Tier-0 IPT to ensure [disciplined systems engineering practices](#) (Reference (k)) are used to analyze the requirement to determine its reasonableness prior to preparation of the System Design Specification (SDS) and Request for Proposal (RFP).

2. Start Planning Early and Leverage MCSC Resources.

The PM should begin the planning process as soon as possible. Consult the [MAP SharePoint site](#), the notional timelines, and step by step instructions in the [MCSC PoPS core briefing charts](#) for the desired Milestone (MS) or Decision Point. If you are not certain which MS or Decision Point applies, consult [Chapter 2.6](#). As described in the notional timelines chart the PM should:

- Meet with the Tier-0 IPT as soon as possible to ensure all competencies have concurrent input into the program strategy.

Enclosure (a). 12 Steps to Program Success

- Meet with the APM-E to determine the appropriate approach to establish and mature the technical baseline. This will include the development of the Systems Engineering Technical Review (SETR) strategy. This is critical, as the integrated program strategy (acquisition, logistics, financial, test, and contracting) must build upon and align with the SETR strategy.
- Develop a Life Cycle Cost Estimate (LCCE) that accurately captures program costs. Understanding your program's cost drivers is essential to developing quality program plans, program objective memorandum (POM) submissions, acquisition program baseline (APB), and meaningful metrics.

3. Develop and Maintain a Realistic Integrated Plan and Schedule. PMs should develop a **realistic** integrated program schedule as soon as possible; that includes:

- Key program, technical, logistics, test and contracting events and documents. (This should reflect the MDA approved tailoring strategy as described in [Chapter 7.4](#) and the ADM Template on the [MAP SharePoint](#) site).
- Key Dependencies. In many cases, delivery of a required product, document or event cannot be accomplished until supporting documentation or events have been completed. Dependencies should be identified and tracked in the schedule.
- Program's Critical Path Schedule (events or documents that take the longest to complete).

To begin populating the schedule, the PM should consult the notional timelines provided for the applicable MS or Decision Point and the [sample program schedule template](#) chart provided in the [MCSC PoPS core briefing charts](#), relevant historical information, and this Guidebook ([Chapter 8.1](#)). The PM should:

- Regularly monitor status of schedule events, and take appropriate action to address gaps in achieving target dates.
Update the schedule as additional information becomes available over the program lifecycle. This includes revising schedule dates as part of MDA approved affordability trades described in [Chapter 7.3](#).

Enclosure (a). 12 Steps to Program Success

- Ensure all competencies have reviewed the schedule for realism (both within the individual competency areas and from an integrated perspective across all competency lines).

4. Develop and Monitor Meaningful Metrics. The PM should regularly monitor progress/status relative to:

- The C/S/P targets in the APB.
- Technical, contracting, program and logistics reviews, test events and resolution of any open deficiencies.
- Mitigation of red or yellow criteria identified in the program PoPS health assessment.
- Status of handling strategies to address critical risks.
- The program compliance with the entrance criteria for the next MS or Decision Point (per the MCSC PoPS core briefing charts).
- Compliance with the exit criteria for the next MS or Decision Point (per the program previous ADM).
- Financial Execution (obligation & expenditure rates vs. OSD goals).
- Performance of prime contractors (to include both Commercial sector and Government performers) relative to C/S/P/Quality. In some cases Earned Value Management (EVM) is used (for cost acquisitions over \$20M). For programs where EVM does not apply, appropriate metrics should be used to ensure the PM has visibility into contract status to include cost, schedule, progress towards completion of key events or products required by the contract, status of quality metrics, and the identification and handling of risks and issues.
- Program documentation and events required for the next MS or Decision Point (especially those with extended staff/approval cycles). The MCSC PoPS core briefing charts contain notional timelines that identify documents with lengthy staff/approval cycles.

Enclosure (a). 12 Steps to Program Success

5. **Understand and Apply Knowledge Based Acquisition.** GAO has assessed multiple DoD programs and found the following factors or “knowledge points” critical to program success. These factors are reflected in [DoDD 5000.01](#), [DoDI 5000.02](#) and the [MCSC PoPS core briefing charts](#) mandatory entrance criteria slides. However, the three most critical knowledge based acquisition points are summarized below.

- **Program Initiation.** There should be a match between the needed capability and available resources before an effort receives a MS B. This means:
 - Technology has been demonstrated in a relevant environment ([TRL of 6 or higher](#)).
 - The requirement is reasonable and executable within defined C/S/P parameters per the APB.
 - Sufficient funding is available.
- **Post-Critical Design Review Assessment (CDR-A).** Knowledge should indicate the product or capability can be built consistent with APB C/S/P parameters. This means the design is of sufficient stability to support continuation to testing, verification, and MS C.
- **Production Decision.** Based on demonstrated test results the product or capability is operationally capable; and producible within APB C/S/P targets. A key component of this is demonstration that the manufacturing processes are under process control.

6. **Communicate with Leadership and Stakeholders Early and Often.** Identify key stakeholders and involve them in program planning and decisions throughout the acquisition life cycle. This will include the requirements/capabilities sponsor’s organization, Tier-0 IPT, MAT, HQMC program advocate, and MCOTEA. This ensures a common understanding and buy-in to program strategy. Programs that do not follow this principle are often delayed; since one or more key stakeholders may non-concur with the program approach, thus generating re-work.

Meet with decision makers up front to define the desired end-state and obtain support for program strategy and schedule. Surface bad news early and provide alternatives for MDA consideration. Do not wait until a problem has occurred; be

Enclosure (a). 12 Steps to Program Success

proactive and present tradeoffs or alternatives required to meet APB C/S/P and affordability constraints. Ensure the alternatives you present are worked in collaboration with all stakeholders before presentation to the MDA.

7. **Manage Your Risks**. The PM should conduct regular risk reviews, assess the effectiveness of the handling strategies, and make appropriate adjustments. The risk board should include representatives from all competencies and stakeholders. Note: many MCSC programs are focused on the integration of existing off-the-shelf products. Integration or introduction of new/updated interfaces always introduces an element of risk to program execution, and should be managed appropriately.

8. **Manage to Threshold**. The requirements document and APB establish threshold (minimum acceptable) and objective (desired) C/S/P targets. A program is deemed successful once it has met all threshold C/S/P targets. As such, the PM should manage to achieve threshold in all three areas. For example, a materiel solution that meets threshold in all three areas is preferred to a solution that meets objective performance; but cannot meet threshold cost targets.

If a PM determines the program will be unable to meet any C/S/P threshold, this should be immediately surfaced to leadership. The PM should propose mitigation strategies and work with all key stakeholders to prepare a recommendation for MDA consideration. This may be accomplished via population of the MCSC PoPS core briefing charts. In addition, the PM should reference [Chapter 8.9](#) for instructions relative to notifying the MDA regarding an anticipated APB breach.

9. **IPTs Work - Use Them**. No program decision occurs in a vacuum. A change in any one area such as acquisition strategy will impact all other program areas (e.g. technical, logistics, contracting, budget, and test).

Thus, to make an effective decision, the PM should consult the program IPT (with membership from all competencies and affected stakeholders) to identify and assess the cost and benefits of any program change or decision. This approach allows for the PM to receive input from all competencies and stakeholders concurrently, and develop a fully informed decision. ***Decisions made without participation from all competencies are often flawed; as they do not reflect consideration of all impacts and consequences.***

Enclosure (a). 12 Steps to Program Success

10. Incremental Acquisition Works - Consider It. Incremental acquisition is a phased or multiple step (phased) approach to delivering full capability. In this scenario, a program may be divided into several increments and/or phases. Each increment provides a fully operational and affordable stand-alone capability. This is a risk reduction tool because it enables the PM to quickly deliver that capability which is based on mature technologies, is affordable, and is of highest priority to the warfighter. Capabilities which require further technology maturation, are not currently affordable, or of lower user priority may be delayed to later increments. PMs should carefully consider this approach and consult with the requirements organization and Tier-0 IPT regarding the applicability of an incremental approach as opposed to a single step strategy where appropriate. It is imperative the requirements document align with and support incremental delivery of capability where appropriate.

11. Establish Robust Configuration Management (CM) Processes. A robust CM process should be established very early in the acquisition cycle and include representatives from all key stakeholder organizations and competencies. The CM process will provide the PM with the information and tools to:

- Identify and understand the implications of requirements changes.
- Identify strategies to mitigate the impact of necessary changes, and reject other changes.
- Surface "de-scoping" options to improve/preserve affordability, cost and schedule.
- Guard against "scope creep". (Scope creep occurs when a series of small changes – none of which appear to affect the program individually – can accumulate and have a significant overall impact by increasing cost or delaying schedule).

For specific guidance see [MARCORSYSCOMO 4130.1](#) (Reference (s)).

12. Software Management. GAO found roughly half of the programs they studied with software development had at least 25% growth in estimated lines of code after MS B. This results in cost overruns and delayed schedules. PMs should work closely with their APM-E to ensure software has been appropriately assessed, and accurately estimated before RFP release.

**Enclosure (b). Example of Entry and Exit Criteria for
Milestones and Decision Points**

Milestone or Key Acquisition Event

Milestone B (MS B) Decision				
Briefer PM/PdM References*** 1. MARCORSYSCOM PoPS Guidebook 2. ASN PoPS Gate Charts 3. MARCORSYSCOM Cost Analysis Guidebook 4. MARCORSYSCOM Acquisition Guidebook (MAG) 5. Timeline (in this brief) 6. Documents (in this brief) 7. Relevant excerpts in DoDI 5000.02	Membership Chair MDA Review Lead APM-PM Participants MARCORSYSCOM (APMs, DC RM, DC SIAT, AC Contracts, AC ALPS, ACPROG, Safety, Security), DC CD&I, HQMC Advocate(s), LOGCOM, MCOTEA	Entrance Criteria 1. Approved CDD, SON, or other validated capability/requirement document 2. Approved CONOPS 3. Approved System Design Specification (SDS) or waiver 4. Completed LCCE 5. Demonstration that the program is fully funded across the FYDP or propose full funding COAs for MDA consideration 6. Approved Source Selection Plan 7. All statutory and regulatory documents completed, or complete pending MDA signature (as tailored per MDA guidance) 8. Peer Review of RFP and Pre-EMD completed or waived by MDA 9. Exit criteria from previous ADM met 10. MAT review (non-delegated) or Tier-0 IPT review (delegated) of MS B PoPS Program Health package 11. ILA completed	Output 1. MDA approval for RFP Release 2. MDA approval of ADM* authorizing MS B and entry to EMD phase with exit criteria and determination of next milestone or key acquisition event 3. MDA approves appropriate statutory and regulatory documents (as tailored per MDA guidance) 4. MDA approval of Acquisition Program Baseline	Briefing Content MARCORSYSCOM MS B PoPS core briefing charts**

* The ADM may direct strategy changes to address cost, schedule or performance risk as appropriate.
 ** References are available on the MAP SharePoint: <https://mcscviper.usmc.mil/sites/mcscimdp/default.aspx> (e-mail certificate).

MCSC PoPS Milestone B (MS B)

This is an example of the entry and exit criteria for MS B. Entry and exit criteria are provided for each milestone and decision point at the [MAP SharePoint](https://mcscviper.usmc.mil/sites/mcscimdp/default.aspx) site.

Enclosure (c). Example of Initial Operational Capability (IOC)
Declaration



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON, DC 20350-3000

IN REPLY REFER TO:

1000

C4

JUL 06 2011

From: Commandant of the Marine Corps
To: Commander, Marine Corps Systems Command
Via: Deputy Commandant, Combat Development & Integration

Subj: MARINE CORPS ENTERPRISE INFORMATION TECHNOLOGY SERVICES (MCEITS)
DECLARATION OF INITIAL OPERATIONAL CAPABILITY (IOC)

Ref: (a) MROC DM 36-2010, MCEITS CPD, 20 May 2010

1. As the Functional Advocate and Resource Sponsor for the MCEITS program, I have determined the program has met the capabilities and requirements as documented in reference (a) to meet IOC.

2. The point of contact regarding this matter is Mr. David Green Chief Technology Advisor, (703)693-3462, DSN 263, email: david.e.green1@usmc.mil.

A handwritten signature in black ink, appearing to read "K. J. Nally", with a long, sweeping flourish extending to the right.

K. J. NALLY
Brigadier General, U.S. Marine Corps
Director, Command, Control,
Communication and Computers (C4)

Copy to:
CO, MCNOSC

Enclosure (d). Decision Review Scheduling Process

The APM-PM should coordinate and schedule all meetings with COMMARCORSYSCOM and the Executive Director (ED) at least 30 days prior to the desired meeting date.

The APM-PM will contact the MCSC Command Suite Administrative Assistant to schedule all briefings with COMMARCORSYSCOM and the ED. Attendees must include representatives from all competencies and key stakeholders. The APM-PM shall work with the PM/PdM to ensure all appropriate organizations and attendees are represented.

The APM-PM shall ensure:

- All required pre-briefs have been conducted
- All associated products, such as an ADM, PoPS briefing charts, criteria questions, etc. have been reviewed by the Competency Directors/MAT/Tier-0 IPT/PM as applicable.
- A pre-briefing with the ED is scheduled at least 14 days prior to any proposed briefing to COMMARCORSYSCOM.

The APM-PM shall ensure distribution of the read ahead to the Command Group and all attendees 3 working days prior to each scheduled briefing.

Enclosure (e). Affordability Tools, Roles and Responsibilities, and ADM Exit Criteria

List of MCSC & Stakeholder Affordability Roles and Responsibilities	
Who	What
RA (typically CD&I)	<ul style="list-style-type: none"> • Conduct enterprise portfolio analyses and prioritization (CPM) to inform affordability decisions at the portfolio and individual program level • Conduct requirements trade space analysis at the individual program level to ensure requirements documents reflect acceptable capability trade-offs, and align with enterprise portfolio priorities/budget constraints • Team with MDA, P&R, and all stakeholders to develop/update program affordability strategies to include acceptable C/S/P trades • Conduct CDD validation before Development RFP release to ensure requirement is affordable, executable, reflects results of SE trade-off analyses, and meets minimum capability thresholds • Team with PM and all stakeholders to ensure updated affordability results are reflected in the budget/Program Objective Memorandum (POM) processes
P&R, Program Sponsor/ Advocate (typically DIRINT, HQMC, I&L, C4, PP&O, M&RA or other)	<ul style="list-style-type: none"> • Team with MDA and all stakeholders to develop/update program affordability strategies to include acceptable C/S/P trades • Team with PM and all stakeholders to ensure updated affordability results are reflected in the budget/POM processes
COMMARCORSSYSCOM	<ul style="list-style-type: none"> • Ensure compliance with BBP affordability guidelines throughout MCSC to include implementing policy, business rules, and metrics • Communicate with external organizations to ensure enterprise level alignment of affordability policies and business rules • Periodically review MCSC enterprise affordability trends and issue Command - level guidance as appropriate

Enclosure (e). Affordability Tools, Roles and Responsibilities, and ADM Exit Criteria

List of MCSC & Stakeholder Affordability Roles and Responsibilities	
Who	What
MDA (COMMARCORSSYS COM or delegated official)	<ul style="list-style-type: none"> • Assess affordability at each milestone (MS) and review point, and direct actions via ADM to ensure each program is affordable throughout its lifecycle (from Materiel Development Decision (MDD) through Disposal) • Consider program cancellation or restructure at every decision point if lifecycle affordability cannot be demonstrated • Establish/update program strategy/acquisition approach to ensure that each program is affordable and executable over its lifecycle <ul style="list-style-type: none"> ◦ Establish and monitor program specific affordability constraints and tools ◦ Ensure program documentation reflects approved affordability trade space, constraints, and use of appropriate affordability tools
PMs <i>Note: Where a PM serves as MDA then the PM may delegate appropriate responsibilities to the Tier-0 IPT or PdM as appropriate</i>	<ul style="list-style-type: none"> • Recommend affordability constraints and framework for MDA approval prior to each MS, PMR or MDA decision point in consultation with RA, Tier-0 IPT and all stakeholders • Immediately surface issues to MDA and appropriate Command leadership WRT program affordability • Document and monitor status of affordability for each assigned program and pre-ACAT effort and report results to MDA on a regular basis <ul style="list-style-type: none"> ◦ Recommend trade-offs to address affordability to include SE tradeoffs in support of CDD validation • Ensure Product Managers (PdMs) address affordability in all program execution plans • Team with all stakeholders to ensure updated affordability results are reflected in the budget/POM processes

Enclosure (e). Affordability Tools, Roles and Responsibilities, and ADM Exit Criteria

List of MCSC & Stakeholder Affordability Roles and Responsibilities	
Who	What
Competency Directors (CDs)	<ul style="list-style-type: none"> • Support the conduct of affordability analyses within respective organization • Advise the PM/MDA/COMMARCORSYSCOM regarding program affordability and appropriate trade-offs at each MS, Program Manager Review (PMR) or MDA decision point <ul style="list-style-type: none"> ◦ DC SIAT will conduct trade-off analysis prior to CDD validation per DoDI 5000.02 Enclosure 8 ◦ DC SIAT will assist in generating affordability targets and should cost goals by analyzing and verifying technical assumptions used in the cost analyses and related cost goals
AC PROG	<ul style="list-style-type: none"> • Establish and monitor/update MCSC affordability policy to include tools and metrics aligned with BBP and HHQ guidance • Provide COMMARCORSYSCOM regular risk-informed updates WRT affordability metrics and enterprise trends • Communicate with CDs and stakeholders to ensure alignment of organizational policies and procedures • Communicate with external organizations WRT affordability matters on behalf of COMMARCORSYSCOM • Surface unresolved issues to COMMARCORSYSCOM
RTO/RTT	<ul style="list-style-type: none"> • Ensure affordability is addressed within Requirement Transition Process (RTP) policy and procedures • Work with external organizations to ensure requirements packages and subsequent updates address affordability per Chapter 2.1

Enclosure (e). Affordability Tools, Roles and Responsibilities, and ADM Exit Criteria

List of MCSC & Stakeholder Affordability Roles and Responsibilities	
Who	What
Tier-0 IPT/MAT	<ul style="list-style-type: none"> • Participate in Requirement Transition Team (RTT), Milestone Assessment Team (MAT) and other affordability reviews • Ensure respective CDs are fully informed WRT to affordability for each specific program and pre-ACAT effort to include trade-offs, mitigation strategies, and associated risks • Support the PM and MDA in execution of all assigned responsibilities to include timely review and update of affordability constraints and framework • Propose affordability tools and strategies for PM/MDA consideration and ensure they are documented appropriately

Enclosure (e). Affordability Tools, Roles and Responsibilities, and ADM Exit Criteria

Event	<p align="center">List of Example ADM Exit Criteria (for illustrative purposes only)</p> <p align="center">Specific exit criteria will be tailored to each unique program or pre-ACAT effort (Use this table together with the ADM Template on MAP SharePoint site when preparing ADMs)</p>
All Milestones or MDA Decision Points	<ul style="list-style-type: none"> • Establish/update affordability analytical framework to include follow on affordability reviews and analyses. This may include: <ul style="list-style-type: none"> o Key trades between C/S/P and associated risks required to meet projected affordability goals o Key cost drivers and mitigation strategies o Consideration of alternative approaches to include appropriate affordability tools per Table 8A • <i>Reminder: The framework will be tailored to program unique characteristics and based on consideration of all affordability tools per Table 8A</i> • Establish/update affordability constraints (goals and/or caps) • Return to the MDA (by a specific date/event) to present results of affordability framework analyses, recommended actions and associated risks • Inform the MDA immediately when the PM has reason to believe the materiel solution cannot be delivered within established affordability constraints. Provide recommended affordability C/S/P trades and associated risks to include potential cancellation. • Ensure program documentation is updated to reflect current MDA approved affordability strategy • Work with RA to ensure that POM submission narrative and content align with MDA approved affordability strategy • <i>Note: In some cases a legacy effort will enter the acquisition process directly at EMD, production or sustainment phase. In these cases, exit criteria shall be tailored to the specific level of program maturity and knowledge. At a minimum, consider and leverage relevant exit criteria from all previous milestones to establish an appropriate analytical framework and affordability constraints.</i>

Enclosure (e). Affordability Tools, Roles and Responsibilities, and ADM Exit Criteria

Event	<p align="center">List of Example ADM Exit Criteria (for illustrative purposes only) Specific exit criteria will be tailored to each unique program or pre-ACAT effort (Use this table together with the ADM Template on MAP SharePoint site when preparing ADMs)</p>
MDD	<ul style="list-style-type: none"> • Establish initial <u>notional</u> affordability goals and analytical framework to inform the AoA, market research, or other MDA approved analyses <ul style="list-style-type: none"> ◦ Goals may be expressed as broad ranges or tentative boundaries to guide conduct of analyses and provide MDA visibility into trade-offs and risks. Notional MDD affordability goals may include: <ul style="list-style-type: none"> ▪ APUC of \$XX - \$YY; lifecycle sustainment costs of \$XX - \$YY ▪ Total funding of \$XX - \$YY ▪ Annual funding profiles of \$XX - \$YY ▪ Total Ownership Cost (TOC) of \$XX - \$YY • The affordability framework should at a minimum, identify key C/S/P affordability trade-offs (to include risk and opportunity cost) between alternatives based on known budget constraints and RA portfolio priorities (Note: If no AoA and/or MS A is anticipated, use AoA/MS A exit criteria at MDD in addition to the above. This ensures the program will be ready to support CDD validation and release of development RFP.)
AoA	<ul style="list-style-type: none"> • Establish/update MDD affordability goals and framework based on results of initial trade-off analyses, updated portfolio priorities established by RA, and known budget constraints • Direct the conduct of additional trade-off analyses required to inform CDD validation and enable continued assessment of overall program affordability
MS A	<ul style="list-style-type: none"> • Establish or update affordability goals and framework based on AoA results, updated portfolio priorities established by RA, and known budget constraints • Conduct SE trade-off analyses to inform CDD Validation. Work with CD&I or appropriate RA to ensure results are provided in time to support scheduled CDD Validation and subsequent release of the Development RFP. <ul style="list-style-type: none"> ◦ Note: The above will ultimately support MDA determination at MS B that the program is affordable and executable • Conduct additional analyses based on affordability tools to include assessment of acquisition approach targeted to affordability

Enclosure (e). Affordability Tools, Roles and Responsibilities, and ADM Exit Criteria

Event	<p align="center">List of Example ADM Exit Criteria (for illustrative purposes only) Specific exit criteria will be tailored to each unique program or pre-ACAT effort (Use this table together with the ADM Template on MAP SharePoint site when preparing ADMs)</p>
CDD Validation	<ul style="list-style-type: none"> • Establish or update affordability goals and framework based on CDD Validation results, updated portfolio priorities established by RA, and known budget constraints • Examples include: <ul style="list-style-type: none"> ◦ Establish initial affordability caps where appropriate ◦ Conduct additional market research and appropriate analyses to mature knowledge and risk WRT affordability trade-offs. Use results to: <ul style="list-style-type: none"> ▪ Inform preparation of final RFP ▪ Ensure acquisition approach is executable and aligns with affordability constraints ▪ Stabilize design in support of RFP release ▪ Use source selection criteria to incentivize industry focus on affordability • <i>Note: CDD validation is led by the RA and is not an MDA decision or MS event; however, the MDA participates in validation of the CDD (or equivalent) to ensure requirements are affordable, achievable, testable, and that requirements trades are fully informed by SE trade-off analyses completed by the PM</i>
Development RFP	<ul style="list-style-type: none"> • Return for a MS B decision with updated affordability goals based on analysis of contractor proposals and final LCCE or POE <ul style="list-style-type: none"> ◦ Initial Affordability Caps where feasible ◦ Ensure that framework is in place to provide the MDA a risk-informed, affordable and executable program strategy at MS B
MS B	<ul style="list-style-type: none"> • Establish affordability caps per Chapter 7.3 and DAG Chapter 3.2.3.4 • If the MDA determines it is not feasible to establish affordability caps at MS B, then the MS B exit criteria will establish/update affordability goals and mandate the establishment of affordability caps at MS C or beyond. • <i>Note: DoDI 5000.02 preferred approach is that caps be established at MS B within the ADM as well as APB. For ACAT III and below programs the establishment of affordability caps may be deferred to MS C or beyond if the MDA determines this is more appropriate based on program maturity, budget stability, or other factors.</i>
MS C/LRIP/FRP	<ul style="list-style-type: none"> • Establish/update affordability caps per Chapter 7.3 and DAG Chapter 3.2.3.4 • Programs with a separate MS C and LRIP <ul style="list-style-type: none"> ◦ Update affordability constraints/analytical framework based on LRIP results

Enclosure (e). Affordability Tools, Roles and Responsibilities, and ADM Exit Criteria

Event	<p align="center">List of Example ADM Exit Criteria (for illustrative purposes only) Specific exit criteria will be tailored to each unique program or pre-ACAT effort (Use this table together with the ADM Template on MAP SharePoint site when preparing ADMs)</p>
Sustainment (Includes Ongoing MDA Reviews & Configuration Control Board (CCB) activities)	<ul style="list-style-type: none"> • Establish/update affordability caps per Chapter 7.3 and DAG Chapter 3.2.3.4 • Refine O&S phase strategy established at MS C/LRIP/FRP

Enclosure (f). Example of Notional Timeline

MARCORSYSCOM ACAT III & IV MS B Notional Timeline

Sequence of Products & Events	Approx Duration	NLT Completion Date	Lead
1a. Schedule planning meeting with APM-PM & Tier-0 IPT 1b. Meet with APM-E to determine TRAP schedule	1 day	MS B Decision - 365 days	PM/PdM
2. Begin development of Integrated Master Plan (IMP) and Integrated Master Schedule (IMS) with dependencies, float, resources, and critical path.	2 months initial (on-going updates)	MS B Decision - 300 days	PM/PdM
3. Development of SDS and approval by DC SIAT (Note: if SRR is required, the SDS must be completed prior to SRR)	4-6 months (if SRR required add an additional 45 days)	RFP Release - 120 days	PM/PdM
4. Begin preparation of critical documentation with extended staff cycles (IA Strategy, DECAT worksheet, ISP & all required architectures, TEMP, SEP, CARD, LCCE)	9-12 months	MS B Decision - 45 days	PM/PdM
5. Develop Should Cost Analysis (Prerequisite: LCCE)	6-9 months	MS B Decision - 45 days	PM/PdM
6. Exit criteria from previous ADM met	9-12 months	MS B Decision - 30 days	PM/PdM
7. Peer Review of RFP	1 week	RFP Release - 90 days	PM/PdM/AC Contracts
8. Prepare for ILA and meet with APM-LCL to obtain entry & exit criteria and required documentation	9-12 months	MS B Decision - 90 days	PM/PdM
9. Prepare all other MS & contractual documentation not listed in #4	6-9 months	MS B Decision - 60 days	PM/PdM
10. Final approved CDD or other Capabilities/Requirement Document	3-6 months	MS B Decision - 120 days	CD&I or Other Requirements Organization
11. Begin CCA package which requires a DECAT worksheet, approved CDD, draft ISP and IA strategy signed by HQMC DAA	4-6 months	MS B Decision - 45 days	PM/PdM
12. Draft MS B Briefing Package/Pre-EMD Review (PoPS Gate 5 criteria questions & core charts)	1 month	MS B Decision - 45 days	PM/PdM
13. Formal MAT/Tier-0 IPT review of MS B package (PoPS Gate 5 criteria questions, core charts, & Draft ADM)	3 weeks	MS B Decision - 28 days	MAT/Tier-0 IPT
14. ADM	1 month	MS B Decision - 28 days	APM-PM/Tier-0 IPT
15. Final MS B Briefing Package submitted for MDA approval** (PoPS Gate 5 criteria questions, core charts, & ADM)	2 weeks	MS B Decision - 21 days	PM/PdM/APM-PM/Tier-0 IPT

This is a notional top-level initial timeline for planning purposes. Check with your MAT/Tier-0 IPT for further guidance. Timelines will vary dependent on each program's complexity. This does not include all events and activities required for MS B.

MCSC PoPS Milestone B (MS B) Notional Timeline

This is an example of a notional timeline for MS B. Notional timelines are provided for each milestone and decision point at the [MAP SharePoint](#) site.

Enclosure (g). Example of Memorandum of Agreement (MOA)

MEMORANDUM OF AGREEMENT
BETWEEN
THE ASSISTANT SECRETARY OF THE NAVY
(RESEARCH, DEVELOPMENT AND ACQUISITION)
AND
THE ASSISTANT SECRETARY OF THE ARMY
(ACQUISITION, LOGISTICS, and TECHNOLOGY)

SUBJECT: LIGHTWEIGHT 155MM TOWED HOWITZER (LW155)

1. **Purpose.** This Memorandum of Agreement (MOA) delineates the responsibilities between the Department of the Navy and the United States Army with respect to the management of the LW155 Program. Specifically, it provides detailed guidelines for the Commander, Marine Corps Systems Command (COMMARCORSSYSCOM), the Program Executive Officer for Ground Combat Systems (PEO-GCS), and the Joint Program Manager (JPM) LW155.

2. **Background.** The Marine Corps successfully competed the LW155 program and provided funding for its development beginning in FY96. The Army initiated support for the program by providing funding for the pre-planned product improvement for a digital fire control system beginning in FY99. On 10 November 1994, the Assistant Secretary of the Navy for Research, Development and Acquisition (ASN(RDA)) designated the LW155 an Acquisition Category II (ACAT II) program and retained Milestone Decision Authority (MDA). A Milestone 0 decision briefing was presented to the MDA on 17 January 1995. On 3 February 1995, the MDA signed the Acquisition Decision Memorandum (ADM) and authorized the Marine Corps to initiate the Concept Exploration and Definition Phase. On 16 March 1995, the Assistant Secretary of the Army for Research, Development, and Acquisition (ASA (RDA)) designated the then Program Executive Officer for Field Artillery Systems (PEO-FAS), now PEO-GCS, as the Army Executive Agent for LW155. The LW155 is funded by the Marine Corps for the development of what is referred to as the "basic howitzer"; that is, the howitzer without any of the digitization product improvements detailed in the Joint Operational Requirements Document (JORD). In FY99, the Army initiated a research effort to develop the first block of a two-block program for the digitization enhancements to the LW155 (the digitization enhancements to be known as the Towed Artillery Digitization (TAD) program). The Army has designated the TAD program as an ACAT III program and selected the PEO-GCS to be the MDA. A TAD MS I/II was held on 29 October 1999. A Product Manager for TAD was chartered in July 2000. PEO-GCS, on 16 October 2001, approved having a single prime contractor for the gun and TAD, as well as, a blocked approach for the TAD development program. On 13 May 2002, the TAD contract with GDAS was novated to BAE, thereby implementing the PEO-GCS direction. The Marine Corps has the

This example is provided for illustration purposes only. Signatories and content of each MOA will vary depending on purpose and ACAT level of the program (if applicable). Please check with your APM-PM for guidance relative to your specific program.

Enclosure (g). Example of Memorandum of Agreement (MOA)

overall management lead for the LW155, which includes both the "basic howitzer" and the TAD program. A Joint Program Management Office headed by a Marine Corps colonel manages the program until such time as it is deemed appropriate by the two Services to designate the Army as lead Service. The Army's Product Manager for TAD reports to the JPM. Both Marine Corps and Army personnel support the office as established in this MOA.

3. **General Policy.** As the lead Service acting under the guidance of the ASN (RDA), the Marine Corps, represented by the COMMARCORSYSCOM, has the authority to direct the "basic howitzer" program under the policies and procedures set forth in appropriate Department of Defense (DoD) acquisition regulations. The PEO-GCS will execute the program per the decisions and direction of the COMMARCORSYSCOM and the ASN (RDA). The PEO-GCS is the MDA for the TAD program and will conduct this program under the policies and procedures set forth in appropriate DoD acquisition regulations. The JPM will report to the PEO-GCS on all matters concerning the execution of both programs. The PEO-GCS and the COMMARCORSYSCOM will commit organic organizational resources and will solicit appropriate support to execute contractual and program management activities. The Commander, Tank-automotive and Armaments Command (TACOM), as the Head of the Contracting Activity (HCA), shall utilize the ASA (ALT) as the Senior Procurement Executive. The JPM is stationed at Picatinny Arsenal, the location of the Armaments Research, Development and Engineering Center (ARDEC), which maintains DoD's programmatic and technical expertise for the acquisition of artillery weapon systems.

4. Responsibilities.

a. Joint Responsibilities:

- (1) COMMARCORSYSCOM and the PEO-GCS shall meet as required to review program progress and resolve any issues that may require joint action.
- (2) The JPM will present a formal executive review to COMMARCORSYSCOM and the PEO-GCS, as required.
- (3) The JPM will complete all milestone documentation requirements for both the TAD and "basic howitzer" programs. For the "basic howitzer" program, the JPM will provide this documentation to COMMARCORSYSCOM for examination by the Acquisition Review Board (ARB) prior to submission to the MDA for the milestone and other decision reviews. The JPM will ensure that Army unique documentation requirements are considered and appended to the common documentation as appropriate. The TAD milestone documentation will be coordinated with MARCORSYSCOM prior to being submitted to the PEO-GCS and will ensure that Marine Corps unique requirements are considered and appended to the common documentation as appropriate.
- (4) The COMMARCORSYSCOM and the PEO-GCS shall jointly sign

Enclosure (g). Example of Memorandum of Agreement (MOA)

the Acquisition Program Baseline (APB) for the "basic howitzer." The TAD APB will be signed by the PEO-GCS and coordinated with MARCORSYSCOM.

b. **Marine Corps.** As the Lead Service for the LW155 Program, the Marine Corps, through COMMARCORSYSCOM, has responsibilities that include, but are not limited to:

- (1) Retain reprogramming authority for all USMC LW155 program funds.
- (2) Compete in the POM process for necessary resources to support execution of the Marine Corps' portion of the program and insure expeditious transfer of program funds to the joint program management office.
- (3) Facilitate coordination with Marine Corps agencies (e.g. MCOTEA, MARCORLOGBASES, MCCDC, etc.) required for execution of the program.
- (4) Assign a USMC JPM and be the reviewing officer for his performance evaluation.
- (5) Provide Marine Corps personnel in conjunction with the PEO-GCS to adequately staff the JPMO at Picatinny Arsenal, NJ.

c. **Army.** As the participating Service for the LW 155 Program, the Army, through PEO-GCS, has responsibilities that include, but are not limited to:

- (1) Serve as Senior Procurement Executive.
- (2) Provide procurement and policy guidance to the PEO-GCS and HCA organizations.
- (3) Provide Army personnel in conjunction with the Marine Corps to adequately staff the JPMO at Picatinny Arsenal, NJ.
- (4) Provide adequate facilities at Picatinny Arsenal, NJ for the JPMO.
- (5) Provide oversight and guidance to the JPM and assume the responsibilities as the Reporting Senior for his performance evaluation.
- (6) Schedule Program Reviews at the request of ASN(RDA) in coordination with COMMARCORSYSCOM.
- (7) Ensure the joint program meets the cost, schedule, and performance thresholds outlined in the the TAD and "basic howitzer" APBs.
- (8) Execute contracting actions, as necessary, for the Marine Corps through the TACOM HCA.
- (9) Compete in the POM process for necessary resources to support execution of the Army portion of the program and insure expeditious transfer of program funds to the JPMO.

d. **The JPM shall:**

- (1) Develop the APBs with assistance from the PEO-GCS and COMMARCORSYSCOM.
- (2) Coordinate USMC POM funding requirements with

Enclosure (g). Example of Memorandum of Agreement (MOA)

MARCORSYSCOM and USA POM funding requirements with USAFAS to ensure the program is adequately funded.

(3) Execute the program as outlined in the milestone documentation with direction from the PEO-GCS.

(4) Supervise all program management and engineering support within the cost, schedule, and performance thresholds outlined in the approved APBs.

(5) Report to the PEO-GCS on all issues relating to the execution of both programs.

(6) Be in the rating chain for all JPMO and associated matrix support personnel.

(7) Maximize opportunities to integrate the basic howitzer and TAD by combining test events and endeavoring to have the basic howitzer's Full Rate Production decision be a M777E1 decision that would include TAD.

5. MOA Administration.

a. **Duration.** This agreement becomes effective upon the date of the last approving signatures and will remain in effect until revised or canceled by actions taken by participating organizations.

b. **Revision of MOA.** The COMMARCORSYSCOM and the PEO-GCS will review this MOA annually (60 days prior to the anniversary date) or at the request of any party for continuation, modification, or cancellation. With the consent of both parties, amendments to this agreement may be made at any time. Proposed amendments not agreed to by both parties will be forwarded to the MDA for decision. In the event funding for the LW155 is either reprogrammed or deferred, the COMMARCORSYSCOM and the PEO-GCS shall revise this MOA to reflect any modification of responsibilities and to reconcile funding.

c. **Cancellation.** Should either signatory want to cancel this memorandum, he shall provide at least three months written notification to the other signatories before the proposed date of termination.

Joseph L. Yakovac Date
Major General, USA
Program Executive Officer for
Field Artillery Systems

William D. Catto Date
Brigadier General
Commander, Marine Corps Systems Command

The Honorable John J. Young Date
Assistant Secretary of the Navy (RDA)

Enclosure (h). IMD Dependency Screening Questions

If the PM provides a 'yes' response to any of the below questions further evaluation is needed to determine if a program is IMD dependent. In this case, contact the Intelligence Mission Data Center (IMDC) (imdc_lmdp_support@dodiis.mil) or the MCIA Future Threats Division (FTD) (HYPERLINK PENDING) for assistance.

1. Does the Program/System/Subsystem require software to perform its designated functions within the platform, system and/or support equipment?
2. Does the software enable automated functionality without human interface?
3. Does the Program/System/Subsystem require modeling and simulation of threat systems to develop, test, train or maintain the system?
4. Does the Program/System/Subsystem training requirements use computer generated simulations of real world threat systems or geographic locations?
5. Has the Program Office identified developmental testing (DT) or operational testing (OT) requirements to be carried out in a simulated operationally representative environment?

Enclosure (i). Example of Request to Participate



UNITED STATES MARINE CORPS
MARINE CORPS SYSTEMS COMMAND
2200 LESTER ST
QUANTICO, VIRGINIA 22134-6050

IN REPLY REFER TO
4215
GTES
APR 07 2011

From: Director, Ground Transportation and Engineer Systems
To: Commander, Marine Corps Systems Command
Via: Assistant Commander, Programs

Subj: REQUEST TO PARTICIPATE IN THE US ARMY LIGHT CAPABILITY
ROUGH TERRAIN FORKLIFT PROGRAM OF RECORD AND DELEGATION OF
THE PROGRAM DECISION AUTHORITY TO THE PRODUCT GROUP
DIRECTOR, GROUND TRANSPORTATION AND ENGINEER SYSTEMS

Ref: (a) SECNAVINST 5000.2E

Encl: (1) CD&I ltr 3900/C132 of 5 AUG 10

1. Per reference (a), request authorization to participate in the US Army Light Capability Rough Terrain Forklift (LCRTF) program. I also request delegation of Program Decision Authority to the Product Group Director, Ground Transportation and Engineer Systems.

2. Program Description: The acquisition of the LCRTF is managed by the Product Manager, Construction and Material Handling Equipment (CE/MHE), Tank and Automotive Command (TACOM), Warren, MI. The program is an Acquisition Category III program. The LCRTF contract has been awarded to KALMAR RT Center, LLC of San Antonio, TX, utilizing a Firm Fixed Price contract W56HZV-11-D-VK03. The LCRTF is a modified Commercial Off-the-Shelf forklift that is capable of accepting a modular (plug and play) armored cab.

The Marine Corps and Army LCRTF requirements are identical with the exception of the armored cab requirement for the Marine Corps. The LCRTF is a rubber-tired forklift with the capability of two-wheel, four-wheel and crab steering and lifting capacity of up to 5,000 pounds. The LCRTF will load and unload cargo aboard amphibious ships, cargo-carrying aircraft, combat support vehicles, and International Organization for Standardization containers.

Request to Participate (1 of 4)
Enclosure (i). Example of Request to Participate

Subj: REQUEST TO PARTICIPATE IN THE US ARMY LIGHT CAPABILITY
ROUGH TERRAIN FORKLIFT PROGRAM OF RECORD AND DELEGATION OF
THE PROGRAM DECISION AUTHORITY TO THE PRODUCT GROUP
DIRECTOR, GROUND TRANSPORTATION AND ENGINEER SYSTEMS

3. Prospective funding:

a. Appropriation (APPN): Procurement (PMC)

- Budget Year: FY11 thru FY14
- Budget Authority: 06
- Budget Line Item: 646200, Material Handling Equipment
- Dollars (FY11): \$ 1,300,000
- Dollars (FY12): \$35,428,000
- Dollars (FY13): \$25,683,000
- Dollars (FY14): \$47,169,000

Each LCRTF will cost approximately \$140,000 including armor.
The total estimated program cost is projected to be \$110M. The
LCRTF program is fully funded through FY14.

APPN		FY11	FY12	FY13	FY14	To Complete	Total
PMC	Required	1.300	35.428	25.683	47.169	0	109.967
	Budget	1.300	35.428	25.683	47.169	0	109.967
	Delta	0	0	0	0	0	0

b. Appropriation (APPN): Research Development Test &
Evaluation (RDT&E)

- Program Element (No./Title): 26624M, Marine Corps
Combat Services Support
- Program Number/Line Item (No./Title): C2316,
Engineering Combat Services Support Equipment
- Sub-project/Line Item (No/Title): Engineering Mod Kits
- Dollars (FY12): \$470,000

The RDT&E funding will be used to procure two armored forklifts
and test costs for ballistic testing.

APPN		FY12	To Complete	TOTAL
RDT&E	Required	.470	0	.470
	Budget	.470	0	.470
	Delta	0	0	\$0

4. Enclosure (1) validated the original Operational Requirement
Document of 6 March 2000. The current requirement provides for
the addition of a modular armored and unarmored cab, climate
controlled cab, and a rifle mount. Additionally, the Authorized
Acquisition Objective has increased from 573 to 760 systems.

Request to Participate (2 of 4)
Enclosure (i). Example of Request to Participate

Subj: REQUEST TO PARTICIPATE IN THE US ARMY LIGHT CAPABILITY
ROUGH TERRAIN FORKLIFT PROGRAM OF RECORD AND DELEGATION OF
THE PROGRAM DECISION AUTHORITY TO THE PRODUCT GROUP
DIRECTOR, GROUND TRANSPORTATION AND ENGINEER SYSTEMS

5. TACOM is scheduled to conduct Production Verification Testing (PVT) beginning June 2011, with tests concluding in October 2011. Testing will include mobility, environmental, performance, interoperability, and reliability testing. Testing will be conducted at Aberdeen Test Center, MD. Marine Corps unique testing will include ballistic, shipboard compatibility, and external helicopter lifting. Testing will also include a Field User Evaluation utilizing Marines from the Operating Forces.

6. US Army TACOM, Product Manager, CE/MHE has received its Milestone "C" 17 April 2009, which authorized procurement of test assets and conduct of PVT. Milestones schedules are as follows:

	TACOM:	MCSC:
Milestone C	17 Apr 09	
Full Rate Production	3QFY12	2QFY12
Fielding Decision	4QFY12	4QFY12
IOC	2QFY13	1QFY13
FOC	TBD	4QFY14

7. Amplifying information supporting authorization to participate is based on:

- Jointness
- Ability to leverage testing, logistics and program documentation
- Cost avoidance as a result of TACOM being lead service
- Reduced resource requirements for the Marine Corps Program Management Office

8. Delegation of authority is requested based upon:

- Not a developmental program
- Low execution risk
- Low funding risk
- Project Management Team adequately resourced

Request to Participate (3 of 4)
Enclosure (i). Example of Request to Participate

Subj: REQUEST TO PARTICIPATE IN THE US ARMY LIGHT CAPABILITY
ROUGH TERRAIN FORKLIFT PROGRAM OF RECORD AND DELEGATION OF
THE PROGRAM DECISION AUTHORITY TO THE PRODUCT GROUP
DIRECTOR, GROUND TRANSPORTATION AND ENGINEER SYSTEMS

9. The point of contact for the LCRTF is Mike Farley at (703)
432-3727 or email at michael.j.farley@usmc.mil.


JACK E. CAVE

Copy to:
PMM 152

Request to Participate (4 of 4)

Note: An editable template is available on the [MAP SharePoint](#) site under the "Enclosures & Templates" folder.

Enclosure (j). Affordability Roles and Responsibilities

List of Affordability Stakeholder Roles and Responsibilities

Who	What
Commandant of the Marine Corps	<ul style="list-style-type: none"> • Determines and approves requirements and ensures availability of resources and personnel to meet validated requirements
RA (typically CD&I)	<ul style="list-style-type: none"> • Conduct enterprise portfolio analyses and prioritization (CPM) to inform affordability decisions at the portfolio and individual program level • Conduct requirements trade space analysis at the individual program level to ensure requirements documents reflect acceptable capability trade-offs, and align with enterprise portfolio priorities/budget constraints • Team with MDA/PDA, HQMC P&R, and all stakeholders to develop/update program affordability strategies to include acceptable C/S/P trades • Conduct CDD Validation before Development RFP release to ensure requirement is affordable, executable, reflects results of SE trade-off analyses, and meets minimum capability thresholds • Team with PM and all stakeholders to ensure updated affordability results are reflected in the budget/Program Objective Memorandum (POM) processes
Program Sponsor/ Advocate (typically DIRINT, HQMC, I&L, C4, PP&O, M&RA or other)	<ul style="list-style-type: none"> • Team with MDA/PDA and all stakeholders to develop/update program affordability strategies to include acceptable C/S/P trades • Team with PM and all stakeholders to ensure updated affordability results are reflected in the budget/POM processes
HQMC P&R PA&E	<ul style="list-style-type: none"> • Establish, monitor, and update USMC affordability analysis to ensure it aligns with BBP and DoDI 5000.02 guidance • Conduct affordability analysis for designated USMC pre-MDD and ACAT programs • Provide affordability analysis waivers for selected programs, as required • Set affordability constraints up front and continuously

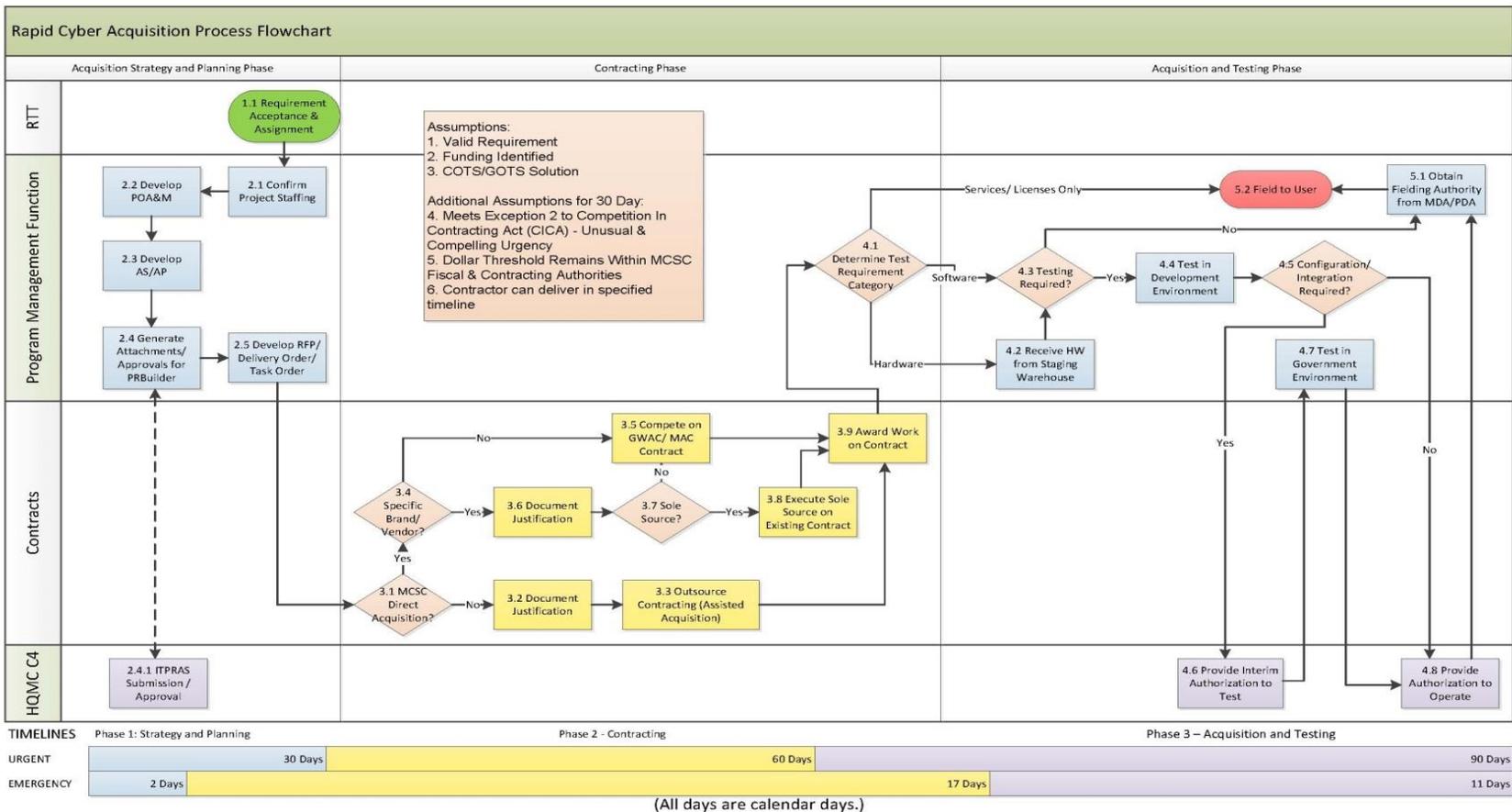
Enclosure (j). Affordability Roles and Responsibilities

List of Affordability Stakeholder Roles and Responsibilities	
Who	What
COMMARCORSSYSCOM	<ul style="list-style-type: none"> • Ensure MCSC compliance with BBP affordability guidelines to include implementation policy, business rules and metrics • Communicate with external organizations to ensure enterprise level alignment of affordability policies and business rules • Periodically review MCSC enterprise affordability trends and issue Command - level guidance as appropriate
MDA/PDA (COMMARCORSSYSCOM or delegated official)	<ul style="list-style-type: none"> • Assess affordability at each milestone (MS) and decision point, and direct actions via ADM to ensure each program is affordable throughout its lifecycle • Consider program cancellation or restructure at every decision point if lifecycle affordability cannot be demonstrated • Establish/update program strategy/acquisition approach to ensure that each program is affordable and executable over its lifecycle <ul style="list-style-type: none"> ◦ Establish and monitor program specific affordability constraints and tools ◦ Ensure program documentation reflects approved affordability trade space, constraints, and use of appropriate affordability techniques
PMs <i>Note: Where a PM serves as MDA/PDA then the PM may delegate appropriate responsibilities to the Tier-0 IPT or PdM as appropriate</i>	<ul style="list-style-type: none"> • Team with all stakeholders to ensure updated affordability results are reflected in the budget/POM processes as well as program documentation • Immediately surface issues to MDA/PDA and appropriate Command leadership With Regards To (WRT) program affordability • Document and monitor status of affordability for each assigned program and pre-MDD Initiative and report results to MDA/PDA on a regular basis <ul style="list-style-type: none"> ◦ Recommend trade-offs to address affordability to include SE tradeoffs in support of CDD Validation • Ensure Product Managers (PdMs) address affordability in all program execution plans • Contact HQMC PA&E at least 3-6 months prior to Milestone Decision

Enclosure (j). Affordability Roles and Responsibilities

List of Affordability Stakeholder Roles and Responsibilities	
Who	What
Competency Directors (CDs)	<ul style="list-style-type: none"> • Support the conduct of affordability analyses within respective organization • Advise the PM/MDA/PDA/COMMARCORSYSCOM regarding program affordability and appropriate trade-offs at each MS, Program Manager Review (PMR) or MDA/PDA decision point
DC SIAT	<ul style="list-style-type: none"> • Conduct early systems engineering analyses and assessments of how the proposed candidate materiel solution approaches are technically feasible • Conduct trade-off analysis, informed by and in support of the AoA, to support selection of a preferred materiel solution and development of the CDD
AC PROG	<ul style="list-style-type: none"> • Establish and monitor/update MCSC affordability policy aligned with BBP and Higher Headquarters guidance • Provide COMMARCORSYSCOM regular risk-informed updates with respect to (WRT) affordability metrics and enterprise trends • Communicate with other CDs and stakeholders to ensure alignment of organizational policies and procedures • Communicate with external organizations WRT affordability matters on behalf of COMMARCORSYSCOM • Surface unresolved issues to COMMARCORSYSCOM
AC PROG/RTT	<ul style="list-style-type: none"> • Ensure affordability is addressed within Requirement Transition Process (RTP) policy and procedures • Work with external organizations to ensure requirements packages and subsequent updates address affordability per Section 2.1
Tier-0 IPT/MAT	<ul style="list-style-type: none"> • Participate in Requirement Transition Team (RTT), Milestone Assessment Team (MAT) and other affordability reviews • Ensure respective CDs are fully informed WRT affordability for each specific program and pre-MDD initiatives to include trade-offs, mitigation strategies, and associated risks • Support the PM and MDA/PDA in execution of all assigned responsibilities to include timely review and update of affordability constraints and framework • Propose affordability tools and strategies for PM/MDA/PDA consideration and ensure they are documented appropriately

Enclosure (k). Rapid Cyber Acquisition Process Flowchart



Enclosure (k). Rapid Cyber Acquisition Process

Detailed Rapid Cyber Acquisition Process Flowchart steps

(All days are calendar days and are listed as
(Emergency/Urgent))

1.0 Acquisition Strategy: (2 Days)/(30 Days)

1.1 Requirement Acceptance & Assignment

Description: Emergency or Urgent: RTT formally accepts the requirement (Emergency or Urgent) and recommends the project lead, Cyber Acquisition Team (CAT) for Emergency and PMO for Urgent.

Output: AC PROG will assign the project lead (CAT/PMO). The assigned project lead drafts an ADM, provides to AC PROG for concurrence and receives approval from the MDA (if the PMO is not the MDA).

2.0 Acquisition Planning: (2 Days)/(30 Days)

2.1 Confirm Project Staffing

Description: Emergency or Urgent

Emergency: IPT member names are finalized and members are expected to be dedicated full time until the project is complete.

Output: Staffing roster.

Urgent: PMO - For the 180 day duration, IPT member names and Level of Effort (LOE) for each will be identified and personnel are expected to be available as needed. Interaction of the CAT after this point is limited.

Output: Staffing roster.

2.2 Develop POA&M

Description: Emergency or Urgent

Emergency: The CAT will analyze the Urgent Statement of Need (USON) to derive materiel requirements as needed. The POA&M will include key events and dates.

Output: POA&M.

Urgent: The PMO develops a POA&M. The PMO Team will analyze the USON; derive requirements tracing to USON; identify the resources needed to support the Urgent requirement across the life cycle, and develop assumptions and risks.

Output: POA&M, identification of resources, and commitment of funding.

Enclosure (k). Rapid Cyber Acquisition Process

2.3 Develop AS/AP

Description: Emergency or Urgent: Acquisition Strategy /Acquisition Plan (AS/AP): The lead develops an AS/AP in order to integrate the efforts of all personnel responsible for significant aspects of the acquisition and to ensure that Cyber Emergency and Cyber Urgent requirements are met in the most effective, economical, and timely manner (Marine Corps Programming Code (MCPC)), types of appropriation, limits), contracting strategy, fielding strategy, external dependencies to include customer involvement, testing strategy, assumptions, and risks.

Output: Develop a high level AS/AP plan and brief MDA/PDA.

2.4 Generate Attachments/Approvals for PR-Builder

Description: Emergency or Urgent: Based on the AS/AP, develop documents to satisfy PR-Builder requirements. Obtain any document or approval waivers that may be required.

Output: Required PR-Builder documents.

2.4.1 Information Technology Procurement Request Review and Approval System (ITPRAS) Submission / Approval

Description: Emergency or Urgent: Obtain ITPRAS approval to satisfy PR-Builder documentation requirements in 2.4.

Output: ITPRAS approval.

2.5 Develop RFP/Delivery Order/Task Order

Description: Emergency or Urgent: The perspective for Emergency solicitation is the amount of time the team is allowed to spend developing the details. The information needed is the same. Limited detail injects program and contracting risk and may drive the need for more schedule, greater costs, and reduced performance as well as a need to use Time and Material (T&M) and cost reimbursement contracts vs Firm Fixed Price (FFP).

Develop Solicitation - In this series of activities, the requirements are given sufficient technical and/or performance detail to release, evaluate, and award contract(s) to meet the requirement. The sub-processes are expected to be worked in parallel or concurrently.

Enclosure (k). Rapid Cyber Acquisition Process

Scope - Hardware, software, licenses, services, or a combination. In accordance with the Cyber Security Strategy (CSS), develop specifications to ensure all components needed to meet the requirement.

Hardware - Specify form, fit, function, and any technology/technical constraints, e.g., network interface cards, transport configurations, processing speed, etc.

Software/Licenses - Specify functional requirements as well as technical parameters/constraints needed to meet the requirements, e.g., compatibility with existing operating system or software tools that will provide data.

Services - Detail contractor performance requirements and Quality Assurance Surveillance Plan (QASP), including technical expertise, tasks (as applicable), and written and/or electronic deliverables.

Output: Functional and technical specifications, Independent Government Cost Estimate (IGCE), Statement of Objective (SOO)/Statement of Work (SOW)/Performance Work Statement (PWS), and QASP.

3.0 Contract Actions: (17 Days)/(60 Days)

3.1 MCSC Direct Acquisition? (Decision)

Description: Emergency or Urgent: Determine if MCSC contracts or other agency will be performing the contracting actions.

Output: Decision to assign MCSC contracting responsibility or outsource to external agency.

3.2 Document Justification

Description: Emergency or Urgent: Document the decision in 3.1 that what we need to buy will be done by an outsourced contracting agency (Assisted Acquisition).

Output: Decision memorandum (external contracting waiver, if applicable).

3.3. Outsource Contracting (Assisted Acquisition)

Description: Emergency or Urgent: Outsourced contracting agency is assigned.

Output: Support request to external contracting agency.

Enclosure (k). Rapid Cyber Acquisition Process

3.4 Specific Brand/Vendor? (Decision)

Description: Emergency or Urgent: Determine if the materiel solution is required to be vendor or brand specific.

Output: Decision validating specific brand name requirement or open solution.

3.5 Compete on GWAC/MAC Contract

Description: Emergency or Urgent: If materiel solution is open competition, compete on Government Wide Acquisition Contract (GWAC)/Multiple Agency Contract (MAC).

Output: Competitively awarded RFP, see 2.5.

3.6 Document Justification

Description: Emergency or Urgent: Document decision to use specific brand or vendor.

Output: Document decision in the AS/AP.

3.7 Sole Source? (Decision)

Description: Emergency or Urgent: If Emergency, may have to accept less than desired pricing. If Urgent, a conventional pricing negotiation strategy can be used.

Output: A sole source decision.

3.8 Execute Sole Source on Existing Contract

Description: Emergency or Urgent: Use existing contract to execute sole source procurement.

Output: A delivery order.

3.9 Award Work on Contract

Description: Emergency or Urgent: Award contract based on procurement decision adopted.

Output: Award contract.

4.0 Acquisition and Testing: (11 Days)/(90 Days)

4.1 Determine Test Requirement Category (Decision)

Description: Emergency and Urgent: Determine the test category for the procured materiel solution (if service/licenses only, see 5.2. If software, see 4.3. If hardware, see 4.2).

Output: Follow appropriate test procedures associated with each category as depicted in the flow chart.

Enclosure (k). Rapid Cyber Acquisition Process

- 4.2 Receive Hardware from Staging Warehouse**
Description: Emergency or Urgent: Receive hardware from Enterprise Staging Activity.
Output: Receive materiel solution for testing or fielding.
- 4.3 Testing Required? (Decision)**
Description: Emergency or Urgent: Determine if integration testing is required. If testing is required, see 4.4. Otherwise, see 5.1.
Output: Integration testing decision.
- 4.4 Test in Development Environment**
Description: Emergency or Urgent: Product will be installed in a government testable environment (e.g. IA Range, MCEITS Zone A) and integration testing performed according to a test plan aligned to the original USON and its derived requirements.
Output: Initial Government Integration Test Report.
- 4.5 Configuration/Integration Required? (Decision)**
Description: Emergency or Urgent: If configuration/integration testing is required in the production environment, see 4.6. Otherwise, see 4.8. The fielding strategy should be updated.
Output: Test decision. If yes, request Interim Authority to Test (IATT). If no, request an Authority to Operate (ATO).
- 4.6 Provide Interim Authorization to Test**
Description: Emergency or Urgent: HQMC C4 provides IATT.
Output: HQMC C4 provide IATT.
- 4.7 Test in Government Environment**
Description: Emergency or Urgent: The capability will be installed and configured in a live environment and external connections and users enabled as authorized in the IATT. Baseline configuration is locked and placed under formal configuration management.
Output: Production environment Test Report.
- 4.8 Provide Authorization to Operate (ATO)**
Description: Emergency or Urgent: HQMC C4, upon the system successfully satisfying Cyber requirements, provides ATO.

Enclosure (k). Rapid Cyber Acquisition Process

Output: HQMC C4 provide ATO.

5.0 Fielding

5.1 Obtain Fielding Authorization from MDA/PDA

Description: Emergency or Urgent

Emergency: Approval to field an Emergency requirement is delegated to the CAT from the MDA.

Output: Decision memorandum with authority to field.

Urgent: Approval of a Fielding Plan is delegated at least to the PM, and to the PdM wherever possible, who has oversight of the Program to which the requirement is aligned. Development of the fielding plan occurs throughout the process as information becomes available. Review and signature of a Fielding Plan constitutes a fielding decision and no additional briefings should be required.

Output: Decision memorandum with authority to field.

5.2 Field to User

Description: Field to user in accordance with the fielding plan.

Output: Delivery of equipment/capability to user community.

Enclosure (1). Glossary

Please see the [DAU Glossary](#) for a more extensive listing of acronyms.

Acronym	Referenced Phrase
AAO	Approved Acquisition Objective
AAP	Abbreviated Acquisition Program
AAR	After Action Review
AC ALPS	Assistant Commander, Acquisition Logistics & Product Support
AC Contacts	Assistant Commander, Contracts
AC PROG	Assistant Commander, Programs
ACPROG	Assistant Commander, Programs (organization)
ACPROG C&AB	Assistant Commander, Programs Cost & Analysis Branch
ACAT	Acquisition Category
ACC	Acquisition Community Connection
ADM	Acquisition Decision Memorandum
AoA	Analysis of Alternatives
AP	Acquisition Plan
APB	Acquisition Program Baseline
APH	Acquisition Procedures Handbook
APL	Acquisition Policy Letter
APM	Assistant Program Manager
APM-CT	Assistant Program Manager - Contracts
APM-E	Assistant Program Manager - Engineering
APM-FM	Assistant Program Manager - Financial Management
APM-LCL	Assistant Program Manager - Life Cycle Logistics
APM-PM	Assistant Program Manager - Program Management
APUC	Average Procurement Unit Cost
AS	Acquisition Strategy

Enclosure (1). Glossary

Acronym	Referenced Phrase
ASN RDA	Assistant Secretary of the Navy for Research, Development, and Acquisition
ASN RDAIS	Assistant Secretary of the Navy Research Development & Acquisition Information System
ATC	Authority-to-Connect
ATO	Authority to Operate
BBP	Better Buying Power
BCL	Business Capability Lifecycle
BEA	Business Enterprise Architecture
BY	Base Year
C/S/P	Cost/Schedule/Performance
C4	Command, Control, Communications, and Computers
CA	Certification Authority
CAM	Commodity Acquisition Management
CAO	Competency Aligned Organization
CARD	Cost Analysis Requirements Description
CAT	Cyber Acquisition Team
CCA	Clinger-Cohen Act
CD	Competency Director
CD&I	Combat Development & Integration
CDD	Capability Development Document
CDR-A	Critical Design Review Assessment
CI	Component Item
CI	Configuration Item
C-IMS	Contract-Integrated Master Schedule
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CLIN	Contract Line Item Number
CM	Configuration Management
CMC	Commandant of the Marine Corps

Enclosure (1). Glossary

Acronym	Referenced Phrase
COA	Course of Action
COE	Concept of Employment
COMMARCORSYSCOM	Commander, Marine Corps Systems Command
CONOPS	Concept of Operations
CPD	Capability Production Document
CRM	Comment Resolution Matrix
CSPS	Command, Staffing, Planning, and Strategies
CTO	Certification-to-Operate
DAA	Designating Accrediting Authority
DAG	Defense Acquisition Guidebook
DAP	Defense Acquisition Portal
DASN	Deputy Assistant Secretary of the Navy
DAU	Defense Acquisition University
DBS	Defense Business Systems
DBSMC	Defense Business Systems Management Council
DC CD&I	Deputy Commandant, Combat Development & Integration
DC RM	Deputy Commander, Resource Management
DC SIAT	Deputy Commander, Systems Engineering, Interoperability, Architectures, & Technology
DFM	Director, Financial Management
DM	Decision Memorandum
DoD	Department of Defense
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
DON	Department of the Navy
DT	Developmental Testing
EA	Evolutionary Acquisition
ECP	Engineering Change Proposal
ED	Executive Director

Enclosure (1). Glossary

Acronym	Referenced Phrase
EMD	Engineering and Manufacturing Development
ESOH	Environment, Safety & Occupational Health
EVM	Earned Value Management
FAQ	Frequently Asked Question
FD	Full Deployment
FDD	Full Deployment Decision
FOC	Full Operational Capability
FRP DR	Full Rate Production Decision Review
FYDP	Future Years Defense Program
GAO	General Accounting Office
GO	General Officer
GWAC	Government Wide Acquisition Contract
HQMC	Headquarters, Marine Corps
HW	Hardware
I&L	Installations and Logistics
IA	Information Assurance
IATC	Interim Authority-to-Connect
IATO	Interim Authority-to-Operate
IATT	Interim Authority-to-Test
IBR	Integrated Baseline Review
ICD	Initial Capabilities Document
ICTO	Interim Certification-to-Operate
IGS	Integrated Government Schedule
ILA	Independent Logistics Assessment
IMD	Intelligence Mission Data
IMP	Integrated Master Plan
IMS	Integrated Master Schedule
IOC	Initial Operational Capability

Enclosure (1). Glossary

Acronym	Referenced Phrase
IPA	Independent Program Assessment
IPMR DID	Integrated Program Management Report Data Item Description
IPPD	Integrated Product and Process Development
IPMT	Integrated Program Management Team
IPT	Integrated Product Team
IRB	Investment Review Board
ISP	Information Support Plan
IT	Information Technology
ITPRAS	Information Technology Procurement Request Review and Approval System
JCIDS	Joint Capabilities Integration and Development System
JIC	Joint Interoperability Certification
JITC	Joint Interoperability Test Command
KBA	Knowledge Based Acquisition
KPP	Key Performance Parameter
LCCE	Life Cycle Cost Estimate
LD	Limited Deployment
LDD	Limited Deployment Decision
LMDP	Lifecycle Mission Data Plan
LOA	Letter of Agreement
LOC	Letter of Clarification
LOE	Level of Effort
LOGCOM	Logistics Command
LRIP	Low Rate Initial Production
LSSP	Life Cycle Signature Support Plan
M	Monitor
M&RA	Manpower and Reserve Affairs
MAC	Multiple Agency Contract

Enclosure (1). Glossary

Acronym	Referenced Phrase
MAG	MCSC Acquisition Guidebook
MAGTF	Marine Air Ground Task Force
MAIL	MCSC Acquisition Information Letter
MAP	MCSC Acquisition Portal
MCSC	Marine Corps Systems Command
MARCORSYSCOMO	Marine Corps Systems Command Order
MAT	Milestone Assessment Team
MC	Mission-Critical
MCBEO	Marine Corps Business Enterprise Office
MCEIP	Marine Corps Enterprise Integration Plan
MCLC	Marine Corps Logistics Command
MCO	Marine Corps Order
MCOTEA	Marine Corps Operational Test & Evaluation Activity
MCPC	Marine Corps Program Code
MCSAL	Marine Corps Systems and Applications List
MCTSSA	Marine Corps Tactical Systems Support Activity
MDA	Milestone Decision Authority
MDD	Materiel Development Decision
MDP	Milestone Decision Process
ME	Mission-Essential
MFR	Memorandum for the Record
MILCON	Military Construction
MIL-STD	Military Standard
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPT	Manpower, Personnel and Training
MS	Milestone
NR-KPP	Net Ready Key Performance Parameter

Enclosure (1). Glossary

Acronym	Referenced Phrase
NSS	National Security System
O&M	Operations & Maintenance
O&O	Operational and Organizational
O&S	Operations and Support
OA	Operating Agreement
OBS	Organizational Breakdown Structure
OMB	Office of Management and Budget
OPS	Operations
ORD	Operational Requirements Document
OSD	Office of Secretary of Defense
OT&E	Operational Test & Evaluation
OTA	Operational Test Agency
P-Spec	Performance Spec
P3I	Pre-Planned Product Improvement
P&D	Production and Deployment
P&R	Programs and Resources
PA&E	Program Analysis and Evaluation
PAUC	Program Acquisition Unit Cost
PCA	Pre-Certification Authority
PCG	POM Coordinating Group
PCO	Procurement Contracting Officer
PDA	Program Decision Authority
PdM	Product Manager
PDR-A	Preliminary Design Review Assessment
PEB	Program Evaluation Board
PEI	Principle End Item
PEO LS	Program Executive Officer Land Systems
PESHE	Programmatic Environment Safety & Occupational Health Evaluation

Enclosure (1). Glossary

Acronym	Referenced Phrase
PID	Project Initiating Directive
PIR	Post Implementation Review
PLCCE	Program Life-Cycle Cost Estimate
PM	Program Manager
PMB	Performance Measurement Baseline
PMC	Procurement Marine Corps
PMM	Program Manager Marine
PMO	Program Management Office
PMR	Program Management Review
PO	Project Officer
POA&M	Plan of Action and Milestones
POE	Program Office Estimate
POM	Program Objective Memorandum
PoPS	Probability of Program Success
POR	Program of Record (Limit usage to refer to budgetary status only)
PPBE	Planning, Programming, Budgeting, and Execution
PP&O	Plans, Policies and Operations
PPP	Program Protection Plan
PTL	Project Team Leaders
RA	Requirements Authority
R&D	Research & Development
RDAIS	Research Development & Acquisition Information System
RDT&E	Research, Development, Test and Evaluation
RFP	Request for Proposal
RMB	Risk Management Board
RMP	Risk Management Plan
RTO	Requirements Transition Officer

Enclosure (1). Glossary

Acronym	Referenced Phrase
RTP	Request to Participate
RTP	Requirements Transition Process
RTT	Requirements Transition Team
SDS	System Design Specification
SE	Support Equipment
SECNAVINST	Secretary of the Navy Instruction
SEP	Systems Engineering Plan
SES	Senior Executive Service
SETR	Systems Engineering Technical Review
SI	Support Item
SIAT	Systems Engineering, Interoperability, Architectures, and Technology
SME	Subject Matter Expert
SON	Statement of Need
SOW	Statement of Work
SRB	Solution Recommendation Brief
SW	Software
SYSCOM	Systems Command
T	Test
TAMCN	Table of Material Control Number
T&E	Test and Evaluation
TD	Technology Development
TECOM	Training and Education Command
TEMP	Test and Evaluation Master Plan
TFSMS	Total Force Structure Management System
TIPS	TOPIC In-Production Schedule
T&M	Time and Material
TMRR	Technology Maturation and Risk Reduction
TOC	Total Ownership Cost

Enclosure (1). Glossary

Acronym	Referenced Phrase
TOPIC	The Online Project Information Center
T-POM	Tentative POM
TRL	Technology Readiness Level
TY	Then Year
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology, Logistics
UNP	Urgent Needs Process
USMC	United States Marine Corps
USON	Urgent Statement of Need
UUNS	Urgent Universal Needs Statement
WBS	Work Breakdown Structure
WIPT	Working Integrated Product Team
WMD	Workforce Management and Development
WRT	With Respect To