AR 70-1

Army Regulation 70–1

Research, Development, and Acquisition

Army Acquisition Policy

Headquarters
Department of the Army
Washington, DC
15 December 1997

UNCLASSIFIED

SUMMARY of CHANGE

AR 70-1
Army Acquisition Policy

This revision--

- Consolidates AR 25-3, AR 700-86, and AR 702-3.
- Implements revised DoD 5000.1 and DoD 5000.2-R policy and mandatory procedures reflecting Acquisition Reform initiatives.
- Provides new policy on the Army Chief Information Officer and the Army Enterprise Strategy (chaps 1 and 2).
- Expands Army Acquisition Workforce policy (chap 3).
- Includes Army specific policy on Integrated Product Teams, software, cost as an independent variable, clothing and individual equipment, modeling and simulation, the establishment, disestablishment, transition, and termination of programs (chaps 4 and 5).
- Rescinds the following forms: DA Form 4735-R, DA Form 4736-R, DA Form 4737-R, DA Form 4738-R, DA Form 4739-R, DA Form 4740-R, DA Form 4741-R, DA Form 4742-R, DA Form 4743-R, DA Form 4743-1-R, DA Form 4744-R, DA Form 4745-R, DA Form 4748-R, DA Form 4749-R, DA Form 4750-R, DA Form 4752-R, DA Form 5005-R, DA Form 5970-R, DA Form 5971-R, DA Form 5972-R, DA Form 5973-R, DA Form 5974-R, DA Form 5977-R, and DA Form 5997-R.

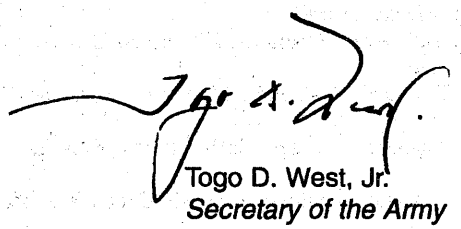
Headquarters
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*Army Regulation 70–1

Effective 15 January 1998

Research, Development, and Acquisition

Army Acquisition Policy



Togo D. West, Jr.
Secretary of the Army

History. This UPDATE printing publishes a revision of this publication. Because the publication has been extensively revised, the changed portions have not been highlighted.

Summary. This regulation implements Department of Defense Directive 5000.1 and Department of Defense Regulation 5000.2-R, Department of Defense Directive 5000.52, Department of Defense 5000.52-M, and Department of Defense Instruction 5000.58. It governs research, development, and acquisition, and Life Cycle Management (LCM) of Army materiel to satisfy approved Army requirements, and applies to major systems, non major systems, highly sensitive classified acquisition programs, automated information systems, and clothing and individual equipment (CIE). This regulation is first in the order of precedence for managing Army acquisition programs following statutory requirements, DOD guidance, Federal Acquisition Regulation, and Defense and Army Federal Acquisition Regulation Supplements. If there is any conflicting guidance pertaining to contracting, the Federal Acquisition Regulation and/or Defense Federal Acquisition Regulation Supplement shall take precedence over this regulation and DOD guidance.

Applicability.

a. This regulation applies to the Active Army, the Army National Guard, and the U. S. Army Reserve. It applies to personnel involved in research, development, acquisition, and support of materiel items and systems. It also applies to weapon systems, Automated Information Systems (AIS), National Security Systems (NSS), command, control, communications, and intelligence and electronic warfare systems, special access programs (unless specifically excepted per program charter), computer resources integral to those items or systems, system and non system training aids, devices, simulations and simulators, embedded training, and clothing and individual equipment. It also applies to AIS where the Army is the executive agent for another organization and/or an AIS is developed cooperatively with foreign governments, unless such organizations can assure their compliance.

b. The portions of this regulation pertaining to Army Acquisition Workforce management apply to all Department of Army Civilians, Active Army, Army National Guard and U.S. Army Reserve personnel serving in designated acquisition positions.

c. The following items do not fall within the purview of this regulation:

(1) Materiel requirements for the U.S. Army Civil Works program except for information technology.

(2) Functional medical clothing and equipment listed in CTA 8-100.

(3) Those distinctive articles of clothing and insignia worn and used by the U.S. Corps of Cadets, U.S. Military Academy.

(4) Centrally procured heraldic items in the initial and supplemental clothing allowances (CTA 50-900).

(5) Other items as determined by HQDA and so directed after proper Army Staff coordination.

Proponent and exception authority. As an exception to AR 25-30, the proponents of this regulation are the Assistant Secretary of the Army for Research, Development, and Acquisition (ASA(RDA)), the Army's Chief Information Officer (CIO)/Director of Information Systems for Command, Control, Communications, and Computers (DISC4), and the Assistant Secretary of the Army for Installations, Logistics, and Environment (ASA(ILE)). The ASA(RDA), CIO/DISC4, or ASA(ILE) have the authority to approve exceptions to this regulation, within their areas of responsibility, which are consistent with controlling law and regulation; and may delegate this authority in writing to a division chief within the proponent agencies, who holds the grade of colonel or civilian equivalent.

Army management control process. This regulation contains management control provisions and identifies key management controls that must be evaluated.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from HQDA (SARD-ZR), WASH DC 20310-0634.

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA (SARD-ZR), WASH DC 20310-0634.

Committee Continuance Approval. The DA Committee Management Officer concurs in the continuance of the Army Clothing and Equipment Board which was established by CSR 15-15, 14 August 1974.

Distribution. Distribution of this publication is made in accordance with Initial Distribution Number (IDN) 092399, intended for command levels D and E for the Active Army, the Army National Guard, and the U.S. Army Reserve.

*This regulation supersedes: AR 70-1, 31 March 1993; AR 25-3, 15 October 1989; AR 700-86, 15 November 1990; and AR 702-3, 1 May 1982.

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Chapter 1
Introduction

1–1. Purpose

This regulation implements the Army's acquisition policy for ACAT I through IV programs (table 4-1) and assigns responsibilities to Army organizations in accordance with Department of Defense Directive (DoDD) 5000.1, and Department of Defense Regulation 5000.2-R. The Army will follow the guidance and procedures contained in DoDD 5000.1 and DoD 5000.2-R as a general model for ACAT II, III, and IV programs, while streamlining and tailoring the procedures within statutory and program requirements. This regulation also establishes policies implementing the Army's acquisition workforce management responsibilities (Title XII, PL 101-510, National Defense Authorization Act for Fiscal Year 1991, Defense Acquisition Workforce Improvement Act (DAWIA), Department of Defense Directive 5000.52, Department of Defense Manual 5000.52-M), and Department of Defense Instruction 5000.58 and Clothing and Individual Equipment acquisition and responsibilities.

1–2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1–3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

1–4. General acquisition policy

The following policies govern Army acquisition and the management of the Army acquisition workforce:

a. Army Force XXI. Buy better products faster, at reasonable prices with affordable ownership costs. Leaders must create visions, empower people, measure progress, and remove barriers to achieve systematic, continuous improvements to support Army Force XXI. Integrated Product Teams (IPT) and Integrated Concept Teams (ICT) are an integral part of the defense acquisition process and will be used throughout the acquisition process.

b. Horizontal Technology Integration (HTI). Upgrade fielded equipment to insert modern technology and focus long-term solutions on leap-ahead technologies. Promote HTI programs as the first choice for modifications/upgrades as an acquisition solution to a materiel requirement. Combine, to the maximum extent practical, similar and/or overlapping acquisition efforts into a single HTI program. Use HTI programs to achieve Army modernization goals as efficiently as possible.

c. Warfighting Rapid Acquisition Program (WRAP). All HQDA staff, staff agencies, MACOMs, and MATDEVs will participate and support WRAP, as appropriate. WRAP is directed at accelerating procurement of systems identified through TRADOC warfighting experiments (AWEs), concept evaluation programs (CEPs), advanced technology demonstrations (ATDs), advanced concept technology demonstrations (ACTDs), and similar experiments where a TRADOC ICT supported by a TRADOC battle lab are directly involved. The review forum used to review these systems is the WRAP ASARC. (See para 4-3 and AR 71-9).

d. Joint Technical Architecture - Army (JTA-Army). Develop and procure systems that are fully Joint Technical Architecture - Army (JTA-Army) compliant.

e. Army Enterprise Strategy. Ensure each Research, Development, and Acquisition (RDA) Information Technology (IT) initiative fully meets the requirements of the Information Technology Management Reform Act of 1996 by applying the tenets of the Army Enterprise Strategy.

f. Information Technology (IT). Sustaining base IT resources above thresholds, or those identified as special interest by CIO/DISC4 (table 4-1), will be approved by HQDA.

g. Software. Develop guidelines that address standard software engineering principles, that as a minimum, address software reuse, portability, and management controls.

h. Milestone Decision Authority (MDA). In order to ensure clear lines of responsibility and reporting, for all Army acquisition programs, (to include CIE programs) there will be only one designated MDA. This designation will be by name and not by duty position.

i. Program Managers. Program Managers will manage assigned programs in a manner consistent with the policies and principles articulated in governing regulations and the PM Bill of Rights and Responsibilities (app E).

j. Authority of Program Executive Officers (PEO), Program, Project/Product Managers (PM) and Milestone Decision Authorities (MDA). Outside this programmatic chain are organizations that provide support and advice to acquisition decision makers. If the PEOs/PM's analysis indicates that functional requirements, in support of meeting materiel requirements, do not add value to the Army, the PEOs/PMs will require that the functional proponent justify the requirement. The burden of proof for justifying the functional requirement lies with the functional proponent. In cases where the functional requirement is not a statutory requirement and it does not result in a clear benefit to the Army, the MDA may exempt the program from the functional requirement.

k. Acquisition strategy (AS). The Materiel Developer (MATDEV) develops a program AS. AS is coordinated thoroughly with agencies that support the MATDEV and agencies that will use and support the system when it is fielded. The coordinated program AS is approved by the MDA. The MATDEVs coordinate acquisition strategies with the CBTDEV, training developer, independent testers and evaluators, logisticians, human system integrators, and matrix support organizations. Other system-specific considerations may make further coordination advisable. These include, but are not limited to: training aids, devices, simulations, and simulators; night-vision and electro-optics devices; smart sensors or weapons system signatures; standard auxiliary power units; batteries; environmental control units; and shelters.

l. Streamlining and tailoring. All MATDEVs and MDAs will take action to streamline and tailor their programs, to include program documentation, within statutory and programmatic requirements. MDAs are authorized to waive any non-statutory requirements and take action to submit waivers for those statutory requirements when warranted.

m. Re-procurement. Re-procurement of an item is authorized when there is a continuing need based on an updated performance specification or purchase description from the last procurement. Re-procurement should not require any research, development, test, and evaluation (RDTE) funds other than 6.5 RDTE funding for market surveys and associated testing. The CBTDEV or training developer will provide a statement that a continuing need exists for the item and the MDA will determine if the item is eligible for re-procurement.

n. Safety, health and environmental risk management. Safety, health and environmental risk management is the mechanism the Army uses to build effective systems that are as safe and healthy as possible given programmatic cost and schedule. Safety, health and environmental risk management (identify hazards, assess risk, make risk decision, implement, and supervise) shall be integrated into the acquisition process to allow for timely and informed risk decisions and provide a means to inform users of residual hazards, ultimately protecting the force. System Safety Risk Assessments (SSRA) will be used to make decisions and document coordination and acceptance of risk. Decisions to accept risks associated with hazards will be made at a management level commensurate with the risk (see table 1-1). The assessment and acceptance will be available at MDRs. Identified hazards and status of corrective actions will be recorded and maintained until system disposal.

o. Pollution Prevention. Pollution prevention is the Army's preferred approach to maintaining compliance with environmental laws and regulations. When both preventive and control approaches are available to deal with an environmentally degrading activity, preventive measures are preferred. Use of hazardous materials (HAZMAT) will be minimized and all alternative options will be considered before using any HAZMAT. Pollution will be eliminated or reduced at the source. Wastes and by products that cannot be

eliminated will be recycled. Pollutants that cannot be recycled will be treated to minimize environmental hazards. Disposal or other release to the environment will be employed only as a last resort and will be conducted in an environmentally safe manner. All Army acquisition organizations will incorporate pollution prevention throughout the acquisition process.

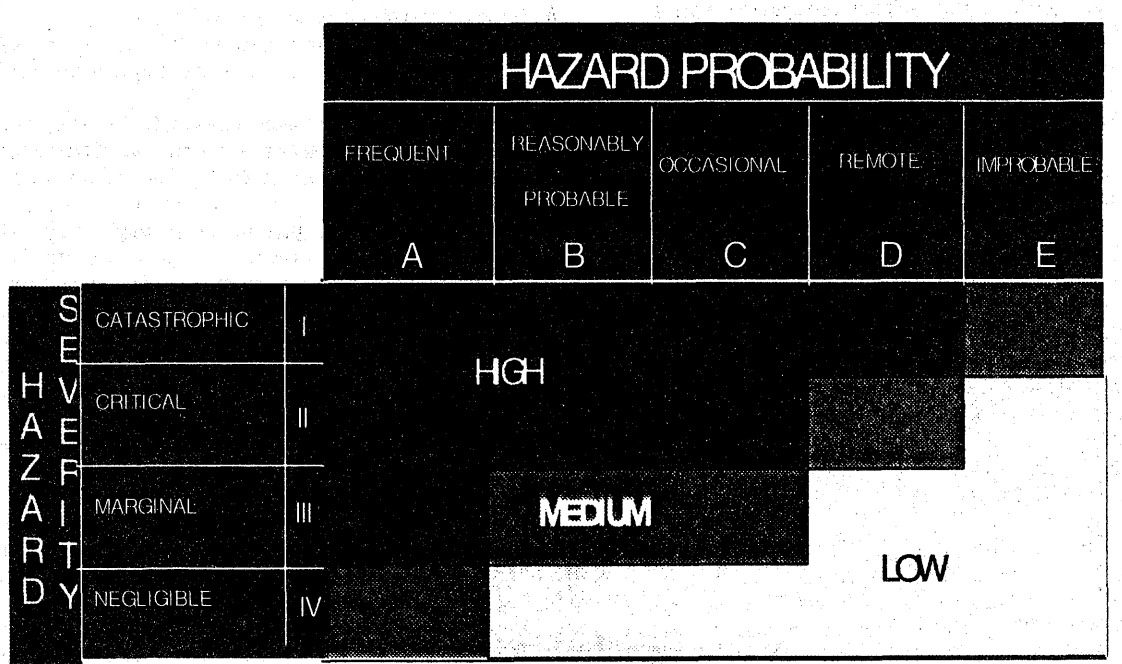
p. Army Acquisition Workforce and Army Acquisition Corps. Army acquisition leadership will provide management practices and processes that ensure education, training, and experiences for the Army's acquisition workforce and which will develop and maintain a professional corps of acquisition leaders willing to serve where needed and committed to developing, integrating, acquiring, and fielding systems.

q. Acquisition Career Management. PEOs and MACOMs designate a senior acquisition professional occupying a critical acquisition position within their organizations as the Acquisition Career Management Advocate (ACMA).

r. Capstone requirements document. User requirements may also be documented in a Capstone Requirements Document (CRD). The CRD provides the means to document common systems requirements, such as overarching interoperability requirements or standards, that apply to a family of systems. A CRD will not be used to establish a materiel acquisition program or funding line, nor will it require the traditional program documents since these documents are included in the subordinate systems' ORDs. Upon approval, all program ORDs covered by the CRD will be made compliant with all requirements stated in the CRD (see AR 71-9).

s. Insensitive munitions. Munitions survivability is crucial to the success of combat systems. The reactive nature of munitions and combat systems makes them susceptible to degradation and destruction when exposed to stimuli such as fragments and fires. Design features shall be developed and introduced via a total systems engineering approach which ensures that all combat system requirements are met while enhancing survivability to unplanned stimuli.

Table 1–1
Risk decision authority matrix



RISK ACCEPTANCE BY:

HIGH: AAE or designee

MEDIUM: PEO or equivalent with concurrence of OBTDEV proponent CDR and MATDEV

LOW: PM or equivalent with concurrence of OBTDEV proponent CDR and MATDEV

The MATDEV will act in lieu of PEO/PM for those programs not under PEO/PM management.

This matrix is the Department of the Army model for risk acceptance authority. This model can be used if appropriate for any program. Should program requirements dictate a different decision authority, an appropriate matrix will be developed by the PM/MATDEV. The recommended matrix will be submitted as part of the Acquisition Strategy.

Chapter 2
Responsibilities

Section I
Army Acquisition Executive, Program Executive Officers, and Program, Project, Product Managers, or other Materiel Developers

2–1. Army Acquisition Executive

The Secretary of the Army will designate the Army Acquisition Executive. The AAE will—

a. Administer acquisition programs in accordance with DoD policies and guidelines.

b. Develop and promulgate acquisition policies and procedures.

c. Appoint, supervise, and evaluate assigned Program Executive Officers (PEOs) and direct-reporting PMs.

d. Review and approve, for acquisition category (ACAT) ID and ACAT IAM programs (table 4-1), the Army position at each decision milestone before the Defense Acquisition Board (DAB) or DoD Major Automated Information Systems Review Council (MAISRC) review. This includes the review and approval of Acquisition Program Baselines (APB).

e. Co-chair all Army Systems Acquisition Review Council (ASARC) meetings with the Vice Chief of Staff, U.S. Army (VCSA). Serve as the Milestone Decision Authority (MDA) for Army ACAT IC and ACAT II programs.

f. Designate the appropriate level of centralized management and approve any establishment or disestablishment of PMO or PM in the PEO or Non-PEO Structure. Review and approve all agreements to transfer management responsibility for an acquisition program from PEO or PM management to a functional staff or major Army command (MACOM).

g. As Army's Technical Architect, codify and maintain the Joint Technical Architecture - Army; ensure that all Army Information Technology is developed in compliance with the current technical architecture, interfacing with DoD and other Service Command, Control, Communications, Computers, and Intelligence (C4I) architectures, and ensure that the mandated technical architecture is included in all procurements.

h. Approve and assign software reuse domains and domain management responsibility based on recommendations from the DISC(4).

i. Provide acquisition life-cycle and funding support to the Army Software Reuse Program and ensure that software reuse is included in the acquisition strategy.

j. Define the Army safety, health, and environmental risk management policies and act as the risk decision authority for high risk residual hazards associated with Army systems.

k. Fund and evaluate safety, health, and environmental research and development programs to address resolution of generic systemic safety, health and environmental problems.

l. Establish Cost as an Independent Variable (CAIV) and risk management policies and procedures.

m. Establish and implement Army HTI policy.

n. Establish and maintain the Army Acquisition Corps (AAC), and act as the final authority on all matters affecting the Army's acquisition system, except as limited by appropriate authority.

o. Establish and chair the Army Acquisition Career Program Board to advise and assist in managing the accessions, training, education, retention and career development of military and civilian personnel in the acquisition workforce and in selecting individuals for the Acquisition Corps AC). The board will review and make recommendations on waivers authorized by statute. The board is established pursuant to the authority of Sections 1202 and 1706 of the Defense Acquisition Workforce Improvement Act (Title XII of the National Defense Authorization Act for Fiscal Year 1991).

p. Appoint a Director, Acquisition Career Management (DACM) in the office of the AAE to assist the AAE in performing duties with respect to the Army acquisition workforce.

2–2. Program Executive Officer (PEO), Program Manager (PM) direct reporting to AAE, and Deputy for Systems Acquisition at U.S. Army Materiel Command Major Subordinate Commands

The PEOs, direct-reporting PMs, and Deputy for Systems Acquisition will—

a. Serve as a MATDEV.

b. Be responsible for programmatics and the planning, programming, budgeting, and execution (e.g., below threshold reprogramming authority) necessary to guide assigned programs through each milestone within approved baselines.

c. Provide the planning guidance, direction, control, oversight, and support necessary to ensure systems are developed in accordance with the Army Enterprise Architecture; minimize life-cycle cost; and fielded within cost, schedule, and performance baselines.

d. Oversee the development, coordination, and commitment to an acquisition program baseline and ensure immediate reporting of all imminent and actual breaches of approved baselines.

e. Ensure APBs and solicitations implement the Operational Requirements Document (ORD).

f. Implement Integrated Product Teams throughout the acquisition process.

g. Provide technical and functional integration across assigned programs. Ensure that functional (matrix) support to subordinate offices and PMs is planned and coordinated with the supporting organizations.

h. Supervise, and evaluate assigned PMs.

i. Perform the fund control responsibilities of an independent general operating agency (except for the Deputy for Systems Acquisition).

j. Plan, program, budget and execute all Mission Critical Computer Resources (MCCR) weapon system and Commercial off the Shelf (COTS) software support until the transition of PPBES responsibilities is completed.

k. Support development and re-engineering of all software by integrating software reuse principles (domain specific focus, reuse software engineering, and reuse oriented architectures) into the system software engineering process. Incorporate reuse technology into the system engineering and acquisition processes.

l. Act as the risk decision authority for medium risk residual safety hazards associated with Army systems.

2–3. Program, Project, Product Managers (PM) or other Materiel Developers

The PMs or other Materiel Developers will—

a. Serve as MATDEVs.

b. Plan and manage acquisition programs consistent with the policies and procedures issued by the AAE and appropriate regulations, policies, procedures, and standards.

c. Provide the planning guidance, direction, control, oversight, and support necessary to ensure systems are developed in accordance with the Army Enterprise Architecture, to include certification of compliance with the Army Enterprise Architecture to the MDA prior to formal release of the draft and final solicitations; minimize life-cycle cost; and are fielded within cost, schedule, and performance baselines.

d. Develop and submit requirements for financial, manpower, matrix, and contractor support (CS) to the AAE, the respective PEO or other MATDEV. Coordinate for required functional support from the appropriate materiel command(s).

e. Develop, coordinate, and commit to an acquisition program baseline and immediately report all imminent and actual breaches of approved baselines.

f. Ensure APBs and solicitations implement the ORD.

g. Prepare and submit timely and accurate periodic program performance reports, as required.

h. Implement Integrated Product Teams throughout the acquisition process.

i. For HTI programs, the HTI PM and its host platform PMs must coordinate all planning, programming and budgeting efforts to ensure their programs remain executable.

j. Be responsible for configuration management.

k. Act as the risk decision authority for low risk safety hazards associated with Army systems. Be responsible for identifying all hazards, eliminating or mitigating when possible, and providing an assessment of hazards that are not eliminated.

Section II
Headquarters, Department of the Army Elements

2–4. Deputy Under Secretary of the Army (Operations Research)

The Deputy Under Secretary of the Army (Operations Research) (DUSA(OR)) will—

a. Establish, review, and supervise Army test and evaluation (T&E) policy and procedures.

b. Oversee all Army T&E associated with RDA, as well as combat and training development programs.

c. Provide staff management (policy formulation, program direction, and resource oversight) of all test programs of interest to the Office of the Secretary of the Army.

d. Approve all TEMPs requiring HQDA approval, as delegated by the AAE, and other test and evaluation documentation going to OSD.

e. Be responsible for software T&E policy for:

(1) Modeling and simulation (M&S) software development.

(2) M&S software use.

(3) T&E software.

2–5. Deputy Under Secretary of the Army (International Affairs)

The Deputy Under Secretary of the Army (International Affairs) (DUSA(IA)) will—

a. Provide management oversight, technical advice, and policy guidance for cooperative research, development, and acquisition related to the Army's international programs.

b. Represent the Army in various R&D standardization groups such as the NATO Army Armaments (NAAG) and Senior National Representative (SNR(A)).

c. Conclude International Agreements as signature authority on behalf of the U.S. Government for cooperative research, development, and acquisition programs.

d. Formulate acquisition policy for international RDA programs.

e. Identify and develop international cooperative opportunities for Army acquisition programs.

f. Develop a broad strategy concerning international cooperative research, development and acquisition ventures and activities.

2–6. The Vice Chief of Staff, U.S. Army

The Vice Chief of Staff, U.S. Army (VCSA) will serve as a co-chairman of the ASARC.

2–7. The Assistant Vice Chief of Staff, U.S. Army

The Assistant Vice Chief for Staff (AVCSA) will—

a. Assist the Vice Chief of Staff of the Army as the Army's representative on the Joint Requirements Oversight Council.

b. Will assist in integrating military requirements into the overall planning and programming process.

2–8. Assistant Secretary of the Army (Research, Development, and Acquisition)

The Assistant Secretary of the Army (Research, Development, and Acquisition (ASA(RDA)) will—

a. Serve as the Senior Procurement Executive, the senior science advisor to the Secretary of the Army, and the senior research and development official for the Department of the Army.

b. Manage the procurement and contracting functions, to include exercising the authorities of the head of the agency for contracting and procurement matters pursuant to laws and regulations, the delegation of contracting authority, and the designation of contracting activities.

c. Develop guidance, with the Office of the Deputy Chief of Staff for Operations and Plans (ODCSOPS), for the warfighting analysis and serve as co-proponent for the Research, Development, and Acquisition Plan (RDAP).

d. Coordinate with ODCSOPS in the preparation of the modernization portion of the program objective memorandum (POM).

e. Review and validate the RDA program and monitor the execution to include identifying programs for funding adjustments, in coordination with the Assistant Secretary of the Army Financial Management and Comptroller (ASA(FM&C)), DCSOPS, and Army Chief Information Officer (CIO/DISC4).

(1) Review and approve all RDTE and procurement budget justification not reserved to other Army Staff proponents and supplementary materials, identify and provide impact of specific procurement and RDTE changes in response to directed adjustments, and maintain the procurement and RDTE budget database.

(2) Formulate Army-wide technology base strategy, policy, guidance, and planning.

(3) Establish and validate Army technology base priorities throughout the PPBES.

(4) Serve as spokesperson for assigned portions of the Army budget request; prepare program budget decision (PBD) responses and record PBD financial data in the Research, Development, and Acquisition Information Systems Activity (RDAISA) data files; and prepare Congressional appeals or other correspondence of a programmatic or technical nature.

(5) Determine program funding recipients and monitor execution, in coordination with ASA(FM&C), DCSOPS, and CIO/DISC4.

(6) Operate and maintain the RDAISA database.

f. Establish policies and strategies for implementing acquisition reform within the Army and evaluate the effectiveness of acquisition reform.

g. Develop, manage, and approve the long-range acquisition investment analysis. This provides a structure for the timing and affordability of proposed system acquisition programs; identifies promising technological opportunities for exploitation; and assesses the potential out-year impact of the Army acquisition program on the U.S. technology and industrial base.

h. Serve as the Army's Executive Agent for the Acquisition Community's Pollution Prevention efforts in coordination with the ASA(ILE).

i. Serve as the Functional Chief for Career Programs 14 (Contracting and Acquisition) and 15 (Quality and Reliability Assurance). (See AR 690-950.)

j. Appoint a Functional Chiefs Representative (FCR) for CP-14 (Contracting and Acquisition) to represent the contracting career programs, and an FCR for CP-15 to represent Quality and Reliability Assurance programs.

2–9. Assistant Secretary of the Army (Financial Management and Comptroller)

The Assistant Secretary of the Army (Financial Management and Comptroller) (ASA(FM&C)) will—

a. Establish and publish budget policy and budget preparation instructions, coordinate and consolidate final Army budget submissions, receive and consolidate procurement and RDTE budget forms from MACOMs and PEOs. The ASA(FM&C) will coordinate the final product before submission to the Office of the Secretary of Defense (OSD) and Congress, analyze and approve all justification and supplementary Army budget materials, and identify and coordinate Army budget adjustments in response to changing fiscal guidance.

b. Manage the presentation, justification and defense of the Army budget request to OSD and the Army portion of the OSD budget review process (Program Budget Decision Cycle). Orchestrate Army Staff and Secretariat leadership testimony to Congress, and manage the congressional appeal process.

c. Manage the budget execution process through the receipt, allocation, withdrawal, and redistribution of funds; direct execution planning and administer the Army reprogramming process.

d. Participate in cost-performance trade-off studies and provide O&S cost projections.

e. Maintain responsibility for the Army Cost Position (ACP) in support of MDRs.

2–10. Assistant Secretary of the Army (Manpower and Reserve Affairs)

The Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA(M&RA)) will—

a. Monitor the Human Systems Integration (HSI) program in coordination with the Deputy Chief of Staff for Personnel (DCSPER) to ensure that analysis required by applicable DoD directives and instructions and Army regulations and policy guidance is implemented.

b. Review the Army Soldier-Oriented Research and Development Program and human performance RDTE efforts. These include research and development (R&D) programs relating to education and training, training simulation, personnel systems, manpower systems management, human factors engineering, and human performance.

c. Review and transmit to the Office of the Assistant Secretary of Defense (Force Management and Personnel) the manpower estimating data.

d. Coordinate with DCSOPS and DCSPER to ensure that the manpower, personnel, and training requirements to support new acquisition systems are integrated into the Army long-range planning processes to ensure that when fielded, the systems will be adequately manned and supported.

e. Provide policy and program advice and where appropriate, guidance to the ASA (RDA) to support implementation of statutory and regulatory acquisition career management responsibilities, for:

(1) The personnel life cycle management functions: structure, acquisition, individual training and education, distribution, deployment, sustainment, professional development and separation.

(2) Military and civilian manpower and personnel policy and management of acquisition personnel.

(3) Civilian personnel management data system requirements for the AAW/AAC and DoD and Congressional reporting requirements.

2–11. Assistant Secretary of the Army (Installations, Logistics, and Environment) (ASA(IL&E))

The Assistant Secretary of the Army (Installations, Logistics, and Environment (ASA(IL&E)) will—

a. Establish policy and oversee the development and execution of logistics management programs, installations and housing, environment, safety and occupational health management, health hazard assessment, and chemical demilitarization.

b. Oversee logistical acceptability and supportability of materiel systems to include integrated logistics support (ILS), in coordination with the Deputy Chief of Staff for Logistics (DCSLOG).

c. Oversee the establishment of the HQDA logistics position concerning the acceptability, deployability, and supportability of all programs.

d. Ensure that logistics considerations are incorporated in the warfighting analysis, in coordination with the DCSLOG.

e. Establish and maintain an organization to manage environmental acceptability and supportability of materiel systems, in coordination with the ASA(RDA).

2–12. Assistant Secretary of the Army for Civil Works

The Assistant Secretary of the Army for Civil Works (ASA(CW)) will—

a. Establish policy and oversee the development and execution of the Civil Works Program as approved and funded by the Congress.

b. Independently execute the acquisition, technical and general policy required for all activities required to accomplish the Civil Works Program.

2–13. The General Counsel

The General Counsel (GC) will—

a. Advise the AAE, Army CIO, ASARC, Army MAISRC, and the Army Acquisition Career Program Board (AACPB) concerning any legal issue which arises during the acquisition of a weapon, information, materiel system, or acquisition workforce management.

b. Exercise technical supervision of all attorneys providing legal advice relating to programs managed within the Army CIO, AAE-PEO Program Manager structure.

c. Provide legal advice in the negotiation, oversight, and review of international cooperative RDA programs.

d. Provide legal advice and review for policies relating to acquisition and the management and oversight of the Army's acquisition workforce.

2–14. Director of Information Systems for Command, Control, Communications and Computers (DISC4)

The Director of Information Systems for Command, Control, Communications, and Computers (DISC4) will —

a. Serve as the Army Chief Information Officer (CIO).

b. Serve as the military deputy to the AAE for acquisition of Army Information Technology (IT).

c. Establish and approve policies, procedures, and standards for the planning, programming, life-cycle management, domain management, and use of Army Information Technology resources.

d. Be responsible for Army software policy for Information Technology Systems and weapon systems as the Army Enterprise Architect.

e. Validate requirements, and the resourcing and prioritization of individual programs in consultation and coordination with the DCSOPS, subject to the oversight, review, and approval of the ASA(FM&C).

f. Oversee the activities of PEOs or PMs managing command, control, communications, and computer information systems acquisition programs.

g. Provide technical oversight for both AIS and weapon systems on software matters (e.g., software reuse) during the acquisition approval process.

h. Develop standards for data and interoperability of products, to include joint and combined programs.

i. Assist the DUSA(OR) in establishing software T&E policy.

j. Develop Army visual information policy, standards, and procedures.

k. Chair the Army Major Automated Information System Review Council (MAISRC) and serve as the milestone decision authority for ACAT IAC and IIA programs (see table 4-1).

l. Support the AAE, as the Army's Technical Architect, by developing and maintaining the technical architecture and systems architecture for both battlefield systems and installations.

2–15. Director of Program Analysis and Evaluation

The Director of Program Analysis and Evaluation (DPA&E) will—

a. Manage the programming phase of the PPBES.

b. Develop the POM to include resource guidance.

c. Review and analyze fiscal programs, requirements, resource planning, and resource allocation for the program years.

d. Maintain the Army portion of the DoD Future Years Defense Program (FYDP).

e. Administer the PPBES Data Management System, in coordination with OASA(FM&C).

2–16. Director of Army Safety

The Director of Army Safety (DASAF) will—

a. Develop, coordinate, and disseminate system safety program policies.

b. Manage the Army System Safety Program and its interface with the Manpower and Personnel Integration (MANPRINT) programs and other disciplines.

c. Coordinate system safety issues with Headquarters, Department of the Army (HQDA) agencies, Major Army Commands (MACOM), and PEOs.

d. Establish, coordinate, and publish annual system safety objectives for implementation by DA organizations.

2–17. Director, Office of Small and Disadvantaged Business Utilization (SADBU)

The Director of the Office of Small and Disadvantaged Business Utilization (SADBU) will—

a. Advise the AAE, ASARC and Army MAISRC concerning small business issues that arise during the acquisition of a weapon, information, or materiel system.

b. Provide policy and program advice to the ASA(RDA) to support implementation of statutory and regulatory responsibilities.

c. Develop a strategy concerning small business program goals.

d. Advise the Secretary of the Army on a regular basis with respect to small business issues arising out of a, b, and c above.

2–18. Director, Army Digitization Office

The Director, Army Digitization Office (ADO) will—

a. Oversee and coordinate the integration of Army Battlefield Digitization activities.

b. Provide to the Army leadership guidance and assistance in acquisition matters related to digitization.

c. Advise the AAE and VCSA on all matters concerning integration of digitization across the force.

d. Oversee migration of all programs to compliance with the Joint Technical Architecture - Army (JTA-Army).

2–19. Deputy Chief of Staff for Operations and Plans

The Deputy Chief of Staff for Operations and Plans (DCSOPS) will—

a. Develop Army policy and guidance for materiel requirements and combat development programs to include: the requirements generation process, HTI, and Horizontal Requirements Integration (HRI) processes.

b. Validate and integrate the review and evaluation of materiel requirements and Critical Operational Issues and Criteria (COIC) for all ACAT programs.

c. Approve or disapprove all waiver requests for nuclear and nuclear, biological, and chemical (NBC) contamination survivability.

d. Define and validate capability goals, materiel objectives, overall force structure design, and Basis of Issue Plans (BOIPs).

e. Support the Army's CIO and ASA(FM&C) in validation of requirements and the resourcing and prioritization of Information Technology Programs.

f. Establish Army priorities throughout PPBES to include RDA programs and solutions to mission needs.

g. Coordinate force modernization activities, develop modernization plans, and monitor the impact of force modernization planning and execution for the total Army, with the assistance of the ASA(-RDA) and CIO.

h. Conduct force integration analysis to assess supportability and affordability for structure, manpower, equipment, dollars, facilities, and training.

i. Serve as co-proponent for the Army Research, Development and Acquisition Plan (RDAP).

j. Develop training policy and serve as the Army Staff proponent for training.

k. Provide operations security (OPSEC) support to HQDA and MACOMs for materiel acquisition.

l. Serve as the functional proponent for the Army Operating and Support Cost Reduction (OSCR) Program.

m. Develop Army policy and guidance for the development and documentation of minimum mission essential wartime requirements (MMEWR) of combat, combat support, combat service support, medical, special operations and intelligence and security organizations.

n. Approve table of organization and equipment (TOE), BOIP, or Qualitative and Quantitative Personnel Requirements Information (QQPRI).

o. Establish policy and guidance for conduct of Analysis of Alternatives (AoA).

p. Serve as HQDA proponent for Modeling and Simulation (M&S) planning, prioritization, and programming.

q. Serve as functional CIE proponent for the OMA and RDTE budget appropriation related to CIE to include programming and funding: Active Army trainee Organizational Clothing and Individual Equipment (OCIE) requirements and authorized alterations of personal clothing as a part of the OMA budget; Senior ROTC Cadet OCIE requirements as part of the OMA budget; OMA procurement of CIE items for central funding and fielding (CFF).

2–20. Deputy Chief of Staff for Logistics (DCSLOG)

The Deputy Chief of Staff for Logistics (DCSLOG) will—

a. Be responsible for logistical acceptability and supportability of materiel systems, interoperability, ILS, materiel release, and logistics R&D programs for the Army.

b. Serve as the logistician in the materiel acquisition process for other than medical equipment, and conduct surveillance over logistics aspects of materiel acquisition and modification programs to ensure supportable systems.

c. Serve as the functional proponent for logistics-related operations and maintenance, Army (OMA), and materiel release, fielding, and transfer; the Staff proponent responsible for procurement of spares; the program director for the Army Stock Fund; and chair the Army Uniform Board (AUB).

d. Validate logistics R&D requirements.

e. Ensure that the initial spares and repair parts lines procured in the RDA accounts are in balance with the major end items in the warfighting analysis and RDAP.

f. Participate in cost-performance trade-off studies to ensure logistics considerations and readiness issues are adequately addressed.

g. Ensure, in the CAIV process, that O&S cost targets are reasonable and achievable.

2–21. Deputy Chief of Staff for Personnel (DCSPER)

The Deputy Chief of Staff for Personnel (DCSPER) will—

a. Develop, coordinate, and disseminate HSI program policy and guidance to the Army. The DCSPER will ensure that HSI is integrated into the materiel systems requirements, development, acquisition, and modification processes.

b. Oversee and execute the Army Soldier Oriented Research and Development Program and supervise human performance RDTE efforts.

c. Be responsible for wear and appearance of Army uniforms.

d. Program and fund: Active Army initial, supplemental, and clothing replacement allowance as part of the Military Personnel, Army (MPA) budget; Junior ROTC Cadet OCIE requirements as part of the OMA budget; ROTC uniform allowances as part of the Reserve Personnel, Army (RPA) budget.

e. Through the US Total Army Personnel Command (PERSCOM) will:

(1) Establish and maintain a capability to centrally manage the Army Acquisition Corps (AAC) and other centrally managed acquisition programs for both military and civilian workforce members.

(2) Establish a functional capability within PERSCOM, staffed with functional area personnel (Functional Acquisition Specialists (FAS) for civilians and assignment officers for military) for the purpose of central management of AAC and AAW personnel.

2–22. Deputy Chief of Staff for Intelligence

The Deputy Chief of Staff for Intelligence (DCSINT) will—

a. Be responsible for intelligence, counterintelligence, and security policy supporting the systems acquisition process.

b. Establish Army policy and procedures governing all security disciplines as well as intelligence and counterintelligence activities, in support of the RDA process.

c. Establish and implement threat support and documentation policy for force, combat, and materiel development activities.

d. Establish and implement Army Foreign Materiel Program policy.

e. Approve and validate threat documentation.

f. Ensure counterintelligence support to HQDA and MATDEVs for materiel acquisition.

2–23. Assistant Chief of Staff for Installation Management

The Assistant Chief of Staff for Installation Management (ACSIM) will—

a. Be responsible for installation infrastructure and environmental HQDA staff-level policy supporting the systems acquisition process.

b. Serve as the Army Installation-level Environmental MATDEV responsible for transitioning Science and Technology (S&T) results into wide scale application into the Army.

c. Provide the planning, guidance, direction, control, oversight, and support necessary to ensure systems and other research are developed in accordance with the Army Enterprise Architecture; minimize life-cycle costs; and are fielded within cost, schedule and performance baselines.

2–24. The Surgeon General (TSG)

The Surgeon General (TSG) will—

a. Serve as the Army Medical MATDEV and be responsible for medical RDTE functions.

b. Appoint an Assistant Surgeon General for Research, Development, and Acquisition (ASG(RDA)) who will serve as the Deputy for Medical Systems for the ASA(RDA).

c. Provide the planning, guidance, direction, control, oversight, and support necessary to ensure systems are developed in accordance with the Army Enterprise Architecture; minimize life-cycle cost; and are fielded within cost, schedule, and performance baselines.

d. Develop implementing policy and conduct program oversight for acquisition of combat medical systems, medical readiness and health care programs, and other assigned Army and joint service requirements.

e. Formulate, justify, defend, and execute the Other Procurement Army (OPA) appropriation program requirements and funds in support of medical combat support equipment acquisition programs.

f. Recommend to DCSOPS materiel requirements and associated priorities for medical readiness and health care programs.

g. Exercise primary responsibility for the Health Hazard Assessment Program. (See AR 40-10.)

h. Implement the Army Information Management and medical information systems acquisition program with the Army Medical Department (AMEDD).

i. Establish implementing policies and oversee execution of policies concerning use of humans as volunteers (see AR 70-25).

j. Develop occupational health standards and medical support policies for the Biological Defense Program (see AR 385-69) and Medical Defense Program (see AR 385-61).

2–25. Chief of Chaplains (CCH)

The Chief of Chaplains (CCH) will—

a. Serve as the Army MATDEV and be responsible for RDTE functions for Chaplain materiel.

b. Provide the planning, guidance, direction, control, oversight, and support necessary to ensure systems are developed in accordance with the Army Enterprise Architecture that meets military religious support mission requirements and interfaces with other Army and service systems; minimize life-cycle cost; and are fielded within cost, schedule, and performance baselines.

c. Develop policy for acquisition of military religious support systems. Manage, execute, and coordinate planning, programming and budgeting for chaplain programs and projects.

2–26. Chief of Engineers (COE)

The Chief of Engineers (COE) will—

a. Provide engineer participation on the Army Staff as it decides battlefield requirements and modernizes the force, to include the engineer perspective on research and development, and acquisition and distribution of systems and materiel.

b. Review all emerging Army digital terrain data requirements and provide technical guidance and support to Army developers regarding digital terrain data.

2–27. The Chief, Army Reserve

The Chief, Army Reserve (CAR) will—

a. Serve as the program director for that portion of the Dedicated Procurement Program pertaining to the U.S. Army Reserve.

b. Plan, program, and budget for operational support of systems that have been removed from active components but remain in the Army Reserve.

c. In support of the AAC:

(1) Formulate and administer, with the DACM, acquisition career management policy which is consistent with DAWIA.

(2) Provide recommendations on the identification and designation of acquisition and critical acquisition positions within the USAR.

(3) Ensure that the allocations of IMA soldiers filling acquisition positions are consistent with established Department of the Army priorities.

(4) Manage acquisition related personnel qualifications, selection, training, utilization and reporting requirements within the existing USAR personnel system to support the accession, career development, and promotion of USAR members of the AAC and AAW.

2–28. Chief, National Guard Bureau

The Chief, National Guard Bureau (NGB) will—

a. Appoint an NGB Chief Information Officer (CIO).

b. Serve as the program director for that portion of the Dedicated Procurement Program pertaining to the National Guard and other programs as designated.

c. Plan, program and budget for operational support of systems that have been removed from active components but remain in the National Guard.

d. Appoint a Program Executive Officer with approval from the AAE that will—

(1) Perform as the Army centralized manager for assigned programs and report directly to the Chief, NGB.

(2) Serve as the responsible management official, provide overall direction and guidance for the development, acquisition, testing, product improvements, and fielding of assigned programs, consistent with acquisition guidance provided by the AAE.

(3) Coordinate, integrate, lead, and directly control assigned Program Managers.

(4) Place primary management emphasis and oversight on cost, schedule, and performance while ensuring compliance with acceptable national policies such as environmental protection and socio-economic programs.

e. In support of the AAC:

(1) Formulate and administer, with the DACM, acquisition career management policy which is consistent with DAWIA.

(2) Provide recommendations on the identification and designation of acquisition and critical acquisition positions within the NGB and ARNG.

(3) Advise the AAE on ARNG, Active Guard and Reserve (AGR) acquisition personnel matters and acquisition position management concerns.

(4) Establish and maintain an acquisition career management program within the existing ARNG members of the AAC and AAW.

2–29. The Sergeant Major of the Army

The Sergeant Major of the Army (SMA) will—

a. Advise and assist the DCSPER to ensure that Army uniforms and related wear policies are suitable for Army enlisted personnel.

b. Advise and assist the DCSLOG to ensure that Army uniform issue and sale policies and procedures are suitable for Army enlisted personnel.

Section III
Commanders of Major Army Commands

2–30. Commanding General, U.S. Army Materiel Command

The Commanding General (CG), U.S. Army Materiel Command (USAMC), will—

a. Serve as MATDEV for assigned programs.

b. Be responsible for the RDTE, and the acquisition and logistics support of assigned materiel in response to approved requirements.

c. Provide the planning guidance, direction, control, oversight, and support necessary to ensure systems are developed in accordance with the Army Enterprise Architecture; minimize life-cycle cost; and are fielded within cost, schedule, and performance baselines.

d. Supervise, and evaluate assigned PMs and provide matrix support as requested by PEO/PMs.

e. Manage assigned technology base.

f. Plan for and provide essential logistical support for deployed equipment.

g. Serve as the single manager for conventional ammunition, pursuant to a delegation by the Secretary of the Army.

h. Manage the development, acquisition, and support of non system training aids, devices, simulators and simulations (TADSS) and system TADSS as requested by PEOs and PMs.

i. Provide survivability, vulnerability, or lethality analysis and survivability enhancement expertise for Army materiel programs.

j. Conduct developmental tests (DTs) for Army materiel systems and support operational tests (OT) as appropriate.

k. Provide support to USAMRMC regarding the medically related protection aspects in the development, testing, evaluation and readiness of CIE.

l. Develop and acquire targets, threat simulators, and unique test instrumentation for both DT and OT.

m. Exercise delegated authority and provide extended staff support to HQDA.

n. Act as the Army Executive Agent for physical security equipment.

o. Establish and maintain the Army Acquisition Pollution Prevention Support Office to support the Army Executive Agent for Acquisition Pollution Prevention efforts; provide direct environmental functional support to the Army Acquisition Community, and coordinate with ASA(ILE), PEO and non-PEO programs.

p. Manage the Army Product Engineering Services Office (APESO), and provide independent assessments of program production readiness.

q. Develop international cooperative opportunities for assigned Army acquisition programs.

r. Provide Combat Training Center (CTC) device support throughout all acquisition phases for use at one or more of the CTCs.

s. Develop and provide independent safety assessment for non-ASARC systems in support of MDRs.

2–31. Commanding General, U.S. Army Intelligence and Security Command

The Commanding General, U.S. Army Intelligence and Security Command (INSCOM) will—

a. Serve as MATDEV for assigned programs.

b. Serve as the CBTDEV and TNGDEV for strategic signals intelligence (SIGINT), information security (INFOSEC) and INSCOM sole user Intelligence Electronic Warfare (IEW) systems and be responsible for formulating doctrine, concepts, organization, materiel requirements, and objectives; prioritizing materiel needs; and representing the user in the materiel acquisition process.

c. Prepare requirements documents and serve as the Army representative during development and fielding of new SIGINT and INFOSEC systems under the purview of National Security Agency (NSA) and having sole application to U.S. SIGINT (USSS) and INFOSEC System.

d. Coordinate with the PEO or MATDEV on matters pertaining to acquisition of INSCOM sole-user SIGINT and Intelligence, Security, and Electronic Warfare (ISEW) systems.

e. Conduct developmental and operational T&E for assigned classified or secure systems, to include SIGINT equipment acquired for Army use in the USSS as specifically designated by HQDA (ODCSOPS) and in coordination with OPTEC.

f. Coordinate with the CG, TRADOC, on combat developments for INSCOM sole user ISEW systems and conduct combat developments for these systems when directed by HQDA.

g. Provide counterintelligence support to HQDA and MATDEVs for Army acquisition programs.

2–32. Commanding General, U.S. Army Space and Strategic Defense Command

The Commanding General, U.S. Army Space and Strategic Defense Command (USASSDC) will—

a. Serve as MATDEV for assigned programs.

b. Provide the planning guidance, direction, control, oversight, and support necessary to ensure systems are developed in accordance with the Army Enterprise Architecture; minimize life-cycle cost; and are fielded within cost, schedule, and performance baselines.

c. Supervise, and evaluate assigned PMs, for projects assigned to USASSDC and provide matrix support as requested by PEO/PMs.

d. Be the principal assistant and staff advisor to the Secretary of the Army and the Chief of Staff of the Army for all matters pertaining to RDTE, fielding, and logistics support of space and missile defense programs.

e. Conduct R&D for future strategic and defense concepts, and other assigned technologies.

f. Validate space and missile defense cost estimates for assigned programs.

g. Serve as the primary point of contact with the Ballistic Missile Defense Organization (BMDO) for assigned technology base activities and other assigned programs.

h. Manage the development, acquisition and support of non-system training aids, devices, simulators and simulations (TADSS) and system TADSS as requested by PEOs and PMs related to space and missile defense systems.

i. Develop and acquire targets, threat simulators and unique test instrumentation for both DT and OT related to space and missile defense systems.

j. Lead multidisciplinary integrated concept teams (ICT) to identify desired future warfighting and training capabilities for space and missile defense.

k. Formulate concepts, identify requirements for future doctrine, training, leader development, organizations, materiel and soldier (DTLOMS) for space and missile defense.

2–33. Commanding General, U.S. Army Training and Doctrine Command

The Commanding General, U.S. Army Training and Doctrine Command will—

a. Serve as the principal Army CBTDEV and TNGDEV.

b. Formulate concepts; identifies requirements for future doctrine, training, leader development, organizations, materiel and soldier (DTLOMS), and CIE; recommends priorities for force modernization changes; and represents the soldier in the acquisition process.

c. Integrate the total combat/training developments efforts of the Army.

d. Approve Army warfighting and training requirements prior to their submission to DA for prioritization and resourcing.

e. Develop and update ORDS and crosswalk the sub-system ORDs to CRD.

f. Identify desired future warfighting and training capabilities through multidisciplinary integrated concept teams (ICTs).

g. Develop System Training Plans (STRAP) to define system New Equipment Training (NET) and sustainment training strategies and training support/distance learning requirements (see AR 350-35).

h. Support T&E programs and ensure availability of critical operational issues and criteria (COIC) to support TEMP approval.

i. Develop the BOIP feeder data and QQPRI packages for training support systems.

j. Develop an operational architecture and enforce operational architectures for all systems.

k. Be responsible for performing AoAs as necessary.

l. Participate with the MATDEV in conducting cost-performance trade-off studies and establishing cost targets. Update requirement documents with changes resulting from cost-performance trade-off studies when appropriate.

2–34. Commanding General, U.S. Army Medical Command

The Commanding General, U.S. Army Medical Command (MEDCOM) will—

a. Manage and conduct the Army's Health Hazard Assessment Program.

b. Provide support to DoD components through mission area interface of Combat/Training Developers for requirements generation and materiel development on assigned programs.

c. Organize and develop information management strategic plans and policies for AMEDD information systems management as assigned by the Army CIO.

d. Execute the Army medical RDA missions through the U.S. Army Medical Department Center & School and the U.S. Army Medical Research and Materiel Command.

2–35. Commanding General, Military Traffic Management Command

The Commanding General, Military Traffic Management Command (MTMC), as the Army Transportability Agent, will—

a. Provide transportability engineering advice and analyses to MATDEV, CBTDEV and TNGDEV.

b. Provide transportability approval or identify corrective actions required to obtain approval for all transportability problem items.

c. Serve as MATDEV for assigned transportation common-user automated information systems.

2–36. Commanding General, U.S. Army Corps of Engineers

The Commanding General, U.S. Army Corps of Engineers (USACE) will—

a. Execute policy and oversee the development and execution of the Civil Works program, as directed by ASA(CW), to include:

(1) All purely Civil Works related activities including Water Control, Geographic Information Systems (GIS), supervisory Control and Data Acquisition (SCADA) and other hydropower management systems, as well as inland waterways management and control systems.

(2) All dual use (civil/military) civil engineering related activities such as Computer Aided Design and Drafting (CADD), various embedded control systems associated with energy management and control systems (EMCS), and other related technologies.

b. Establish and independently execute acquisition, technical and general policy for all civil emergency management activities.

c. Provide the planning guidance, direction, control, oversight, and support necessary to ensure systems are developed in accordance with the Army Enterprise Architecture; minimize life-cycle cost; and are fielded within cost, schedule, and performance baselines.

d. Supervise, evaluate, and exercise program direction and control over PMs of assigned programs.

e. Analyze all emerging Army systems for both digital terrain data requirements and environmental effects. Environmental effects include climate, terrain, and minimizing toxic and hazardous wastes associated with normal system test, operation, use, and maintenance.

2–37. Commanding General, U.S. Army Criminal Investigation Command

The Commanding General, U.S. Army Criminal Investigation Command (USACIDC) will—

a. Articulate the user requirements for criminal investigative equipment for field and laboratory use.

b. Be responsible for the overall design of equipment that has application in criminal investigations.

c. Coordinate with CG, INSCOM and CG, TRADOC on requirements for tactical and standard equipment with law enforcement applications.

2–38. Commanding General, U.S. Army Special Operations Command

The Commanding General, U.S. Army Special Operations Command (USASOC) will—

a. Serve as the CBTDEV, trainer and user representative for Army Special Operations Forces (SOF).

b. Prepare requirements documents for SOF peculiar equipment.

c. Formulate concepts, identify requirements for future doctrine, training, leader development, and organizations; recommends priorities for SOF materiel needs.

d. Conduct and support assigned operational test and evaluation.

Section IV
Heads of Other Army Elements

2–39. Commanding General, U.S. Army Operational Test and Evaluation Command

The Commanding General, U.S. Army Operational Test and Evaluation Command (OPTEC) will—

a. Support the materiel acquisition and force development processes through overall management of the Army's Operational Test (OT) and continuous evaluation programs.

b. Manage OSD-directed joint OT.

c. Verify correction of deficiencies reported in DTE and previous OTE.

d. Chair and manage the Test, Schedule, and Review Committee (TSARC).

e. Review TEMPs for all systems to ensure test planning and resources are adequate to evaluate operational effectiveness, suitability and survivability.

f. Conduct cost-performance trade-off analyses to ensure costs for operational testing are minimized, reasonable, and achievable. Consider modeling and simulation and alternative test events as part of cost-performance tradeoff analyses leading to operational testing requirements.

2–40. Director, U.S. Army Test and Evaluation Management Agency

The Director, U.S. Army Test and Evaluation Management Agency (TEMA) will—

a. Coordinate Army policy and resources for test and evaluation.

b. Manage Headquarters, Department of the Army staffing and approval process for Test and Evaluation Master Plans (TEMP).

c. Provide support to the DUSA(OR).

2–41. Director, U.S. Army Nuclear and Chemical Agency

The Director, U.S. Army Nuclear and Chemical Agency (USANCA) will—

a. Establish nuclear survivability criteria and nuclear, biological, chemical (NBC) contamination survivability criteria for Army materiel.

b. Monitor the Army's nuclear survivability and NBC contamination survivability programs.

c. Assist the MATDEV and CBTDEV with the application of nuclear effects and NBC contamination survivability criteria for systems and assist in the evaluation of system survivability shortfalls.

2–42. Director, U.S. Army Cost and Economic Analysis Center

The Director, U.S. Army Cost and Economic Analysis Center (CEAC), will—

a. Implement the Army Cost and Economic Analysis Program.

b. Administer the OSD Cost Analysis Improvement Group process for the Army.

c. Prepare the Component Cost Analysis (CCA) or an Independent Cost Estimate (ICE), as required.

d. Provide support to the Cost Review Board in development of the Army Cost Position (ACP) on all major acquisition programs.

e. Validate the overall cost analytical effort, and ensure that the AoA cost analysis is consistent with the ACP, as well as the costs contained in the acquisition program baseline.

f. Establish cost risk projections based on the schedule, technical and cost estimating uncertainties.

2–43. Director, U.S. Army Materiel Systems Analysis Activity

The Director, U.S. Army Materiel Systems Analysis Activity (AMSAA) will—

a. Perform and provide analytical support to the materiel developer throughout the Army systems development process.

b. Serve as the Army's Executive Agent for verification, validation and accreditation of item level performance models and simulations used in the systems development process.

c. Conduct program risk assessments in support of the acquisition decision making process.

d. Conduct system performance analyses as part of the AoA process.

2–44. U.S. Army Executive for Nuclear, Biological, and Chemical Defense Research, Development, and Acquisition (Non-medical)

The Deputy Chief of Staff for Chemical/Biological Matters, Army Materiel Command, as designated by the AAE, as the Executive for Nuclear, Biological, and Chemical (NBC) Defense Research, Development, and Acquisition (Non-medical) will—

a. Plan, program, budget, and execute all assigned Army unique Chem/BIO RDA programs. For joint Chem/Bio RDA programs, will integrate the PPBS function. Support OASA(RDA) in the role of managing facilities essential to NBC Defense RDA.

b. Serve as proponent for NBC contamination survivability of Army materiel, including developing, managing, and defending programs to meet Army and Joint Service requirements.

2–45. Commanding General, U.S. Army Safety Center

The Commanding General, U.S. Army Safety Center (USASC) will—

a. Assist the Director of Army Safety (DASAF) in developing system safety policies, objectives, and evaluation standards.

b. Develop and maintain an Army accident database for use in risk assessment decision.

c. Provide an independent safety assessment for ACAT I and ACAT II programs. Coordinate the independent safety assessments with the MATDEVs.

d. Establish, identify, and maintain a DA program of generic system safety.

e. Develop and disseminate improved system safety engineering techniques.

2–46. The Director, Communications-Electronics Research, Development and Engineering

The Director of Communications-Electronics Research, Development and Engineering will—

a. Provide matrix support to the DISC4/(CIO) in the execution of the responsibility to develop and maintain the technical architecture.

b. Serve as the Army's System Engineer and report to AAE (as the Army's Technical Architect) and report to the CIO for system engineering and technical architecture matters.

c. Establish an office of technical experts for evaluating solicitations, proposals and system designs for technical compliance; evaluating systems as they are developed to ensure technical compliance, interfacing with joint coalition technical agencies, and reporting results to the CIO for use in overall system evaluation.

d. Participate in establishment of commercial standards, providing expertise in the latest information processing technologies, and evaluating hands-on commercial technologies.

e. Serve as the point of contact for the Army Reuse Center.

2–47. Commanding General, U.S. Army Test and Evaluation Command

The Commanding General, U.S. Army Test and Evaluation Command (TECOM) will—

a. Serve as the Army's primary developmental tester for materiel systems including CIE items.

b. Plan, conduct, and report the results of Developmental Testing (DT).

c. Provide test facilities and if needed, soldier operator-maintainer test and evaluation personnel for the conduct of DT.

d. Provide safety releases to the developmental and operational testers prior to any testing using troops.

e. Ensure that a specific analysis of safety considerations is included in the test design.

2–48. Commanding General, U.S. Army Soldier Systems Command

The Commanding General, U.S. Army Soldier Systems Command (SSCOM) will—

a. Serve as the central entity for the development, integration, acquisition, and sustainment of assigned soldier and related support systems.

b. Provide the planning guidance, direction, control, oversight, and support necessary to ensure systems are developed in accordance with the Army Enterprise Architecture; minimize life-cycle cost; and are fielded within cost, schedule, and performance baselines.

2–49. Commanding General, U.S. Army Medical Research and Materiel Command

The Commanding General, U.S. Army Medical Research and Materiel Command will—

a. Serve as the medical MATDEV, logistician, and technical/development tester as directed by CG MEDCOM.

b. Serve as Assistant Surgeon General for RDA, Deputy for Medical Systems to the ASA(RDA), and act as a MDA responsible for RDTE, acquisition, and logistical support for assigned medical materiel requirements.

c. Serve as Nuclear, Biological, and Chemical (NBC) Defense Research, Development, and Acquisition Executive for medical products.

d. Provide the planning guidance, direction, control, oversight, and support necessary to ensure medical systems are developed in accordance with the Army Enterprise Architecture; minimize life-cycle cost; and are fielded within cost, schedule, and performance baselines.

e. Supervise, evaluate, and exercise program direction and control over PMs of assigned programs.

f. Conduct developmental tests, evaluations, and assessments for medical materiel systems and support operational test.

g. Act as Chief Technology Officer to maintain medical science and technology base for DOD.

h. Provide oversight for the design, organization and provisioning of AMEDD medical information user support systems, automation services and consultation.

i. Provide funding support and coordination relative to the RDTE for functional unique medical clothing and individual equipment.

2–50. Commanding General, U.S. Army Medical Department Center and School

The Commanding General, U.S. Army Medical Department and School will—

a. Serve as the medical combat, doctrine and training developer and operational tester and evaluator.

b. Develop doctrine, organizations and systems within the guidelines established by the CG TRADOC, and in accordance with Army health care standards established by TSG (see AR 40-60).

2–51. Procurement Agencies (Defense Supply Center Philadelphia (DSCP), Defense Supply Center Richmond (DSCR), General Services Administration (GSA))

The Commanders of procurement agencies in support of CIE will—

a. Execute full scale production procurement.

b. Execute distribution of CIE items IAW Army plans and priorities.

c. Prepare specifications for CIE items in coordination with SSCOM.

d. Act as the sole point of contact within DoD for deviations, waivers, warranties, or Value Engineering Change Proposals pertaining to their contracts.

2–52. Director, U.S. Army Fuze Management Office

The Director, U.S. Army Fuze Management Office (AFMO) will—

a. Provide oversight management of all fuze and safety and arming (S&A) device programs, and programs involving fuses and S&A devices, or components performing fusing and S&A functions.

b. Chair the U.S. Army Fuze Safety Review Board.

c. Manage fuze and S&A device programs as directed by higher headquarters or as requested by MATDEVs.

d. Act as the Army's focal point for fuses and S&A devices and related matters.

2–53. Commander, Defense Supply Service-Washington

The Commander, Defense Supply Service-Washington (DSS-W) will provide contracting and logistical support to DoD activities in the National Capital Region per DoDD 5335.2, Defense Supply Service-Washington (DSS-W).

2–54. U.S. Army Materiel Command (USAMC) Command Chaplain

The USAMC Command Chaplain will—

a. Execute the functions relevant to materiel development of Chaplain materiel as delegated by the Chief of Chaplains.

b. Interface with CBTDEV/TNGDEV for military religious support programs where the Army is lead agency or executive agent.

Chapter 3
Army Acquisition Workforce Policy and Management

3–1. Acquisition Workforce Policy

Acquisition workforce policy governs the accession, education, training, and career development of the military and civilian members of the Army Acquisition Workforce (AAW).

a. Accession into the Army Acquisition Corps (AAC). All critical acquisition positions (LTC and GS-14 and above positions) must be encumbered by members of the AAC. Minimum accession requirements are determined by DoD 5000.52-M, and include training, education, experience and acquisition certification. Mobility is a condition of civilian membership in the AAC. The Director, Acquisition Career Management (DACM) approves all AAC accessions.

b. Commanders and managers of AAW personnel. Commanders and managers of AAW are responsible for the education, training and career development of their workforce personnel, to include planning for and releasing AAW personnel to participate in training, education and developmental opportunities. Each civilian AAW member will have a five year Individual Development Plan (IDP), which must be updated annually. Military and civilian supervisors who manage AAW members will have, as part of the officer evaluation or civilian appraisal respectively, a major performance objective for members' career development.

c. Army Civilian Training, Education, and Development System (ACTEDS). The Deputy DACM will prepare an Acquisition ACTEDS plan that focuses on the Program Management, Acquisition Career Field. The ACTEDS plan will be used as an aid, once distributed, in the development of Individual Development Plans (IDP).

d. Certification. AAW personnel are expected to be certified at the appropriate Acquisition Career Level (ACL), either I, II, or III and in the Acquisition Career Field (ACF), commensurate with the rank or grade level and Acquisition Position Category required of the position which they hold or for which they are selected.

e. Waivers. Requests for waivers of requirements established within DAWIA, DOD, and Army implementing regulations will be considered on their merits on a case by case basis with the needs of the Army being a primary consideration.

f. Commanders and managers of AAW personnel. Commanders and managers of AAW personnel are required to conduct a review of each person assigned to a critical acquisition position for the purpose of determining whether the government and such person would be better served by an assignment to a different position. The review is to be carried out not later than five years after a person is assigned to a critical acquisition position.

3–2. Acquisition Management

The DACM is appointed by the AAE to assist in the accession, training, education, and career development of the acquisition workforce. The DACM assists the AAE in implementing Defense Acquisition Workforce Improvement Act (DAWIA) and Department of Defense regulations pertinent to the AAW. The DACM also serves as the Director, Army Acquisition Corps and approves all accessions to the Corps. The DACM's implementation strategy includes high quality education, training and other career broadening programs to enhance the AAW's technical competencies and leadership skills. The DACM will chair the Army Acquisition Career Program Board (AACPB) in the absence of the AAE.

a. The DACM will designate a Deputy Director, Acquisition Career Management, to assist in the development of policy and procedures for the management of the education, training, and acquisition experience of the AAW, as well as policy and procedures concerning accession into the AAC.

b. The Army Acquisition Career Program Board (AACPB) advises the AAE on managing the accession, training, education, retention and career development of military and civilian personnel in the acquisition workforce, on the selection of individuals for the Acquisition Corps, on the rotational review of occupants of Critical Acquisition Positions (CAP) after five years assigned to a position, and on the need to waive requirements permitted by law or regulation. The Board is chartered by the Secretary of the Army, pursuant to the authority of Sections 1202 and 1706 of the Defense Acquisition Workforce Improvement Act (Title XII of the National Defense Authorization Act for Fiscal Year 1991).

c. The Acquisition Career Management Advocate (ACMA) is the representative of PEOs and MACOMs (and AMC major subordinate commands), designated to be the command's primary point of contact for that command's AAW members on issues relevant to career management and professional development in the Army Acquisition Workforce.

Chapter 4
Acquisition Programs, Review Forums, and Program Organization

Section I
Acquisition programs and review forums

4–1. Acquisition Categories and Milestone Decision Authority

All Army acquisition programs, except highly sensitive classified programs, will be placed into one of four Acquisition Categories (ACATs) (see table 4-1) by the USD(A&T) or AAE. Highly sensitive, classified programs will comply with the policies and procedures specified in DoD 5000.2-R and this regulation based on program equivalent dollar value. The ACAT determines the level of MDA. (DoD 5000.2-R, Part 1) (See para 5-11 for CIE).

a. ACAT IC programs, delegated to the Army, are Major Defense Acquisition Programs (MDAP) for which the MDA has been designated as the AAE. These programs receive an Army Systems Acquisition Review Council (ASARC) review and require a decision by the AAE at each milestone review (see table 4-1).

b. ACAT IAC programs, delegated to the Army, are Major Automated Information Systems (MAIS) for which the MDA has been designated as the Army CIO. These programs receive an Army Major Automated Information Systems Review Council (MAISRC) review and require a decision by the CIO at each milestone review (see table 4-1).

c. ACAT II programs are acquisition programs that do not meet the criteria for an ACAT I program, but do meet the criteria for a major system. These programs are managed by a PM who reports to a PEO or a materiel command as designated by the AAE. These programs receive an Army Systems Acquisition Review Council (ASARC) review and require a decision by the AAE at each milestone review (see table 4-1).

d. ACAT IIA are Automated Information System programs that do not meet the criteria for ACAT IA, but are designated by the AAE/Army CIO for PM management and Army Major Automated Information Systems Review Council (MAISRC) review (see table 4-1).

e. ACAT III programs are non major programs (including non major AIS programs) that are designated by the AAE or CIO, due to special interest and are managed by a PM who reports to a PEO or a materiel command as designated by the AAE or CIO. These programs receive an IPR and require a decision by the PEO or the commander of the materiel developing command at each milestone review point (see table 4-1).

f. The Army will utilize the designation of ACAT IV for those programs not designated as ACAT I, II, III and to differentiate these non-major programs managed by a systems manager within a materiel command rather than by a PM. The programs receive an IPR and require a decision by the materiel command commander (or appointed designee) at each milestone review. (see table 4-1)

4–2. Milestone decision review forums

At each milestone review, the MDA must have a balanced assessment of a program's readiness to proceed into the next acquisition phase. Review forums may be formal or informal at the discretion of the MDA. (See Para. 5-11 for CIE) The policy below implements DoD 5000.2-R, Part 5.

a. ASARC/Army MAISRC.

(1) *ASARC.* The ASARC is the Army's senior-level review body for ACAT I and II Programs. The ASARC will be convened at formal milestones to determine a program or system's readiness to enter the next phase in the materiel acquisition cycle, and make recommendations to the AAE on those programs for which the AAE is the MDA. An ASARC may also be convened at any time to review the status of a program. ACAT ID Programs are subsequently reviewed by the DAB. The ASARC is co-chaired by the AAE and VCSA.

(2) *Army MAISRC.* The Army MAISRC is the body supporting the AAE and DISC4 (CIO) in their acquisition oversight role of ACAT IAC and IIA programs. The purpose of this oversight is to assist managers in resolving major issues supporting information requirements.

(3) *The Executive Secretary for the ASARC or Army MAISRC.* The Executive Secretary for the ASARC or Army MAISRC is responsible for the administrative control of the meeting. An Acquisition Decision Memorandum will be prepared by the Executive Secretary and forwarded for review and approval by the MDA. The Executive Secretary will also coordinate Army participation in the DAB/DoD MAISRC meeting.

b. ASARC/Army MAISRC membership.

(1) *Membership*

(a) Director, Information Systems for Command, Control, Communications, and Computers (DISC4).

(b) Deputy Under Secretary of the Army (Operations Research).

(c) Deputy Under Secretary of the Army (International Affairs)

(d) Assistant Secretary of the Army (Financial Management & Comptroller).

(e) Assistant Secretary of the Army (Installations, Logistics, and Environment).

(f) Assistant Secretary of the Army (Manpower and Reserve Affairs).

(g) Commanding General, Army Materiel Command.

(h) Commanding General, Training and Doctrine Command.

(i) General Counsel.

(j) Deputy Chief of Staff for Logistics.

(k) Deputy Chief of Staff for Operations and Plans.

(l) Deputy Chief of Staff for Personnel.

(m) Deputy Chief of Staff for Intelligence.

(n) Chief, Army Reserve.

(o) Chief, National Guard Bureau.

(p) Chief, Legislative Liaison.

(q) Military Deputy to the ASA(RDA).

(r) Director, Program Analysis and Evaluation.

(s) CG, OPTEC.

(t) Army Inspector General (non-voting observer)

(2) *Other attendees.* The MDA will make the final decision as to attendance at the ASARC or Army MAISRC. The Assistant Chief of staff for Installation Management; Chief of Engineers; The Surgeon General; the CG, MTMC; the CG, U.S. Army Space and Strategic Defense Command; the Commander, Safety Center; and the Chief of Public Affairs and other organizations will be invited to attend if a significant issue is identified within their area of responsibility.

c. IPR. The IPR is the review forum for all ACAT III, and IV Programs. General policies for reviews for IPR programs are the same as for ACAT I and II Programs. Reviews will be conducted at milestones and at other times deemed necessary by the MDA. The MDA or designee will chair the IPR. Agency and command members will provide a representative with authority to represent, act and commit to action on behalf of the organization.

(1) Members will include designated representatives of the following:

(a) Functional Support Organization or Staff.

(b) CBTDEV.

(c) Logistician.

(d) Trainer, if different from the CBTDEV.

(e) Independent Evaluators.

(f) Others, as determined by the IPR Chair.

(2) The documentation will be tailored to the specifics of the program at the discretion of the MDA based on recommendations from the Overarching Integrated Product Team (OIPT) and Working Level Integrated Product Team (WIPT). As a general rule, basic IPR documentation will be consistent with that required by the ASARC, Army MAISRC, and DAB.

(3) The MDA will ensure that a record is kept on all non major systems within their respective mission area to include a listing of systems, scheduled milestone reviews, audit trail of IPRs conducted, and documentation of results.

d. Review documentation and program plans. The MDA is responsible for identifying the minimum amount of documentation necessary for milestone review purposes. Only those mandatory formats called out by DoD 5000.2-R will be required. All other formats will be used as guidance only. Program plans belong to the PM and are to be used by the PM to manage program execution throughout the life-cycle of the program. Program plans, excluding the TEMP, are not required in support of milestone decisions and shall not be used as milestone documentation or as periodic reports.

4–3. Warfighting Rapid Acquisition Program (WRAP) ASARC

a. The WRAP ASARC is the review forum to review success systems resulting from AWEs, CEPs, ATDs, ACTDs, and similar experiments which have an urgent requirement for WRAP approval. The AAE will convene the WRAP ASARC at the request of CG TRADOC. The WRAP ASARC will be co-chaired by the Military Deputy to the ASA(RDA) and the Assistant Deputy Chief of Staff for Operations and Plans, Force Development. (See AR 71-9 for procedures and documentation requirements)

b. Membership includes the following or their designees:

(1) Military Deputy to the ASA(RDA)

(2) Assistant Deputy Chief of Staff for Operations and Plans, Force Development

(3) Deputy Under Secretary of the Army (Operations Research)

(4) Assistant Secretary of the Army (Financial Management and Comptroller)

(5) Assistant Secretary of the Army (Installations, Logistics and Environment)

(6) Commanding General, Army Materiel Command

(7) Commanding General, Training and Doctrine Command

(8) General Counsel

(9) Director, Information Systems for Command, Control, Communications and Computers

(10) Deputy Chief of Staff for Logistics

(11) Deputy Chief of Staff for Personnel

(12) Director, Program Analysis and Evaluation

(13) Commanding General, Operational Test and Evaluation Command

4–4. Integrated Product Teams (IPT)

a. Overarching Integrated Product Team (OIPT). For ACAT IC, IAC, II, IIA, III, and IV programs, the MDA will establish an OIPT and designate a chairperson.

(1) *Membership* The secretary/facilitator for ACAT I and II program OIPT will be the SARDA or DISC4 action officer (depending where Army Staff System Coordination resides). For ACAT III and IV programs, the MDA will identify the OIPT secretary/facilitator. OIPT membership will consist of empowered individuals appointed by: ASARC members (ACAT IC, or II programs); by Army MAISRC members (ACAT IAC and IIA programs); and the MDA (ACAT III and IV programs). Membership will be tailored to the needs and level of oversight required for the program.

(2) *Responsibilities.*

(a) Meet together and individually with the PM/PEO throughout the program progress to raise and resolve issues early, provide recommendations for tailoring and streamlining the program.

(b) Vertically link with the PM's working level IPT.

(c) Help the PM successfully achieve a milestone decision.

(d) Develop a memorandum documenting the issues/risks to be raised to the MDA with a recommendation as to whether an actual ASARC, Army MAISRC, or IPR needs to be convened, or a A paper ASARC/ARMY MAISRC/IPR@ can be held.

(e) Provide an independent assessment for the MDA in preparation for the MDR.

b. Working Level IPTs (WIPT). For all ACAT programs, WIPTs will be established. The number and membership of the WIPTs will be tailored based on the level of oversight and the program needs.

(1) WIPTs are comprised of DA and/or service/functional action officers and normally chaired by the PM or designee. WIPTs provide advice to the PM and help prepare program strategies and plans. WIPTs will focus on a particular topic(s), such as test, cost/performance (CAIV), contracting, risk management (both programmatic and safety), etc.

(2) For complex programs with a large number of WIPTs, the PM may wish to establish an Integrating IPT (IIPT), to coordinate all WIPT efforts.

Section II
Acquisition program organization

4–5. Matrix support for programs

a. This policy applies to ACAT ID, IC, IA, II, IIA, and III programs.

b. MATDEVs (e.g. PEO, PM, Product Manager) are given the authority and the resources to manage program cost, schedule, and performance (e.g., supportability). Program success requires the joint commitment of HQDA, the PEOs, and the materiel commands. The role of AMC and USASSDC (hereafter referred to, in this section, as materiel commands) is to provide the support requested by the PEOs in such a way as to ensure program success.

c. The MATDEV has the ultimate accountability for mission accomplishment until transition to functional management. The materiel commands are accountable for the quality and completeness of the functional tasks and activities provided in support of the PEO.

d. The MATDEV shall decide on the source of matrix support, either by a materiel command or contractor, based on the best value for the Army, consistent with OMB Circular A-76. If the materiel command disagrees with the MATDEV decision, then the command can elevate the issue through command channels to the AAE for resolution.

e. The materiel command which provides the matrix personnel has primary responsibility for personnel matters. However, since the MATDEV is accountable for mission accomplishment for their assigned systems, the MATDEV must have the ability to influence the performance evaluations of the matrix support personnel.

(1) For government civilian and military matrix support personnel collocated (full time) with the PEO/PM, the Materiel Command Commander and the PEO will agree on the rating chain using the following guidelines:

(a) Both the PEO/PM and the Materiel Command will be in the rating chain either as rater or senior rater.

(b) The person who assigns and monitors work on a day-to-day basis should be the rater.

(c) Collocated matrix support assignments should be reviewed for continuance every two years.

(2) When matrix support is provided to a PEO or PM on a less than full time basis (for example, functional manager services to multiple PEOs or PMs, or matrix support not collocated), then letter input to the performance evaluation will be used.

f. The relationship between the MATDEV and materiel command providing matrix support will be documented and will contain the functional tasks, to include the associated funding schedule, required by the MATDEV and the manner in which the materiel command will accomplish those tasks. If the resource requirements change, the funding should change appropriately. Updates, as necessary, will be made as support changes. No changes will be made unilaterally.

g. Resolution of functional conflicts and issues are normally resolved at the MATDEV and local materiel command level for the mutual benefit of all involved. In those rare instances in which the programmatic or functional aspects affect the Army beyond the purview of the MATDEV and materiel command, the conflict will be elevated through channels to the AAE for resolution.

h. PEOs, PMs reporting directly to the AAE, and USAMC Deputy for Systems Acquisition will limit the amount of management control and oversight personnel (government plus contractor). This is not a program restriction, but rather is to be implemented at the oversight level (PEO, PM directly reporting to the AAE, USAMC Deputy for Systems Acquisition). These personnel include those that are in direct support of the program for the purpose of overall daily

management and reporting (e.g. personnel developing programmatic paperwork - TEMP, budget reports). These personnel do not include those executing the program from the prime contractor or Government personnel who are developing systems in lieu of the traditional functions performed by the prime contractor (e.g. any personnel involved in delivering a product). These guidelines will be set annually by the PEOs, PMs reporting directly to the AAE, and USAMC Deputy for Systems Acquisition.

(1) HQDA will provide guidance to the MATDEV.

(2) This limit only applies to funds received from the Department of the Army, and does not include funds received from FMS, direct sales, or from other services or government agencies.

4–6. Establishment, transition, and termination of PM/PEO

a. Establishment. The AAE has discretionary authority to designate a program for intensive centralized management at any point in the program acquisition life cycle and may redesignate a program to a higher acquisition category level if more dedicated oversight is required (see para 2-1i). The title program, project, or product manager (PM) is only permitted to identify an individual selected by a PM Selection Board and assigned to an AAE designated PM duty position.

b. Transition. The AAE may review a centrally managed program for transition to functional management by the commander of a materiel command responsible for sustainment support when any of the following conditions exist:

(1) Six months after Initial Operational Capability (IOC) is achieved and every six months thereafter until the decision is made to transition.

(2) System reaches acceptable level of mature design, logistically supportable, and stable production.

(3) PM position is submitted to PM Selection Board to fill anticipated vacancy.

c. The AAE. The AAE reviews and approves the transfer of management responsibility for an acquisition program from centralized management by a PM to functional management by the commander of a materiel command responsible for sustainment support after the transition plan is developed and approved by the gaining functional manager and the Milestone Decision Authority.

d. Termination of PMO and programs.

(1) Termination of a PMO occurs after management responsibility for all programs assigned to the PM have transitioned to functional management or when directed by the AAE. When a PM is responsible for more than one program, the successful transition of one program will not necessarily result in PMO termination if the remaining program(s) warrant(s) continued centralized management. AAE approval of PMO termination is mandatory for both PEO and non-PEO managed programs.

(2) The AAE may review a PMO for termination when any of the following conditions exist: Program is mature design and stable production; PM position is submitted to the PM Selection Board to fill anticipated vacancy.

(3) A PMO may be terminated/disestablished when any of the following conditions exist:

(a) Program objectives are achieved and the provisions of the transition plan are met.

(b) Program objectives cannot be achieved.

(c) Program objective no longer meets the threat.

(d) Technology no longer meets the operational requirement or is no longer economically supportable.

(e) Funding support for the program is withdrawn.

(4) Terminating ACAT I, II, III, and IV Programs is accomplished by the appropriate HQ DA staff element having program oversight or the DISC4. The AAE provides final direction on the program termination after the transition plan is developed and approved.

Table 4–1
Categories of acquisiton programs and milestone decision

Program Category	Program Management	Primary Criteria ($ = FY96 constant)	Milestone Review Forum	Milestone Decision Authority
ACAT I				
ACAT ID	PEO/PM	more than $355M RDTE more than $2.135B Proc	DAB	USD(A&T)
ACAT IC	PEO/PM	more than $355M RDTE more than $2.135B Proc	ASARC	AAE
ACAT IA				
ACAT IAM	PEO/PM	excess of $30M single year excess of $120M total program excess of $360M total life-cycle costs	DoD MAISRC	ASD(C3I)
ACAT IAC	PEO/PM	excess of $30M single year excess of $120M total program excess of $360M total life-cycle costs	Army MAISRC	Army CIO
ACAT II				
ACAT II	PEO/MAT CMD CDR/PM	more than $140M RDTE more than $645M Proc	ASARC	AAE
ACAT IIA	PEO/MAT CMD CDR/PM	$10-30M single year $30-120M total program $159-360 total life-cycle costs	Army MAISRC	Army CIO
ACAT III				
ACAT III	PM	High visibility, special interest (includes AIS)	IPR	PEO/MAT CMD CDR [1]
ACAT IV				
ACAT IV	Systems Manager, or equivalent	All other acquisition programs (includes AIS)	IPR	MAT CMD CDR [2]

Notes:
1 MAT CMD CDR is PEO-equivalent level commander of a materiel developing command. MDA authority may be further redelegated at the materiel command commander's discretion no lower than a GO/SES level. Redelegation will be forwarded through channels to the ASARC Secretary (SARD-ZBA).
2 MDA authority may be further redelegated at the materiel command commander's discretion. Redelegation will be forwarded through channels to the ASARC Secretary (SARD-ZBA).

Chapter 5
Acquisition Program Design

Section I
Software and Computer Resources

5–1. Selection of Programming Languages

The Joint Technical Architecture - Army (JTA-Army) designates approved programming language standards relating to the utilization of Third Generation Languages (3GL). Army Progam Managers and organizations responsible for the software acquisition, development and maintenance should adhere to the 3GL standards set forth in the most current version of the JTA-Army. Unless specifically addressed in the JTA-Army, there are no restrictions on the use of advanced software technology or Fourth Generation Language.

5–2. Software Improvement and Reuse

a. Army Software Process Improvement (SPI) program. The SPI program establishes continuous improvement in software development capability within Army software activities.

(1) The SPI program shall be based on an initial self-assessment of existing software processes, resulting in the identification of activities and resources necessary to achieve established goals within six years of the initial assessment.

(2) Army software activities, to include remote sites, meeting the criteria will establish a SPI program. Criteria is: minimum staff of twenty in-house software personnel, or annual software development or maintenance budget of more than two million dollars.

(3) MATDEVs will encourage the identification and reuse of:

(a) Successful operational and reprogramming media and media support methods.

(b) Common software development, test, operating, maintenance and support environments.

b. Army inclusion of Software Capability Evaluations (SCE) in a solicitation. In any solicitation for a system that contains computer software, the SCE shall be used in accordance with the Army Software Improvement Policy whenever any four or more of the following conditions are present:

(1) The acquisition is part of a multiphase program, as defined in DOD 5000.2-R, and is expected to proceed beyond MS II.

(2) The estimated size of the developed software to be delivered is at least 50,000 source lines of operational code and total of 150, 000 source lines of code for all delivered software (operational, non-operational support and test, non-developmental items, and commercial off the shelf software) Code not to be delivered or maintained, such as temporary prototype code or test, is excluded from the estimates for purposes of establishing the size criteria for requiring contractor software process evaluations.

(3) The solicitation includes mission critical software components.

(4) The total estimated cost of the acquisition, including hardware, software, and all options, exceeds $10 million.

(5) The contract duration, including options, is specified as greater than two years.

(6) The software development schedule is on the critical path of a government program/project, as defined by its PM.

(7) Any portion of the software can be reasonably expected to be subcontracted. The strong likelihood that software will be subcontracted, based upon knowledge of prospective offerors prior to receipt of proposals, is sufficient to meet this criteria.

c. Software reuse. The Army will adhere to the guidance provided in the DoD Software Reuse Vision and Strategy for implementing software reuse within the Army.

(1) The following four principles are to serve as the basis for Army software reuse initiatives and support activities.

(a) The objective is systematic, not opportunistic, software reuse.

(b) The initial focus is on domain-specific reuse, performing domain analysis to determine the potential for reuse within the domain and for developing domain models and domain architectures.

(c) The army will employ acquisition strategies which reflect software engineering/re-engineering/system design as a systematic, architecture process-driven reuse approach to system software development and maintenance.

(d) Reuse is to be domain architecture driven. The domain architecture provides applications with the framework for systematic reuse of domain assets.

(2) Software reuse principles will be integrated into the software systems engineering process to incorporate systematic reuse and product-line development of software throughout the Army.

(3) PEOs and supporting MACOMs will encourage partnering and minimize duplication of software resources while maximizing return on investment.

(4) PEOs and supporting MACOMs responsible for functionally-related domains assigned and approved by the AAE will establish Domain management teams.

(a) Domain management teams will develop reusable software using domain architectures as the framework within domains under their purview. The primary consideration is on establishing architectures and developing reusable assets and system implementations against such architectures. Domain-specific application architectures will be established through domain engineering as the basis for the development and reuse of application software.

(b) Domain management teams will program funding for reuse activities within their operation control based on their reuse implementation strategy. The team will establish and maintain a structure to evolve, transition, and implement software reuse technologies. The developed reuse strategy will address a team approach to implementing the reuse policy and should focus on developing a systematic reuse program.

5–3. Post Production Software Support (PPSS)

a. For Mission Critical Computer Resources (MCCR), the MATDEV is responsible for all software support until the weapon system hardware production is complete and is responsible for the PPBES activities. A MCCR system will transition into the PPSS phase of its life cycle the first full fiscal year after the weapon system hardware production is complete. The MATDEV will plan, program, budget and execute all MCCR weapon system software support requirements until the transition of PPBES responsibilities from the MATDEV to the designated Software Support Activity (SSA) is completed. Once the transition is complete, the SSA will assume all PPBES responsibilities for the PPSS of the weapon system. PPSS requirements and funding data will be submitted by system to HQDA and will be in accordance with the Depot Maintenance OP-29 process. HQDA, ODCSOPS prioritization guidance governs the funding of the PPSS. HQ TRADOC will review the ODCSOPS prioritization guidance and recommend adjustments to PPSS priorities based on near-term battlefield requirements.

b. For AIS, the MATDEV is responsible for PPBES activities for assigned programs until the system is transitioned to the designated SSA. The MATDEV will use the Management Decision Package (MDEP) to program and budget all PPSS prior to transition to the SSA. PPSS requirements and funding data will be submitted in accordance with the CIO process funding and prioritization of AISs.

c. Procurement and/or Research, Development, Test and Evaluation (RDT&E) funds will be utilized for all software support requirements until the weapon system hardware production is completed or in support of significant modifications. OMA dollars will be utilized for software support after the weapon system hardware production is complete.

d. PPSS requirements will be categorized into the following as defined below for prioritizing and funding:

(1) Minimum Essential. Correct operational defects and maintain minimum battlefield functionality.

(2) Must Fund. Changes required to:

(a) Comply with the Army's Technical Architecture.

(b) Support OMA funded weapon and AIS system modifications and conversions.

Section II
Type classification

5–4. Type classification process

Type Classification (TC) is the process through which the MATDEV identifies the degree of acceptability of a materiel item for Army use as required in DOD 5000.2-R. TC provides a guide to authorization, procurement, logistical support, and asset and readiness reporting.

a. TC is an integral part of the process leading up to the Milestone III production approval and eventual fielding of the item. TC will be executed as part of the WIPT(s) under the control of the PM and will not duplicate any of the other functions associated with Milestone III. As with all facets of acquisition, documentation will be held to an absolute minimum. Final approval of TC is the responsibility of the MDA and that approval will be documented in the MS III Acquisition Decision Memorandum (ADM).

b. Designations are as follows:

(1) *Standard.* Standard (STD) is used for materiel items determined to be acceptable for the mission intended, capable of being supported in their intended environment, and acceptable for introduction into the U.S. Army inventory. STD is also for materiel items that are capable of being made acceptable without further development effort prior to fielding. This designation includes items that have been or are being replaced by new STD items but are still acceptable for the intended missions.

(2) *Generic.* Generic is used only for commercial and nondevelopmental items. It is essentially the first step in a two-step process when make and model are not initially known. In this situation, TC generic, based on performance specifications or a functional purchase description, is used to allow the solicitation to proceed. The second step is TC standard. TC standard must be accomplished prior to fielding when a manufacturer is selected, all testing requirements and acceptance criteria are satisfied, the make and model number are identified with the item, and a standard line item number (LIN) and national stock number (NSN) are assigned. This procedure also applies to additional procurement if a different make or model is involved.

(3) *Limited procurement.* Limited Procurement (LP) is used when a materiel item is required for special use for a limited time, and the specified limited quantity will be procured without intent of additional procurement of the item under this classification. It is used to meet urgent operational requirements that cannot be satisfied by an item type classified standard. Items designated for TC LP are those that do not qualify for adoption as standard. Unless otherwise directed by HQDA, a program review must be scheduled within 3 years of TC LP to determine the continuing need for the item and recommend an extension of the LP expiration date or reclassification to standard.

c. TC applies to each non expendable item of Army equipment that is to be separately authorized by The Army Authorization Documents Systems - Redesign (TAADS-R) (includes modification table of organization and equipment (MTOE), table of distribution and allowances (TDA), joint table of allowances (JTA) or common table of allowances (CTA)), or shown as a requirement in the TOE, unless specifically exempted. This includes subsystems, training aids and devices, peculiar support equipment, and all test, measurement, and diagnostic equipment (TMDE).

(1) In addition, certain other high density, military type expendable such as ammunition (class V), combat rations, and some durable items may be type classified.

(2) Items will only be type classified for introduction into the force if procurement is planned within the current POM period.

d. Software and certain materiel items do not require TC. However, safety and health requirements must still be met for items that contain safety or health hazards prior to their acceptance for Army use. Exempt items include the following categories (a specific listing of classes of items that are exempt from TC requirements and the required conditions is provided in DA Pamphlet 70-3):

(1) *Limited distribution items.* Examples include JTA/TDA unit and other Service-adopted items for which the Defense Logistics Agency (DLA) has responsibility for certifying production; components with issue restricted to schools, training centers, laboratories, maintenance and test activities and other selected activities; commercial items authorized only by JTA/TDA, not supported by the Army wholesale supply system; all explosive ordnance disposal tools and equipment; sets, kits, and outfits restricted to JTA/TDA, schools and training centers, laboratories or maintenance and test facilities; and NSA peculiar items, procured with NSA funds, for INSCOM Field Station TDA units.

(2) *Nonstandard items.* Certain nonstandard items, including nonstandard materiel and equipment for the support of Allies, but not used by the Army; nonmilitary administrative items such as file cabinets, adding machines, typewriters, office furniture, laundry equipment, and musical instruments; nonstandard materiel and equipment not used by the Army, but for which the Army is the DoD item manager or has life-cycle support responsibility; items for contractors or industrial facilities not used by the Army in the field and not requiring Army logistic support; items procured with nonappropriated funds; items for DoD civil defense effort; and nonstandard, nonmilitary items for the Armed Forces Radio and Television Service.

(3) *Certain commercial items.* Examples include construction materials excluding mechanical, electro-mechanical, and electronic items; leased automated data processing equipment, unless planned to procure within current POM and support through DoD logistic system; and commercial off-the-shelf TADSS, training devices.

(4) *Other.* Generally low cost, low density or one-of-a-kind and nonstandard or unique application items and equipment.

e. Items developed jointly or for other services. Items developed jointly or for other military services, Government agencies, or foreign governments will be subject to TC policies and procedures, unless waived, when acquired for U.S. Army use.

f. Items used or developed by other services or countries. Items accepted for use by other Services, DoD agencies or countries that can satisfy Army requirements will be acquired according to their approved acquisition strategies. The acceptance decision of the user Service will support Army TC; however, Army TC standard prerequisites remain applicable for these items, unless waived. In addition, foreign or allied items will be verified to meet special U.S. requirements (environmental, safety, health, or statutory), prior to TC standard.

Section III
Modification/Upgrades and Horizontal Technology Integration

5–5. Modifications/Upgrades

This section deals with modifications/upgrades as discussed in DoD 5000.2-R.

a. A modification is a change to a weapon or information system that is in production. An upgrade is a change to a weapon or information system that is no longer in production. A modification/upgrade results in a configuration change to a configuration item (see 5-5c). A configuration item is any piece of hardware, software, or both that is designated by the Government for separate configuration management. Any item required for logistics support and designated for separate procurement is a configuration item.

b. Exclusions to modifications/upgrades are:

(1) Investigation, examination, research, study, review, analysis or evaluation of ideas or suggestions for modifications/upgrades.

(2) Class II Engineering Change Proposals (ECPs).

(3) A modification/upgrade to materiel that is type classified Generic.

(4) A modification/upgrade to materiel for a special purpose or special mission. This type of modification/upgrade is temporary for a specific duration of time or specific use. The modified materiel will be returned to its original configuration after the special purpose or mission is accomplished.

(5) Repairs to hardware/software that are under warranty.

(6) Maintenance of materiel.

(7) National Security Agency and U.S. Army Intelligence and Security Command owned materiel.

(8) Research, development, test, and evaluation programs that do not result in reconfiguration of operational hardware or software.

c. Modifications/upgrades that qualify as an ACAT IA, ID, or IC will follow the guidance in DoD 5000.2-R (Part 1.4.5.2).

(1) For modifications/upgrades in support all programs, the following policy applies.

(2) The materiel developer approves Class I modifications in close coordination with the combat developer. Class I modifications affect the weapon or software systems to such an extent that any of the following requirements would be outside specified limits or specified tolerances.

(a) Form.

(b) Fit.

(c) Function,

(d) Logistics supportability,

(e) Electromagnetic characteristics,

(f) Safety,

(g) Compatibility with interfacing configuration items, support equipment, or support software, spares, trainers, or training devices/equipment/software.

(h) Any of the following contractual factors are affected: Cost to the Army including incentives and fees; contract guarantees or warranties; contractual deliveries; or scheduled contract milestones.

d. Approved modifications will be included as part of the current program acquisition strategy while approved upgrades will require a separate tailored acquisition strategy. The MATDEV is responsible for the acquisition strategy in coordination with the combat developer.

e. The MATDEV is responsible for reviewing and taking action to revise or develop other program documents to include the Acquisition Program Baseline.

f. HQDA assigns priorities for funding of modifications/upgrades.

5–6. Horizontal Technology Integration (HTI)

HTI is the application of common enabling technologies across multiple systems within a force to increase force effectiveness.

a. Implementation of HTI within the Army is the responsibility of the HTI General Officers' Working Group (GOWG). The HTI GOWG designates all Army HTI programs and monitors their progress. The GOWG does not have control over program funding and cannot approve an acquisition strategy. However, as the designation authority for all HTI programs, the HTI GOWG does determine which programs must comply with the Army's HTI funding policy.

b. HTI programs are jointly developed by an HTI PM and two or more host platform PMs and PMs of systems mounted on platforms. The host platform PMs are responsible for developing their platform specific A-Kits, which will integrate the HTI item into the platform. The HTI PM is responsible for developing the common HTI B-Kit which will be installed on all host platforms. Coordination of RDTE efforts, installation schedules, funding strategies and other programmatics will be governed by a Memorandum of Agreement (MOA) negotiated between the HTI PM and each Host Platform PM.

c. Both host and mounted system PMs are responsible for planning, programming, budgeting and execution of development funds required for their respective systems. The host system PM is responsible for all Army Procurement Appropriations funds required for both the host and mounted systems. The mounted system funds will be planned, programmed and budgeted within the host system line. The mounted system PM is responsible for providing estimates for Procurement funds to the host system PM. The host system PM will prepare all planning, programming and budgeting documentation for Procurement Appropriations in coordination with the mounted system PM, with the documents produced representing a unified position. The host system PM is also responsible to plan, program, and budget all appropriations required for the development and procurement of installation kits, integration costs and costs to install the modification. The host and mounted PMs will jointly develop the estimate for funds required for development of the installation kit.

d. If funds that are authorized and appropriated equal the amount requested in the budget, the funds will be allocated to both host and mounted system PMs in accordance with the budget submitted by the host PM. If there are deviations between funds received and the budgeted amount, the host and mounted system PMs will jointly determine the allocation of the execution funds received. Unresolved allocations issues will be arbitrated by the office of the AAE. Once an allocation decision is made, execution funds received are then released to both the host and mounted systems. The mounted system PM will receive that portion of the Procurement funding allocated for the procurement of the mounted item. Funds provided to the host system for installation of modifications, installation kits and integration costs may not be reprogrammed without approval of the office of the AAE.

Section IV
Reliability and Maintainability

5–7. MATDEV Responsibilities

a. In accordance with DoD 5000.2-R, Section 6, Part 4, Paragraph 4.3.6, the MATDEV is responsible for development and implementation of an effective R&M program, focused on achievement of operational requirements and operating and support (O&S) cost targets. This applies to all developmental programs and non-developmental item (NDI) programs, other than commercial item programs which require an Class I modification or integration to achieve established R&M requirements. The R&M program will be tailored in scope and content and be designed to ensure that the user operational reliability requirements will be met at confidence levels established by the user. Qualitative R&M based on market survey and analysis can be used in addition to quantitative R&M analysis.

b. MATDEVs are to participate in the combat or training developer efforts (e.g. Integrated Concept Teams (ICTs), Analysis of Alternatives (AoAs)) to establish R&M and other system requirements. These efforts will justify the up-front investment in R&M design, engineering and test necessary to meet ORD requirements and if required, will justify the trade-off of R&M characteristics necessary to keep within established cost targets. Throughout development and system operation, the MATDEV is to continue exploration of ways to optimize the balance between R&M investment, operational performance and support cost.

c. MATDEVs are to plan for and manage system R&M development and are encouraged to utilize reliability growth planning tools. R&M programs should be developed so that reliability parameters are demonstrated at confidence levels established for that program. Use of reliability growth curves is encouraged to evaluate progress towards meeting the established parameters. Intermediate program milestone thresholds and objectives should be developed from these curves. At program reviews, the MATDEV should relate achieved R&M values to the reliability growth planning curves in order to highlight the R&M growth, resources and risk necessary to reach or exceed system operational requirements.

d. MATDEVs are to track fielded systems failure and repair histories starting at First Unit Equipped (FUE). This effort should focus on the identification of operating and support cost drivers and lead to improvements where they are cost effective.

e. CBTDEV/TNGDEV responsibilities for defining Operational R&M requirements and the supporting OMS/MP and FDSC are contained in AR 71-9. The FDSC is to be used as the basis for assessments of operational R&M and is not to contain criticality factors and partial failures.

5–8. Defining R&M requirements

a. When reliability and maintainability requirements are included in solicitations, they should be included by specifying:

(1) Quantified reliability and maintainability requirements and allowable uncertainties (such as statistical risks).

(2) Failure definitions and thresholds (FDSC).

(3) Life-cycle usage conditions (OMS/MP). When required to support the MATDEV's plan for risk management, solicitations are

to solicit or ensure access to any prediction, modeling & simulation, and testing methods proposed to determine or control the risk in achieving quantitative reliability requirements.

b. Solicitations should solicit or ensure access to adequate information for evaluating the source data, models, reasonableness of modeling assumptions, methods, results, risks and uncertainties. Requirements to use particular models or statistical test plans are not to be specified. Solicitations should not cite any specification, standard or handbook or include language specifying "how to" design, manufacture or test for reliability. MIL HBK 217, Reliability Prediction of Electronic Equipment, is not to appear in an solicitation as it has been shown to be unreliable and its use can lead to erroneous and misleading reliability predictions.

c. R&M programs are to be structured so that R&M requirements can be demonstrated by Milestone III. Contract R&M requirements should reflect operational R&M requirements in the ORD or reflect technical values derived from them. The MATDEV is encouraged to include provisions for early investment in manufacturing and quality which prevent degradation of reliability during manufacture. Statistical Process Control (SPC), robust design, and other techniques to control or reduce process variation are encouraged for all processes identified as critical or major. Established confidence levels are to be incorporated into the assessment of contract compliance either by demonstrating the contract requirement at established confidence levels or by incorporating that confidence into the contractual requirement.

d. Information used to estimate or determine progress toward achieving R&M requirements are to be based on testing in accordance with the OMS/MP. Reliability growth projections or other prediction methods may be used to support determination that contractual reliability requirements have been met. Unless excluded by the OIPT based on input from the WIPT, assessment of R&M in accordance with the FDSC will be an objective in every system level test (technical, operational and production).

e. A R&M IPT will be held to review, classify and charge test data from system level tests planned for assessment of R&M requirements. A R&M IPT will be held prior to each milestone to determine the impact which validated corrective actions have on R&M estimates. System contractor personnel or government personnel who are developing systems may not attend as observers (USC 10 Section 2399, OT&E of Defense Acquisition Programs).

Section V
Clothing and Individual Equipment (CIE)

5–9. Scope of Clothing and Individual Equipment (CIE)

CIE items are relatively low cost items that are worn and used by the individual soldier. They are part of the soldier's equipment and integral components of the Soldier System. As such, they must be functionally compatible. CIE includes the following three categories:

a. Clothing Bag Items and Dress Uniform Items. All Army uniforms in the initial and supplemental clothing allowances contained in Common Tables of Allowances (CTA) 50-900 for enlisted; mess, dress and service uniforms for officers; and optional purchases uniform items for all soldiers (AR 670-1).

b. Optional Uniforms. Required uniforms for officers and optional uniforms for all soldiers (AR 670-1).

c. Organizational clothing and individual equipment (OCIE). Items issued to the soldiers under CTA 50-900, CTA 50-909, or CTA 50-970 or required for officer personnel. These items include, but are not restricted to cold weather, combat vehicle crewman, aircrew, desert, and nuclear, biological, and chemical (NBC) protective suits, footwear, and gloves; both medical and food service duty white uniforms (DWU); field packs and other load bearing equipment; canteens; first aid and ammunition pouches; helmets; individual cooling vests; ballistic vests; and protective eyewear (ballistic and laser).

d. ROTC clothing. All uniform clothing items provided Reserve Officer Training Corps (ROTC) and Junior ROTC cadets which are also worn by Active Army in the above mentioned categories.

5–10. Milestone Decision Authority

a. The Milestone Decision Authority (MDA) for clothing bag, mess, dress, service and optional purchase uniform items is the Chief of Staff, Army (CSA).

(1) The Army Uniform Board (AUB) is the primary review forum for clothing bag, mess, dress, service, and optional purchase uniform items. The AUB resolves issues, provides and obtains guidance, and makes recommendations to the CSA. The CSA approves the initiation of concept development and adoption of these items. The AUB will—

(a) Conduct milestone reviews on new or improved items and make recommendations to the CSA for decision.

(b) Review policies pertaining to the wear of new or improved clothing items.

(2) The requirement for an AUB meeting is usually generated by the receipt of documentation from PM-soldier requesting a formal milestone review.

(3) The AUB is chaired by Deputy Chief of Staff for Logistics (DCSLOG). Membership includes:

(a) Assistant Secretary of the Army (RDA).
(b) Deputy Chief of Staff for Personnel.
(c) Director of Requirements, ODCSOPS.
(d) Deputy Inspector General.
(e) Director Army National Guard.
(f) Chief Army Reserve.
(g) Deputy Chief of Staff for Combat Developments, TRADOC
(h) CG, Soldiers System Command
(i) Senior female officer on the Army General or Special Staff
(j) Sergeant Major of the Army
(k) A senior female representative from Assistant Secretary of the Army (Manpower and Reserve Affairs) (M&RA).
(l) A senior female noncommissioned officer.
(m) A junior enlisted female soldier.
(n) A junior enlisted male soldier.

(4) The DCSLOG is authorized to appoint an Associate Army Uniform Board (AAUB) composed of officers and noncommissioned officers to provide advice on uniform matters.

b. The MDA for OCIE is as follows: For all milestones except as noted in (1) the Commander, Soldier Systems Command approves the RDTE concept and item adoption for all assigned OCIE.

5–11. CIE Basis of Issue (BOI) Documentation

The DA Form 5965-R (Basis of Issue for Clothing and Individual Equipment (CIE))will be used to coordinate and document the BOI for new CIE items (see Appendix D for instructions on use of DA Form 5965-R).

Section VI
Other Elements

5–12. Modeling and Simulation

Modeling and Simulation (M&S) planning is part of development of acquisition strategies in support of system development IAW AR 5-11. Results will be documented as directed by the OIPT and/or WIPT.

a. Specifically, the MATDEV will ensure that an assessment be made in the following areas:

(1) Engineering Development (which includes R&D)
(2) Combat Development (Tactics, Techniques, Procedures)
(3) Test and Evaluation
(4) Training

b. All Army M&S will be compatible with the Army Technical Architecture (ATA), specifically Section 4 (Information Modeling and Data Exchange Standards) and appendix G (Modeling and Simulation Standards) of the ATA.

5–13. Performance-based requirements

Solicitations for all programs for new systems, major modifications,

upgrades to current systems, non developmental items, commercial items, to include reprocurements, replenishment, and spares will state needs, to include reliability requirements, in terms of performance specifications. Standard management approaches or manufacturing processes will not be required in solicitations and contracts. This applies to approaches or processes from any source; whether Military Standard, Military Specification, industry standard, company process, locally prepared technical document; or a process written into the system specification or other solicitation or contract document. In those very rare occasions where certain critical processes must be contractually required in order to protect both parties interest, the following applies.

a. After reviewing program complexity and risk, it may be necessary as a last resort to require potential offerors to graduated fashion, first using the contractor's own processes specified in key attributes or performance parameters, then using industry accepted standards for the critical processes, and progressing thought the least desirable step of placing government developed processes on contract. The RFP preparation team should ensure a flexible approach that encourages use of alternatives to government developed processes when specifying critical processes.

b. If, after due consideration, the government team decides to contractually specify a critical process, the program manager shall obtain a waiver from the Milestone Decision Authority. Note that existence of processes accepted under the Single Process Initiative may be cited a part of the justification for seeking such waivers. While this may be appropriate in instances where such processes are truly critical, the default should still be the elimination of contractually mandated processes.

5–14. Cost as an Independent variable (CAIV)

CAIV methodology will be utilized throughout the entire life cycle of the acquisition process to ensure operational capability of the total force is maximized for the given modernization investment. CAIV methodology entails the consideration of cost along with required system capabilities; cost is neither dominant nor dependent, but rather a peer with other capabilities. Cost will be formally considered for all Milestones after MS 0 by conducting/updating an analysis that relates cost and all system capabilities to the system's battlefield contribution. This approach is not independent of all work to determine specific capabilities, rather it is part of it. Cost performance analyses will be conducted on a continuous basis throughout the life cycle.

a. CAIV will be applied to ACAT I, II, III programs. ACAT IV programs shall use CAIV as a guideline.

b. PEOs and PMs shall plan for the conduct of cost-performance tradeoff studies. Any plans will be documented as appropriate and as directed by the OIPT and/or WIPT.

c. Aggressive cost targets for development, procurement, O&S and disposal must be established at each milestone review. Progress for achieving cost targets shall be presented at each milestone review.

d. Cost-performance objectives and cost targets shall be included in procurement documents and contractor statements-of-work, as appropriate.

Appendix A
References

Section I
Required Publications

DoDD 5000.1
Defense Acquisition (Cited in para 1-1)

DoD 5000.2–R
Mandatory Procedures for Major Defense Acquisition Program (MDAPs) and Major Automated Information System (MAIS) Acquisition Programs (Cited in paras 4-1, 4-2, 5-1, 5-5, 5-7, App B, App C)

DoDD 5000.52
Defense Acquisition Education, Training, and Career Development Program (Cited in para 1-1)

DoDD 5000.52–M
Acquisition Career Development Program (Cited in para 3-1)

Section II
Related Publications

A related publication is merely a source of additional information. The user does not have to read it to understand this publication.

DoDD 1430.13
Training Simulations and Devices

DoDD 3405.1
Computer Programming Language Policy

DoDI 5000.55
Reporting Management Information on DoD Military and Civilian Acquisition Personnel and Positions

DoDD 5000.57
Defense Acquisition University

DoDD 5000.58
Defense Acquisition Workforce

DoDD 5000.59
DoD Modeling and Simulation (M&S) Management

DODI 5000.61
DOD Modeling and Simulation Verification, Validation and Accreditation

DoDD 5160.65
Single Manager for Conventional Ammunition

DoDI 5230.22
Security Controls on the Dissemination of Intelligence Information

ADS–95–03–GD
Mandatory Course Fulfillment Program and Competency Standards

ADS–93–01–DIR, Volume I
Defense Acquisition University Directory: Satisfying Acquisition Corps Education Standards

FAR
Federal Acquisition Regulation

DFARS
Defense Federal Acquisition Regulation Supplement

AFARS
Army Federal Acquisition Regulation Supplement

AR 1–1
Planning, Programming, and Budgeting Within the Department of the Army

AR 5–5
Army Study Program

AR 5–11
Army Model and Simulation Management Program

AR 5–12
Army Management of the Electromagnetic Spectrum

AR 5–20
Commercial Activities Program

AR 5–23
Army Major Item Systems Management

AR 10–5
Organization and Functions, Headquarters Department of the Army

AR 10–16
U.S. Army Nuclear and Chemical Agency

AR 10–85
United States Army Cost and Economic Analysis Center

AR 10–87
Major Army Commands in the Continental United States

AR 10–88
Organization and Functions, Field Operating Agencies, Office of Chief of Staff, Army

AR 11–2
Army Programs Management Control

AR 11–18
The Cost and Economic Analysis Program

AR 15–41
Nuclear and Chemical Survivability Committee

AR 25–1
The Army Information Resources Management Program

AR 25–9
Army Data Management and Standards Program

AR 40–10
Health Hazard Assessment Program in Support of the Army Materiel Acquisition Decision Process

AR 70–38
Research, Development, Test, and Evaluation of Materiel for Extreme Climatic Conditions

AR 70–41
Cooperation with Allies and Other Nations in Research and Development of Defense Equipment

AR 70–75
Survivability of Army Personnel and Materiel

AR 71–2
Basis of Issue Plans (BOIP), Qualitative and Quantitative Personnel Requirements Information (QQPRI)

AR 71–9
Materiel Requirments

AR 73–1
Test and Evaluation Policy

AR 105–2 (C)
Electronic Counter-Countermeasures (ECCM)-Electronic Warfare Susceptibility and Vulnerability (U)

AR 200–1
Environmental Protection and Enhancement

AR 200–2
Environmental Effects of Army Actions

AR 350–35
Army Modernization Training

AR 350–38
Training Device Policies and Management

AR 365–16
System Safety Engineering and Management

AR 380–5
Department of the Army Information Security Program

AR 380–19
Information Systems Security

AR 380–381 (S)
Special Access Program (SAP)(U)

AR 381–1
Security Controls on the Dissemination of Intelligence Information

AR 381–11
Threat Support to U.S. Army Force, Combat, and Materiel Development

AR 381–26 (SRD)
Army Foreign Materiel Exploitation Program (U)

AR 385–16
System Safety Engineering and Management

AR 385–64
U.S. Army Explosives Safety Program

AR 525–22(S)
Electronic Warfare (EW) Policy (U)

AR 530–1
Operations Security (OPSEC)

AR 530–4 (C)
Control of Compromising Emanations (U)

AR 602–2
Manpower and Personnel Integration (MANPRINT), the Army Human Systems Integration Process for Systems Acquisition

AR 690–950
Career Management

AR 700–127
Integrated Logistic Support

AR 700–142
Materiel Release, Fielding, and Transfer

DFAS–IN PAM 37–100–96
Financial Management

Section III
Prescribed Forms

DA Form 5965–R
Basis of Issue for Clothing and Individual Equipment (CIE). (Prescribed in para 5-11.)

Section IV
Referenced Forms
This section contains no entries.

Appendix B
Management Control Evaluation Process for Major Defense Acquisition Programs at Milestone Decision Reviews

B–1. Function
The function covered by this evaluation is the acquisition of Major Defense Acquisition Programs, Acquisition Category (ACAT) I and IA.

B–2. Key Management Controls
The key management controls for this function are the milestone documentation requirements specified in DoD 5000.2-R, Mandatory Procedures for Major Defense Acquisition Programs (MDAPs) and Major Automated Information System (MAIS) Acquisition Programs.

B–3. Management Control Evaluation Process
These key management controls must be evaluated using the Milestone Decision Review (MDR) process. These management control evaluations should be included in the PEO/PM's five-year Management Control Plan (see AR 11-2). Because these management control evaluations are conducted as part of MDRs, they will follow the schedule established by each Major Program for these reviews, rather than following the uniform fiscal year schedule normally used in Management Control Plans. The Acquisition Decision Memorandum will serve as the documentation for the evaluation. This documentation must be retained on file in the program office until superseded by a more recent evaluation (i.e., the next MDR).

Appendix C
Management Control Evaluation for Non-Major Defense Acquisition Programs at Milestone Decision Reviews

C–1. Function
The function covered by this evaluation is the acquisition of Non-Major Defense Acquisition Programs, Acquisition Category (ACAT) II, IIA, III, and IV.

C–2. Key Management Controls
The key management controls for this function are the milestone documentation requirements specified in DoD 5000.2-R, Mandatory Procedures for Major Defense Acquisition Programs (MDAPs) and Major Automated Information System (MAIS) Acquisition Programs, as tailored by the MDA.

C–3. Management Control Evaluation Process
These key management controls must be evaluated using the Milestone Decision Review (MDR) process. These management control evaluations should be included in the PEO/MAT CMD CDR/PM's five-year Management Control Plan (see AR 11-2). Because these management control evaluations are conducted as part of MDRs,

they will follow the schedule established by each Major Program for these reviews, rather than following the uniform fiscal year schedule normally used in Management Control Plans. The Acquisition Decision Memorandum will serve as the documentation for the evaluation. This documentation must be retained on file in the program office until superseded by a more recent evaluation (i.e., the next MDR).

Appendix D
DA Form 5965-R

Figure D-1 gives instructions for completing DA Form 5965-R.

Block 1. Enter page number.
Block 2. Enter date initiated.
Block 3. Check appropriate block for initial or change request.
Block 4a. Enter the title as shown on the ord.[1]
Block 4. Enter ORD approval date.[2]
Block 5a. Enter line item number (LIN) assigned.[3]
Block 5. Enter item nomenclature as it will appear in SB 700-20 and CTA 50-900, the BOI detailed narrative including specific identification of individuals authorized the item and any qualifying conditions (e.g., specific MOS or duty assignment, certain geographic areas, climatic conditions, theater of operations, etc.).
Block 5c. Indicate CTA section number and enter quantity in each applicable column.[4]
Block 5d. Enter LIN being replaced/affected.
Block 6. Enter impact statement. If the item was developed using the Statement of Need-Clothing and Individual Equipment (SN-CIE), enter the title of the SN-CIE.

Note.

1. If the item was developed using the Statement of Need-Clothing and Individual Equipment (SN-CIE), enter the title of the SN-CIE.
2. If the item was developed using the SN-CIE, enter the approval date of the SN-CIE.
3. Make separate entry for each component of an ensemble or a multi component system.
4. In cases of ensemble or multi component system, show nomenclature and state whether or not it is to be issued as an ensemble followed by a separate entry for each component.

Figure D-1. Instructions for Completing DA Form 5965-R

Appendix E
Bill of Rights and Responsibilities

The PM's bill of rights and responsibilities is shown in figure E-1.

The PM's Bill of Rights and Responsibilities

⇒ *Program Managers have the RIGHT to:*

♦ *A single, clear line of authority from the Defense Acquisition Executive.*

♦ *Authority commensurate with their responsibilities.*

♦ *Timely decisions by senior leadership.*

♦ *Be candid and forthcoming without fear of personal consequences.*

♦ *Speak for their program and have their judgments respected.*

♦ *The best available training and experience for the job.*

♦ *Adequate financial and personnel resources.*

⇒ *Program Managers have the RESPONSIBILITY to:*

♦ *Accept program direction from acquisition executives and implement it expeditiously and conscientiously.*

♦ *Manage their programs to the best of their abilities within approved resources.*

♦ *Be customer focused and provide the user with the best, most cost-effective system or capability.*

♦ *Innovate, strive for optimal solutions, seek better ways to manage, and provide lessons learned to those who follow.*

Figure E-1. Bill of Rights and Responsibilities

♦ *Be candid about program status, including risks and problems as well as potential solutions and likely outcomes.*

♦ *Prepare thorough estimates of financial and personnel resources that will be required to manage the program.*

♦ *Identify weaknesses in the acquisition process and propose solutions.*

Figure E-1A. Bill of Rights and Responsibilities-Continued

Glossary

Section I
Abbreviations

AAC
Army Acquisition Corps

AACMO
Army Acquisition Career Management Office

AACPB
Army Acquisition Career Program Board

AACPB-WG
Army Acquisition Career Program Board - Working Group

AAFES
Army and Air Force Exchange Service

ACAT
Acquisition Category

ACF
Acquisition Career Field

ACL
Acquisition Career Level

ACMA
Acquisition Career Management Advocate

ACP
Army cost position

ACTEDS
Army Civilian Training, Education, and Development System

ADM
Acquisition Decision Memorandum

AFARS
Army Federal Acquisition Regulation Supplement

AIS
Automated Information System

AMC
U.S. Army Materiel Command

AMM
Army Modernization Memorandum

AMSAA
Army Materiel Systems Analysis Agency

AOA
Analysis of Alternatives

APB
Acquisition Program Baseline

APC
Acquisition Position Category

AS
Acquisition Strategy

ASA (FM)
Assistant Secretary of the Army (Financial Management)

ASA (IL&E)
Assistant Secretary of the Army (Installation, Logistics, and Environment)

ASARC
Army Systems Acquisition Review Council

ASA (RDA)/OASA (RDA)
Assistant Secretary of the Army (Research, Development, and Acquisition)/Office of the ASA(RDA)ATAArmy Technical Architecture

ATAP
Acquisition Tuition Assistance Program

ATTRS
Army Training Requirements and Resource System

AUB
Army Uniform Board

BOIP
Basis of Issue Plan

CAMB
Civilian Acquisition Management Branch

CAP
Critical Acquisition Position

CAIV
Cost as an Independent Variable

CBTDEV
Combat Developer

CCA
Component Cost Analysis

CDG
Competitive Development Group

CEAC
Cost and Economic Analysis Center

CFF
central funding and fielding

CG
commanding general

CIE
Clothing and individual equipment

CIO
Chief Information Officer

COE
Chief of Engineers

COIC
Critical Operational Issues and Criteria

CRD
Capstone Requirements Document

CS
Contractor Support CSA/OCSAChief of Staff, U.S. Army/Office of the CSA

CW
chemical warfare

DA
Department of the Army

DAB
Defense Acquisition Board

DACM
Director Acquisition Career Management

DAU
Defense Acquisition University

DAWIA
Defense Acquisition Workforce Improvement Act

DCSINT/ODCSINT
Deputy Chief of Staff for Intelligence/Office of the DCSINT

DCSLOG/ODCSLOG
Deputy Chief of Staff for Logistics/Office of the DCSLOG

DCSOPS/ODCSOPS
Deputy Chief of Staff for Operations and Plans/Office of the DCSOPS

DCSPER/ODCSPER
Deputy Chief of Staff for Personnel/Office of the DCSPER

DIA
Defense Intelligence Agency

DII
Defense Information Infrastructure

DISC4/ODISC4
Director of Information Systems for Command, Control, Communications, and Computers/Office of the DISC4

DLA
Defense Logistics Agency

DoD
Department of Defense

DoDD
Department of Defense Directive

DoDI
Department of Defense Instruction

DT
developmental test

DUSA (OR)
Deputy Under Secretary of the Army (Operations Research)

DWU
Duty White Uniforms

EA
economic analysis

ECP
Engineering Change Proposal

EW
electronic warfare

FC
Functional Chief

FCR
Functional Chief Representative

FD/SC
Failure Definition/Scoring Criteria

FUE
First Unit Equipped

FY
fiscal year

HCA
head of contracting activity

HHA
Health Hazard Assessment

HSI
Human Systems Integration

HTI
Horizontal Technology Integration

HQ
headquarters

HQDA
Headquarters, Department of the Army

ICT
Integrated Concept Team

IDP
Individual Development Plan

IIPT
Integrating Integrated Product Team

ILS
integrated logistics support

IMA
Information Mission Area

INSCOM
U.S. Army Intelligence and Security Command

IPT
integrated product team

IPR
In Process Review

ISEW
Intelligence, Security and Electronic Warfare

IT
Information Technology

JTA
joint table of allowances

LIN
line item number

LRIP
low-rate initial production

MACOM
major Army command

MARC
manpower requirements criteria

MATDEV
Materiel Developer

MCCR
Mission Critical Computer Resources

MDA
Milestone Decision Authority

MDR
Milestone Decision Review

MECI
Mission Essential Contingency Item

MER
Manpower Estimate Report

MOU
Memorandum of Understanding

MSC
Major Subordinate Command

MTMC
Military Traffic Management Command

MTOE
modification table of organization and equipment

NBC
nuclear, biological, chemical

NSA
National Security Agency

NSN
national stock number

O&S
operation and support

OCIE
Organizational Clothing and Individual Equipment

OIPT
Overarching Integrated Product Team

OMA
operations and maintenance, Army

OMS/MP
Operational Mode Summary/Mission Profile

OPSEC
operations security

OPTEC
U.S. Army Operational Test and Evaluation Command

OSD
Office of the Secretary of Defense

OT
operational test

OTE
operational test and evaluation

OUSD(A&T)
Office of the Under Secretary of Defense (Acquisition and Technology)

PBD
program budget decision

PDSS
Post Deployment Software Support

PEO
Program Executive Officer

PM
program, project, product manager

PMO
Program Management Office

POE
Program Office Estimate

POM
program objective memorandum

PPBES
Planning, Programming, Budgeting, and Execution System

PPSS
Post Production Software Support

QQPRI
qualitative and quantitative personnel requirements information

R&D
research and development

R&M
reliability and maintainability

RDA
research, development, and acquisition

RDAISA
U.S. Army Research, Development, and Acquisition Information Systems Agency

RDAP
Research, Development and Acquisition Plan

RDTE
research, development, test, and evaluation

SADBU
Small and Disadvantaged Business Utilization

SAP
Special Access Program

SIGINT
signals intelligence

SOF
Special Operations Forces

SPC
Statistical Process Control

SPI
Software Process Improvement

TADSS
Training aids, devices, simulators and simulations

TAPES
Total Army Personnel Evaluation System

T&E
test and evaluation

TC
type classification

TDA
tables of distribution and allowances

TEMP
Test and Evaluation Master Plan

TIWG
Test Integration Working Group

TMDE
test, measurement, and diagnostic equipment

TNGDEV
Training Developer

TOE
tables of organization and equipment

TRADOC
U.S. Army Training and Doctrine Command

TSARC
Test, Schedule, and Review Committee

TSG/OTSG
The Surgeon General/Office of the TSG

USACE
U.S. Army Corps of Engineers

VCSA
Vice Chief of Staff, U.S. Army

WIPT
Working Level Integrated Product Team

Section II
Terms

Army Acquisition Corps
A subset of the Army Acquisition Workforce, composed of acquisition professionals in the grade of O-4 or GS-13 and above.

Army acquisition objective
The quantity of an item required to equip the approved Army force, to sustain that force, and to sustain not-equipment-specified allies, in wartime from D-Day through the time period specified in the Army Plan.

Army Force XXI
The reconceptualization and redesign of the force at all echelons to meet the needs of a volatile and ever changing world. The force will be organized around information and information technologies (TRADOC PAM 525-5).

Acquisition function
A group of related acquisition workforce activities having a common purpose within the DoD acquisition system. See DoDI 5000.58.

Acquisition positions
Designated civilian and military billets that are in the DoD acquisition system, have acquisition duties, and fall in an acquisition position category established by the USD(A&T). See DoDI 5000.58.

Acquisition Position Categories
Functional subsets of acquisition positions. There are fourteen position categories: Program management; Program management oversight; Communication-computer systems; Contracting; Purchasing; Industrial property management; Business, cost estimating and financial management; Auditing; Quality assurance; Manufacturing and production; Acquisition logistics; Systems planning, research, development and engineering; Test and evaluation engineer-researching; Education, training and career development.

Acquisition Workforce
The personnel component of the acquisition system. The acquisition workforce includes permanent civilian and military members who occupy acquisition positions, are members of the AAC, or who are in acquisition development programs.

Army Civilian Training, Education, and Development System
The Army-wide training and career management system that develops technical, professional, and leadership knowledge, skills, and ability in civilian members as they progress from entry level to supervisory, managerial, and executive positions.

Army Enterprise Strategy
A single unified vision for the Army C4I community to strengthen our combat, combat support, and combat service support objectives. It serves as the enabler for Land Force Dominance as defined by the five objectives of the Army Modernization Plan.

Army Modernization Memorandum
A TRADOC product which contains a prioritized list of changes to doctrine, training, leader development, organizations, and materiel as solutions to needs identified in the Battlefield Development Plan. The solutions are required to accomplish future Army missions. Materiel solutions are identified in the Long-range Army Materiel Requirements Plan annex.

Army Systems Acquisition Review Council
Top level DA review body for ACAT I and II Programs. Convened at formal milestone reviews or other program reviews to provide information and develop recommendations for decisions by the AAE.

Army Uniform Board
A DA board, chaired by the DA DCSLOG, to review and recommend approval of clothing bag, mess, dress, service, and optional purchase uniform items of clothing considered for development and production.

Battle damage assessment and repair
A wartime procedure to rapidly return disabled equipment to the operational commander by expediently fixing, bypassing, or modifying components to restore the minimum essential components required for performing a specific combat mission or to enable the equipment to self-recover.

Battlefield Development Plan
A TRADOC product that provides a prioritized list of needs, based on an analysis of battlefield functions and tasks required to accomplish future Army missions.

Basis of issue
Authority which prescribes the number of items to be issued to an individual, a unit, or military activity. Basis of issue is stated in authorization documents.

Capstone Requirements Document (CRD)
A combination of two or more MNS/ORDs/ programs, which, when considered together form a system of systems. The CRD concept takes advantage of independent systems which can be integrated together to create a master system which satisfies a higher level requirement. The CRD identifies systems requirements to define a mission areas(s) and serves as a guide for ORD development, and a vehicle for program oversight. (See AR 71-9)

Career field
One or more occupations that require similar knowledge and skills. There are twelve acquisition career fields: Program management;

Communication - computer systems; Contracting; Purchasing; Industrial property management; Business, cost estimating and financial management; Auditing; Quality assurance; Manufacturing and production; Acquisition logistics; Systems planning, research, development and engineering; Test and evaluation engineering.

Career level
Groupings of education, training, and experience standards that provide the framework for progression within a career field. There are three career levels: (1) entry or basic; (2) intermediate; (3) senior.

Career paths
The range of opportunities at each career level and the optimum pathways for vertical and horizontal movement within a career field or functional area.

Career Program
Specified occupational series and functional fields grouped together on the basis of population, occupational structure, grade range, and commonality of job and qualification characteristics as designated by AR 690-950.

Certification
A process through which it is determined that an individual meets all education, training and experience standards established for a given acquisition career field of position or for membership in the AAC.

Clothing and individual equipment
A collective term that includes personal clothing, optional clothing, organizational clothing, and individual equipment that is not an integral part of the design and operation of major equipment.

Combat Developer
Command or agency that formulates doctrine, concepts, organization, materiel requirements, and objectives. May be used generically to represent the user community role in the materiel acquisition process (counterpart to generic use of MATDEV).

Concurrent engineering
A systematic approach to the integrated current design of products and their related processes, including manufacturing, test, and support. This approach is intended to cause the developers, from the outset, to consider all elements of the product life-cycle from conception through disposal, including quality, cost, schedules, and user requirements.

Continuous evaluation
A process which provides the continuous flow of information regarding system status to include planning, testing, data compilation, analysis, evaluation, conclusions, and reporting to all members of the acquisition team from the drafting of the initial Mission Need Statement through deployment reviews and assessment. The CE will be performed by all members of the acquisition team.

Critical Acquisition Position
Those senior acquisition positions carrying significant responsibility involving supervisory or management duties required to be filled by individuals in the grade GS/GM-14 or O-5 and above.

Critical operational issues and criteria
Those decision-maker key operational concerns with bottom line standards of performance which, if satisfied, signify the system is operationally ready to proceed during the production review decision.

Developmental Acquisition Position
A position designed and used to provide a period of supervised acquisition experience or training. Such positions may be at any grade level; if a developmental position is a critical acquisition position, then assignment of a person who is not a member of AAC requires a waiver. Specifically excluded from being designated as a developmental acquisition position are the positions of PEO, PM, Deputy PM, positions in which the duties involve managing or supervising acquisition personnel, and other positions that are essential to the acquisition process.

Deputy for Systems Acquisition
A position within U.S. Army Materiel Command Major Subordinate Commands (AMCOM, CECOM, TACOM) delegated to act with full authority of the Major Subordinate Command Commanding General in carrying out the systems acquisition and project management activities associated with those acquisition programs delegated to that Major Subordinate Command. Responsibilities are commensurate with a PEO or a PM directly reporting to the AAE (see para 2-2).

Director of Acquisition Career Management
The official appointed to assist the AAE in the performance of duties as they relate to the training, education, and career development of the acquisition workforce.

Functional area
A grouping of officers by career field that possess and interrelated number of tasks or skills which require significant education, training and experience.

Functional chief
An Army leader, normally a member of the Army Staff, a MACOM commander, or a member of the Secretariat, designated by the ASA(M&RA) to carry out career management responsibilities for assigned career program(s), according to AR 690-950.

Functional requirement
Administrative requirements, reports, and plans that do not directly prescribe the operational performance of a system, but are used to support a program. These fall into two general categories: those that are generated by statute (the FAR (with supplements) and the DoD directive); and those that are generated by Army regulation, handbooks, pamphlets, or local policy. The second category, those generated by DA and below, may be exempted. (See para 1-4h.) The term does not include the operational requirements established by the CBTDEV.

Fuze (Fuzing System)
A physical system designed to sense a target or respond to one or more prescribed conditions such as elapsed time, pressure, or command, and initiate a train of fire or detonation in a munition. Safety and arming are primary roles performed by a fuze to preclude ignition of the munition before the desired position or time.

Headquarters, Department of the Army
Term used in this regulation to include all DA Staff activities and the Secretariat.

Health Hazard Assessment (HHA)
The process of identifying, controlling, or eliminating health hazards during the acquisition process.

Heraldic items
Insignia (including but not limited to branch, grade, unit, and shoulder sleeve insignia), appurtenances, medals and decorations, and other awards required or authorized for uniform wear.

Human Systems Integration (HSI)
A comprehensive management and technical strategy to ensure that human performance, the burden the design imposes on manpower, personnel, and training, and safety and health aspects are considered throughout the system design and development processes.

Integrated Concept Team
An integrated team made up of people from multiple disciplines formed for the purposes of developing operational concepts, developing materiel requirements documents, developing other DTLOMS requirements documents, when desired, and resolving other requirements determination issues.

Integrated Product Team
A working level team of representatives form all appropriate functional disciplines working together to build successful and balanced programs, identify and resolve issues, provide recommendations to facilitate sound and timely decisions.

In process review
Review body for ACAT III and IV Programs. Convened at each formal milestone and at other critical points to evaluate status and make recommendations to the MDA.

Materiel Developer
The RDA command, agency, or office assigned responsibility for the system under development or being acquired. The term may

be used generically to refer to the RDA community in the materiel acquisition process (counterpart to the generic use of CBTDEV).

Matrix support
Defined as all categories of functional support provided to the materiel developer (MATDEV) necessary to execute/attain the acquisition objective, excluding the core office (TDA) capability.

Modeling and simulation
The development and use of live, virtual, and constructive models including simulators, stimulators, emulators and either (1) conceptual systems that do not exist or (2) real life systems which cannot accept experimentation or observation because of resource, range, security or safety limitations. This investigation and understanding in a synthetic environment will support decisions in the domains of RDA and analysis, or transfer necessary experiential effects in the education, training and military operations domain. Note: Army names for these domains are RDA, Advanced Concepts and Requirements, and Training, Exercises, and Military Operations, respectively.

Mission Critical Computer Resources (MCCR).
Elements of computer hardware, software, or services whose function, operation or use involves intelligence activities, cryptological activities related to national security, command and control of military forces, and/or equipment which is an integral part of a weapon or weapon system.

Operational architecture (OA)
OA contains text, graphic models to show functions and information required, graphic representations of how the Army organizes and equips to execute C4 processes, and a database to provide detailed characteristics about information exchanges, such as format (voice/data/imagery), speed of service, perishability, criticality. The OA will show relationships among organizations and functions in terms of the information they need, use, and exchange. (TRADOC is the Operational Architect)

Optional clothing
Clothing that is authorized for wear by the individual but is not a part of the initial or supplemental clothing issue. Optional clothing is not centrally procured but may be obtained through AAFES or authorized commercial sources. Examples include black wooley-pully sweater and black wind breaker.

Organizational clothing
Clothing expressly developed for military personnel use in the field during combat or training. Within prescribed limits, these items may also be used in garrison. Organizational clothing is designed to protect or support the soldier in battlefield situations and in all climatic conditions; for example, desert camouflage battle dress uniform, cold and wet weather clothing. The essential characteristic of organizational clothing is that it be suitable for the functional use intended; appearance is of a lesser priority. This clothing is requisitioned, issued, repaired, cleaned, and replaced using OMA funds based on allowances related to the organizational mission and environment.

Organizational equipment
Equipment expressly developed for military personnel use in the field during combat or training. Within prescribed limits, these items my also be used in garrison. It is normally worn or carried by the individual soldier to support mission performance and does not include items that are part of a larger or separate system. Individual equipment is designed to protect or support the soldier in battlefield situations; for example, load bearing equipment, helmets, skis, and canteens. The essential characteristic of individual equipment is suitability for the function or intended use; appearance is of a lesser priority. Individual equipment is requisitioned, issued, repaired, cleaned, and replaced using OMA funds based on allowances related to the organizational mission and environment.

Overarching Integrated Product Teams (OIPT)
The OIPT is a team appointed by the MDA, commensurate with the ACAT level, to provide assistance, oversight and independent review for the MDA, as the program proceeds through its acquisition cycle.

Personal clothing
Military-type clothing and clothing of a personal nature prescribed by the Chief of Staff, Army. Examples include service headgear, underwear, footwear, service uniforms, and component items. Enlisted personnel are provided personal clothing under the Armed Forces Clothing Monetary Allowances Policies and Regulations (DoDD 1338.18)

Post Deployment Software Support (PDSS)
PPSS is the sum of all activities required to ensure that the implemented and fielded software system continues to support its original operational mission and subsequent mission modifications once production of the system has been fielded.

Post Production Software Support (PPSS)
PPSS is the sum of all activities required to ensure that the implemented and fielded software system continues to support its original operational mission and subsequent mission modifications once production of the system is completed.

Program, Project, Product Manager
Is an HQDA board-selected manager for a system or program. A PM may be subordinate to either the AAE, PEO, or a materiel command commander. Refers to the management level of intensity the Army assigns to a particular weapon system or information system. As a general rule, a Program Manager is a General Officer or SES; a Project Manager is a Colonel or GS15; a Product Manager is a Lieutenant Colonel or GS-14.

Research, Development and Acquisition Plan
The RDAP is the HQDA long-range plan to develop and produce technology and equipment to continue the Army's modernization program. It is the starting point for the POM process.

Reusability of software modules
The extent to which a program unit that is discrete and identifiable with respect to compiling, combining with other units, and loading, can be used as source code in multiple applications, for example, a message parsing module, mathematical equation module, etc.

Reusable software asset
A software element including requirements, designs, objects, code, test data, capable of being used by a software development effort other than the one for which it was originally developed. Synonym for reusable software component.

Reuse
The application of reusable software assets, with or without adaptation to more than one software system. Reuse may occur within a software system, across similar software systems, or in widely different software systems.

Robust design
A design that is optimized to be reliable through an insensitivity to any manufacturing or any in-use environmental variability.

Safety Release
A formal document issued to any user or test organization before any hands-on training, use, or maintenance by soldiers. The Safety Release is a stand-alone risk management document which describes specific hazards and assess the associated risks of the system or item based on test results, inspections, and system safety analyses. Operational limits, precautions, and proposed means of mitigating risks are included.

Software Maintenance Technologies
The set of tools and techniques specifically developed and defined to reduce the software life cycle costs associated with PDSS, for example, a widely used, commercial software engineering environment such as the Integrated Computer Aided Software environment (ICASE), robust comments in the source code, extensive utilization of software reuse, etc.

Systems architecture (SA)
SA is the physical layout, depicted graphically, showing the relationship of the information exchange and connectivity requirements.

The SA identifies components, capabilities, and establishes interconnections among C4 components of systems. The SA can be developed for an individual system or at higher levels to depict the integration of numerous systems into a system of systems architecture. (DISC(4) is the systems architect).

Systems Manager
Generic term for the individual responsible for managing ACAT IV Programs.

Technical architecture (TA)
TA is comparable to a building code, not telling you what to build (operational architecture (AO)) nor how to build (System Architecture (SA)), but rather delineating the standards which to build to and to pass inspection. The TA identifies a framework of standards and includes top level system specifications, architectural diagrams for technical interface specifications. (AAE is the Technical Architect).

Test, measurement, and diagnostic equipment
Any system or device used to evaluate the operational condition of an end item or subsystem thereof, or to identify or isolate any actual or potential malfunction. The TMDE includes diagnostic and prognostic equipment, semi-automatic and automatic test equipment (with issued software), and calibration test and measurement equipment.

Total Life-Cycle Competition Strategy
Describes the technical and contracting methods for maximizing effective competition, with an objective of full and open competition, throughout the system's life-cycle. Addresses entire system to include end item(s), components, and spare parts in light of breakout, spares acquisition integrated with production, support services and other software, and acquisition of technical data and data rights.

Training Developer
Command or agency that formulates, develops, and documents or produces training concepts, strategies, requirements (materiel and other), and programs for assigned mission areas and functions. Serves as user (trainer and trainee) representative during acquisitions of their approved training materiel requirements (MNS and ORD) and training program developments.

Training devices
Training aides, devices, simulators, and simulations (TADSS) which simulate or demonstrate the function of equipment or weapon system. These items are categorized as follows:

a. *Stand-alone TADSS.* An autonomous item of training equipment designed to enhance or support individual or collective training.

b. *Embedded.* Training capabilities designed to be built into operational systems to enhance and maintain the skill proficiency necessary to operate and maintain that system. Embedded training capabilities encompass four training categories: individual or operator, crew, functional, and force level.

c. *System.* System TADSS are designed for use with a system, family of systems, or items of equipment, including subassemblies and components.

d. *Non system.* Non system TADSS are designed to support general military training and non system-specific training requirements.

e. *Simulator.* A generic term used to describe/identify a type of equipment used to represent tactical and operational systems in training and testing. A simulator has one or more characteristics which provide the appearance and attributes of actual systems with a prescribed degree of fidelity to support individual, crew, and crew subset training.

f. *Simulation.* The process of conducting training and/or testing within a representation of an actual operational environment in support of individual, crew, subsets of crews, and command and staff training under various selected conditions and strategies. Simulations are usually programmed for solution through a computer or may be free play military exercises or war games.

Working Level Integrated Product Team (WIPT)
A WIPT is an IPT that meets to help the PM plan, program, structure and documentation and resolve issues.

Section III
Special Abbreviations and Terms

The following special abbreviations and terms are not listed in AR 310–50.

AAE
Army Acquisition Executive

AAMS
Army Acquisition Management System

AAW
Army Acquisition Workforce

ACTD
Advanced concept technology demonstration

ATD
Advanced technology demonstration

AWE
Army warfighting experiments

CON
Contingency

CEP
Concept evaluation program

CS
contractor support

DOTE
Director of Operational Test and Evaluation

DPAE
Director of Program Analysis and Evaluation

FD/SC
Failure Definition/Scoring Criteria

FYDP
Future Years Defense Program

HSI
Human Systems Integration

ISEW
Intelligence, Security, and Electronic Warfare

ITTS
Instrumentation, Targets, and Threat Simulators

OSCR
Operating and Support Cost Reduction

OMS/MP
Operational Mode Summary/Mission Profile

USASSDC
U.S. Army Space and Strategic Defense Command

Index

This index is organized alphabetically by topic and by subtopic within a topic. Topics and subtopics are identified by paragraph

number.

AAE (See Army Acquisition Executive).
Acquisition category, 2-1, 4-1, 4-6
Acquisition corps (See personnel, management.)
Acquisition management, 3-2
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