
CONTRACT ADMINISTRATION FOOTPRINT



Contents

DCMA Timeline	3
Understanding Who We Are: “Three Initiatives of Intent”	4
How the Multifunctional Team Fits Within the DCMA Structure	5
Documentation Tips	17
FAR System Guiding Principles (FAR 1.102)	19



This document supplements the webpage and videos by elaborating on the DCMA history, structure, mission, and roles so that you have a solid background to build on as you learn specific aspects of your function. **READ** these pages to **DISCOVER DCMA**. Use what you learn as the basis for your networking discussions.

DCMA Timeline

Each discovery should travel through history. Here we touch on a few important points in time just so that you know a little about where we've been as you **DISCOVER DCMA**.

Early 1990s

The Defense Contract Management Command (DCMC) is established within the Defense Logistics Agency (DLA) to:

- Consolidate Military Contract Administration Services (CAS) organizations
- Promote consistent CAS execution processes
- Upgrade the quality of the CAS workforce
- Eliminate overhead and reduce payroll costs
- Ensure one face to industry from the Department

2000

Department of Defense (DoD) Directive 5105.64 establishes DCMA as its own agency and defines its mission: "DCMA shall perform Contract Administration Services (CAS) and Contingency Contract Administration Services (CCAS) for the DoD, other authorized Federal agencies, foreign governments, international organizations, and others as authorized." [Defense Contract Management Agency](#)

2018

DCMA's mission is updated. "We are the independent eyes and ears of DoD and its partners, enhancing warfighter lethality by ensuring timely delivery of quality products, and providing relevant acquisition insight supporting affordability and readiness."

DCMA approves \$630* million in contractor payments...every day.

This equates to warfighter capability such as protective equipment, transportation, logistics, technology and everything needed for mission success. (*the dollar amount changes)

You are now a part of this team. Are you up for the challenge? Read the excerpts from the "Three Initiatives of Intent" presented by Vice Admiral David H. Lewis, Director, DCMA. His powerful message will help you to understand our mission and the value each of you add in supporting the warfighter.

Understanding Who We Are: “Three Initiatives of Intent”

Vice Admiral David H. Lewis, Director, DCMA

We Deliver

“We are, first and foremost, a product delivery organization. Our Nation’s warfighters expect our industry counterparts to deliver the equipment and systems they need to fight and win our Nation’s wars, and DCMA is the Department of Defense (DoD) organization tasked to make sure that happens at the factory floor. Timely, effective product delivery requires insightful and proactive integration across contracting, engineering, quality assurance, finance, information technology, and program management. We must always perform as an integrated team; a team focused on the singular, common goal of product delivery.

We Must Always Provide “Best Value” to the Nation

All of the services provide product delivery and contract administrative functions. DCMA was built to be the most efficient, effective and affordable way to deliver DoD warfighting equipment manufactured by our industry counterparts. If we are not always the most efficient, effective and affordable provider, there is no need for DCMA.

Today, we have far more demand for our services than we can accommodate with our current methods and workforce. Therefore, we must constantly assess the value we provide through our work against the cost to provide it, across the full spectrum of our mission. We must always be ready to respond to changing DoD Program requirements, resource allocations and industry capabilities by modernizing our methods, improving our tools and, most critically, being flexible with our workforce assignments and professional skill sets so that we deliver the best value to both the warfighter and the taxpayer.

Work Smarter. Not Harder

We live in a rapidly changing world. What was great last year may only be good today, and could be clearly headed for awful by next year. If we stand still, we will fail to deliver the best possible product to our customers and fail to meet our mandate of efficient, effective and affordable service. Information technology, manufacturing processes, quality assurance, business systems, and test and evaluation are all evolving and improving in new and exciting ways. We must not only keep up, we must be the Department’s leaders and innovators in performing our work, adapting to and leveraging these changes in order to better deliver products at ever lower costs. We must provide insight as well as oversight.”

Responses to these questions can lead to better oversight. **Effective.** How can we do it better? **Efficient.** How can we reduce our cost? **Affordable.** How can we reduce the product cost?

One way to respond to those questions is through enhanced, effective teamwork within your multifunctional team. The next section delves deeper into what you learned in YOUR Multifunctional Team by looking at what guides the team, understanding the DCMA structure, and roles.

How the Multifunctional Team Fits Within the DCMA Structure

What Guides the Team’s Work?

When a contract is assigned to DCMA for administration under FAR Subpart 42.2, Contract Administration Services (CAS), we will perform contract administration functions in accordance with 48 CFR Chapter 1, the contract terms, and unless otherwise agreed to in an inter-agency agreement, the applicable regulations of the servicing agency. You will live by the FAR and DFARS and should reference them often.

The contracting officer normally delegates the contract administration functions that are listed in FAR Subpart 42.303(a)(b) and Department of Defense Federal Acquisition Regulation Supplement (DFARS). There are nearly 100 different contract administration functions for the contracting officer to retain or delegate to the contract administration office (CAO). However, the following functions cannot be retained by the contracting officer unless the cognizant Federal agency has designated the contracting officer to perform these functions.

Negotiation of forward pricing rate agreements—These are written agreements negotiated between a contractor and the Government to make certain rates available during a specified period for use in pricing contracts or modifications. These rates represent reasonable projections of specific costs that are not easily estimated for, identified with, or generated by a specific contract, contract end item, or task. These projections may include rates for such things as labor, indirect costs, material obsolescence and usage, spare part provisioning, and material handling. [FAR 2.101\(Reference \(e\)\)](#).

Establishment of final indirect cost rates and billing rates—Final indirect cost rate proposals are covered in FAR clause 52.216-7(d) (Reference (d)) where it explains that a “Contractor shall submit an adequate final indirect cost rate proposal to the Contracting Officer (or cognizant Federal agency official) and auditor within the 6-month period following the expiration of each of its fiscal years.” FAR 52.216-7(d)(2)(iii) (Reference (d)) identifies the criteria for an “adequate indirect cost rate proposal.” [FAR 52.216-7\(d\)](#)

Determination of contractor’s compliance with Cost Accounting Standards including disclosure statement adequacy and compliance—The Administrative Contracting Officer (ACO) shall ensure the appropriate CAS clauses are incorporated into the contract during contract receipt and review. Disclosure statement describes the contractor’s cost accounting practices and procedures. Reference DCMA policy on Cost Accounting Standards (CAS) Administration. [FAR Subpart 30.201-4](#)

Determination of adequacy of contractor’s accounting system—[FAR 42.3](#) stipulates, “The contractor’s accounting system should be adequate during the entire period of contract performance. The adequacy of the contractor’s accounting system and its associated internal control system, as well as contractor compliance with the Cost Accounting Standards (CAS), affect the quality and validity of the contractor data upon which the Government must rely for its management oversight of the contractor and contract performance.”



Take a minute to access the links provided to find the actions listed. You may want to bookmark them for future reference.

What Current DCMA Experiences Can You Build On?

Skim DCMA Insight Magazine to learn about DCMA experiences. Look at the article *Balancing Communication*, pp. 19-21 for stories about the synergy of the multifunctional team and how it built relationships with customers to solve problems and work efficiently. You will also learn about an innovative tool they developed to enhance communication. [DCMA Insight Magazine 2018](#) Select F11 to resize as necessary.



What innovative ideas sparked your attention from this publication that might be applied to your work based on what you have seen in your short time with DCMA? What knowledge and experience do you bring to DCMA that aligns with your work?



How do you fit within the DCMA structure? Take some time now to learn about how DCMA is structured.

DCMA Structure

The Contract Administration Footprint includes the Defense Acquisition Community organizational chart showing the chain of command, the DCMA offices throughout the world, the buying command (some of our customers), products that our customers contract to buy, and the Defense Industrial Base (supply chain) that supports production.

DCMA primarily provides CAS support to buying commands: Army, Air Force, Navy, Marine Corps as well as other DoD agencies and Foreign Military Sales. It also serves as a Combat Support Agency reporting to the Joint Chiefs of Staff.

As a Combat Support Agency (CSA), DCMA has a vital role in maintaining / deploying a Contingency Readiness Force (CRF) to support combat, contingencies, emergency operations, and humanitarian and civic assistance activities as appropriate when authorized by the Secretary of Defense. Other CSAs include:

- Defense Intelligence Agency
- Defense Information Systems Agency
- Defense Health Agency
- Defense Logistics Agency
- Defense Threat Reduction Agency
- National Geospatial-Intelligence Agency
- National Security Agency



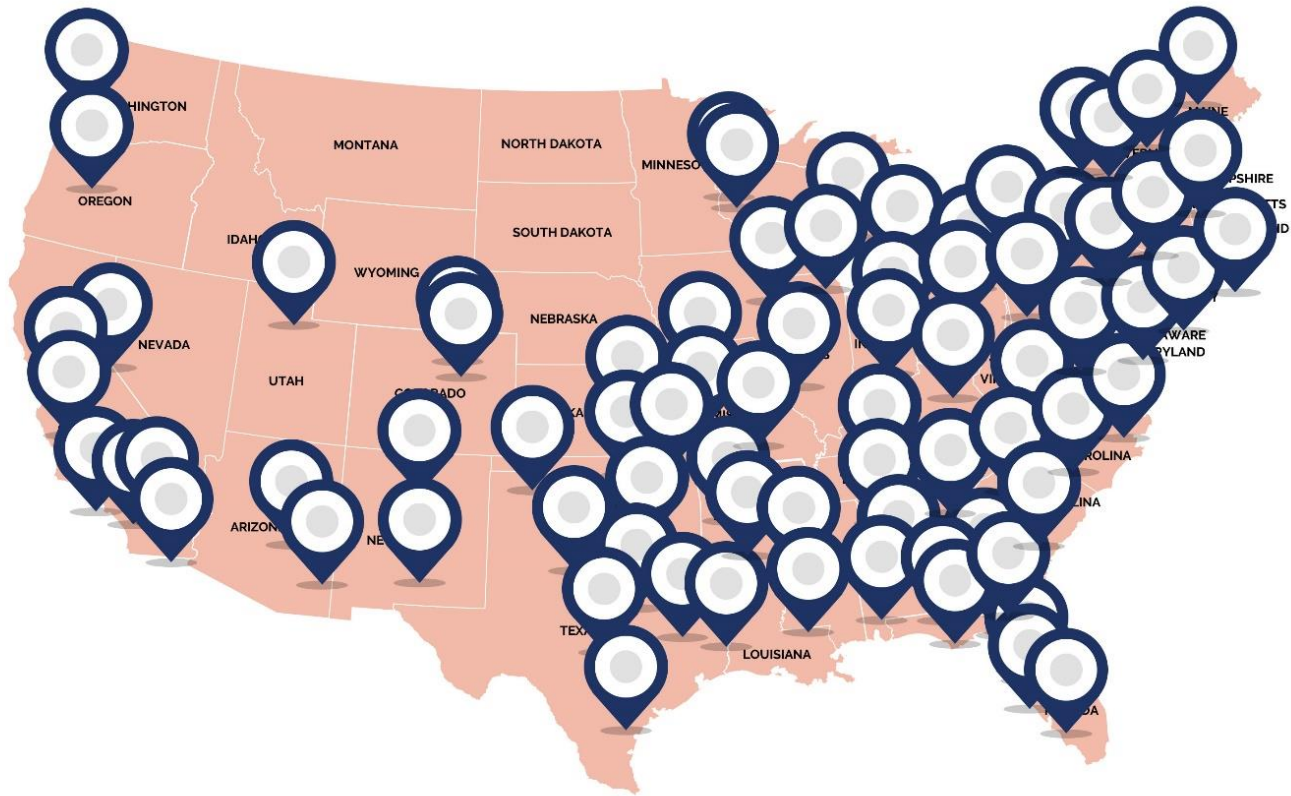
DCMA, headquartered in Ft. Lee, Virginia, employs nearly 12,000 people all over the world in over 1,000 permanent locations ensuring the warfighters get what they need when they need it, and at the right cost. You will learn more about this in a few minutes as you review some maps.

Contract Management Offices (CMOs)

CMOs provide full service on-site support and generate acquisition insight. They may be resident or in-plant, located at a contractor facility, or provide support on a geographical basis otherwise known as GEO CMOs. Most DCMA employees work in CMOs and are the on-site eyes and ears of the buying commands. They provide:

- Insight into business systems and ensure compliance
- Analysis of contractor performance capability
- Assessment of contractor progress and authorize payments
- Acceptance of products for military services

These two graphics show a map and list the CMOs located throughout the country.



DCMA HEADQUARTERS (HQ) AND OFFICES

Western Region HQ: Carson, CA

- Boeing: Huntington Beach, CA
- Denver, CO
- Lockheed Martin: Denver, CO
- Lockheed Martin: Sunnyvale, CA
- Los Angeles, CA
- Palmdale, CA
- Phoenix, AZ
- Raytheon: Tucson, AZ
- Santa Ana, CA
- Stockton, CA
- NASA Product Operations (NPO): San Antonio, TX

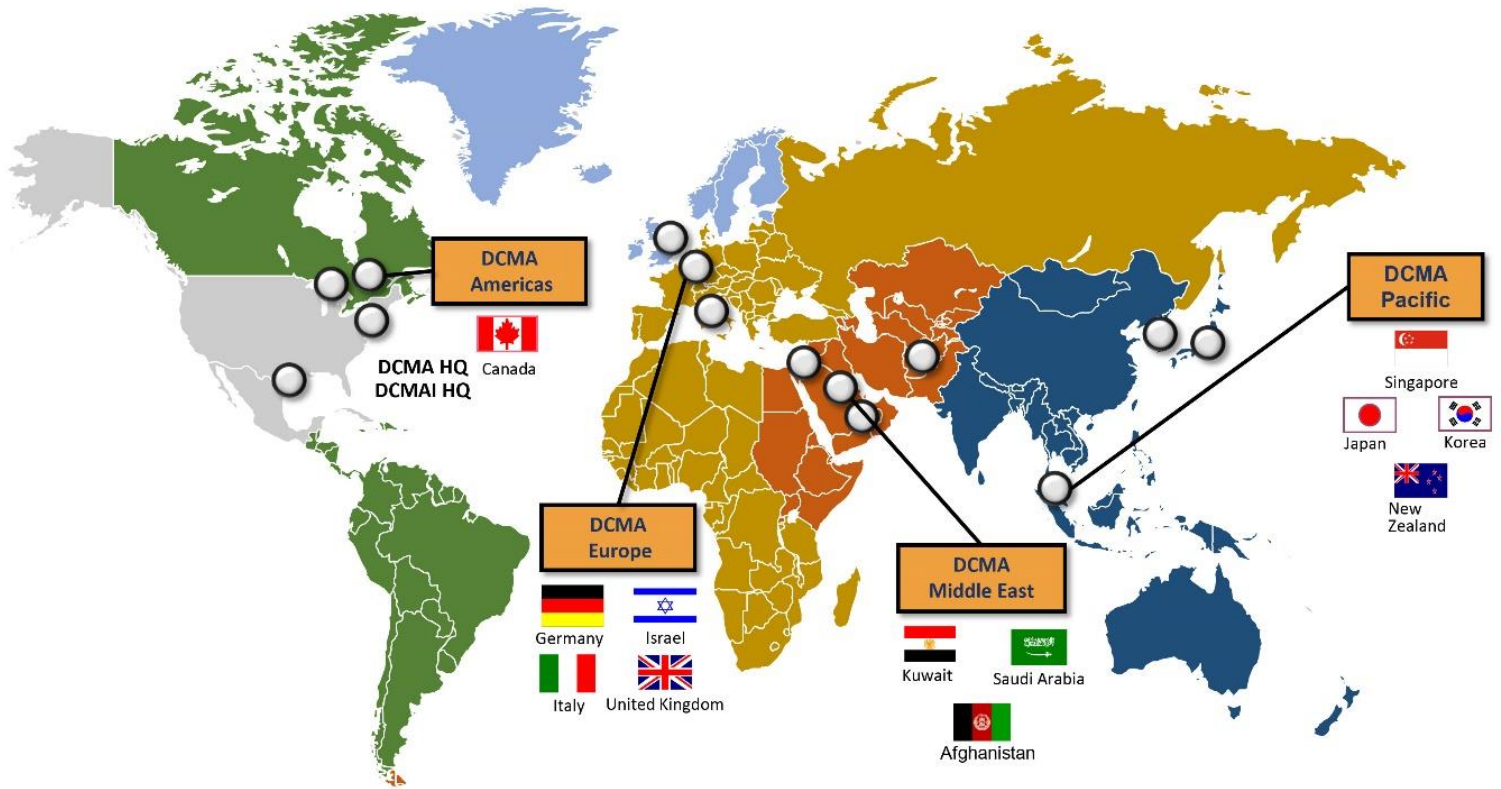
Central Region HQ: Chicago, IL

- Belle Helicopter: Ft. Worth, TX
- Boeing: St. Louis, MO
- Chicago, IL
- Dallas, TX
- Dayton, OH
- Detroit, MI
- Huntsville, AL
- Lockheed Martin: Ft. Worth, TX
- Twin Cities, MN
- Aircraft Integrated Maintenance Office Operations (AIMO): St. Augustine, FL

Eastern Region HQ: Boston, MA

- Atlanta, GA
- Baltimore, MD
- Boeing: Philadelphia, PA
- Boston, MA
- Garden City, NY
- Hampton, VA
- Hartford, CT
- Lockheed Martin: Marietta, GA, Moorestown, NJ, Orlando, FL
- Manassas, VA
- Orlando, FL
- Philadelphia, PA
- Raytheon: Tewksbury, MA
- Sikorsky Aircraft: Stratford, CT
- Springfield, NJ
- Aircraft Propulsion Operations (APO): Hartford, CT
- Naval Special Emphasis Operations (NSEO): Philadelphia, PA

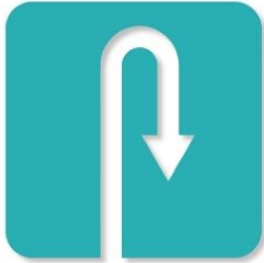
Skim the map for the many DCMA international locations. As you sharpen your professional skills, you may become eligible for international assignments or professional rotations.



Now that you have an idea of the numerous DCMA locations throughout the world, revisit the DCMA Insights publication. Look at “By the Numbers” to see what we have accomplished and the scope of work that your multifunctional team supports!

ROI: 4.3 TO 1

In fiscal year 2017, DCMA saved, recovered or cost avoided \$6.03 billion against a \$1.4 billion budget. That's a 4.3 to 1 return on taxpayer investment.



Recovered

\$2 billion – Litigation, contract terminations and property claims



Saved

\$577 million – Earned value streamlining efforts, final incurred cost rate settlements



Cost Avoided

\$2.9 billion – Commercial pricing, worker's compensation claims and EEO settlements

DCMA Insights, excerpt from By the Numbers, 2018

The Defense Industrial Base (DIB)

The DoD has limited internal organic capabilities in the form of supplies, materials and services to meet the needs of warfighter capability. Therefore, we augment those requirements by reaching out to industry which facilitates competition, innovation and leading-edge technologies. While we depend on the DIB to perform many of our business capabilities, we need to adhere to the requirements of the Buy American Act, Qualified Countries and other guidance.

The DIB includes the U.S. Government and the private sector worldwide industrial complex with capabilities to perform research and development (R&D), design, produce, deliver, and maintain military weapon systems, subsystems, components, or parts to meet military requirements. The DIB includes hundreds of thousands of domestic and foreign entities and their subcontractors performing work for DoD and other Federal departments and agencies. Defense-related products and services provided by the DIB equip, inform, mobilize, deploy, and sustain forces conducting military operations worldwide.

The DIB does not include commercial infrastructure that provides, for example, power, communications, transportation, and other utilities that DoD warfighters and support organizations use to meet their respective operational needs. Those commercial infrastructures are addressed by the other Sector Specific Agencies (SSAs) and through dependency analysis.

Reference: [DCMA 360](#)

Roles and Responsibilities

This section explores the many facets of the DCMA functional specialist and some others who you interact with at work. You will learn about contributions to our mission, responsibilities and functions performed by the multifunctional team, and the capabilities required for organization success. You will also see lists of the different types of people who are currently participating in this journey through the DCMA Multifunctional Orientation.

As you Discover DCMA and grow in your career you may have opportunities to contribute in a similar way. Refer to the Careers section in the [DCMA website](#) for more information about roles and career growth.

Read the chart on the next page. Think about the connection between functional contributions of your new teammates and these mission statements.

Summary of Missions and Functions

Missions	Functions
<p>Contracting Administration Support and Services (Contracting)</p> <p>Provide contract administration support and advice on all contract related matters and improve the overall contracting mission.</p>	<ul style="list-style-type: none"> • Provide preaward support • Monitor contract performance • Identify potential performance risks throughout the entire contract lifecycle • Support contract negotiations • Negotiate and execute Administrative Contracting Officer (ACO) mods • Review and process progress payments, vouchers, and invoices • Conduct contract closeout • Ensure Cost Accounting Standards compliance • Resolve contract disputes • Monitor and approve contractor business systems
<p>Engineering and Technical Services</p> <p>Provide our customers the FAR driven engineering, software and manufacturing in-plant services for compliance oversight and insight they need to meet our warfighter’s needs.</p>	<ul style="list-style-type: none"> • Influence contractor performance, and engineering and technical process compliance through in-plant risk-based surveillance, analysis, follow-on actions and reporting • Provide acquisition insight to DoD decision-makers based on engineering and technical knowledge gained through on-site surveillance of contractor activities • Provide engineering and technical services and expertise on-site to ensure contract cost, schedule and technical compliance • Support customer contract technical requirements and changes via on-site engineering and software evaluations and recommendations
<p>Manufacturing and Production</p> <p>Provide manufacturing & production support by verifying and validating that each contractor has the manpower, machinery, materials, methods and facilities in place for successful on time contract completion.</p>	<ul style="list-style-type: none"> • Perform surveillance, and status reporting, including timely reporting of potential and actual slippages in contract delivery schedules • Monitor the contractor’s Business and Management Systems to include: Production Planning and Control, and Prime’s Control of Subcontractors • Perform preaward surveys • Advise and assist contractors regarding their Defense Priorities and Allocations System (DPAS) responsibilities • Conduct risk assessments and develop risk mitigation • Monitor Industrial Labor Relations • Identify and report contract nonconformance issues
<p>Quality Assurance</p> <p>Continuously improve operational efficiency and maintain warfighter confidence in the quality of products and services provided.</p>	<ul style="list-style-type: none"> • Conduct audits and assess capability of contractor quality systems • Provide insight to contractors’ Quality Management System based on past performance • Ensure product meets quality contract requirements and perform government acceptance • Administers 150,000+ contracts with 30,000 requiring quality system reviews • Contracts value for higher level review exceeds \$280B

Who are the DCMA Functional Specialists?

DCMA employees are geographically dispersed, with personnel in the East, Central, and West Regions, as well as Headquarters (HQ), International, and Special Programs; personnel may also reside in a DCMA Center such as Business Operations or Cost and Pricing Centers. As of 2018, there are 12,000 employees; 47% are veterans and 5% active duty. They represent a diverse range of ages, but individuals hired into the following job series typically have less than four years of Government experience. Many of the functions you see listed are participating in the DCMA orientation along with you either locally or elsewhere in the world! Locate your function in the list.

Function List

~3,500 Contract Specialists

- Occupational Series 1102: Most Contract Specialists are Administrative Contracting Officers and Contract Administrators (ACO/CA); ~50 Cost Monitors; ~600 Cost/Price Analysts
- 1106: ~20 are Procurement Technicians (PT)
- 1199: Student Trainee Contracting

1103: ~250 Industrial Property Management and Industrial Property Clearance Specialists

~1,350 Engineers:

- 0801: General Engineer
- 0806: Materials Engineer
- 0830: Mechanical Engineer
- 0854: Computer Engineer
- 0855: Electronics Engineer
- 0861: Aerospace Engineer
- 0896: Industrial Engineer
- 0899: Student Trainee Engineer

1150: ~700 Manufacturing/Production Specialists, i.e., Industrial Specialists (IS)

1910: ~3,400 Quality Assurance Specialists (QAS)

0018: ~65 Safety and Occupational Health Specialists located within HQ provide field assistance visits/audits

0340: ~270 Platform / Portfolio / Program / Project Managers. Nearly 200 are Program Integrators for Major Programs; others work on Information Technology and other program/project management positions

0343 and 0344: ~50 Management Analysts/Assistants. Most provide CMO administrative support and a handful provide administrative support to HQ

0346: ~10 Logistics Management Specialists geographically dispersed to support CMOs

0905: Regional and HQ Attorney-Advisors. Low density; number varies

1515: ~90 Operations Research Analysts

1801: ~20 aircraft operations. Range from Government Ground Specialists to Senior Aircraft Specialists

2031: ~12 Packaging Specialists. HQ staff assist CMOs, as needed

2210: ~700 Information Technology Specialists; ~200 geographically dispersed provide software acquisition management (SAM) support; ~500 geographically dispersed provide traditional information technology (IT) support to networks, data centers, etc.

Documentation Tips

Why Document? What Do You Document?

You learned a lot about the Contract Administration Footprint through your reading, the videos, and perhaps through the networking with others at DCMA. Now we will shift gears to emphasize an important action to increase efficiency as you support the warfighter: DOCUMENTATION.

This section includes suggestions for *informal* documentation of conversations and meetings and *formal* documentation for which you will receive additional training to DCMA standards at another time.

Conversations and Meetings

It is very important to document conversations and meetings.

Why does this matter? Here is one reason. Vendor or Government staff may be reassigned or leave their work on a contract. Discussions and agreements will be lost. People will need to get up to speed, impacting the schedule and budgets.

What other reasons can you come up with for the importance of documentation?

**If it's not
documented,
it didn't
happen!**



Think of it as a good practice. You will appreciate it. Include this information in your notes:

- Dates
- Attendees
- Key points
- Outcomes

DCMA Standard Documentation via Online Tools

As you can see, various automated tools exist for documenting aspects of your work. Some are internal to DCMA and others are external. DCMA functional specific eTools will be covered later in functional L/PSAs (not included herein). Coordinate with your First Level Supervisor (FLS) to obtain a user guide and/or training. It is likely that your FLS will instruct you to gain access to required systems by completing a DCMA eTools System Authorization Access Request—eSAAR (available via online tools).

Online Tools

DCMA Internal Web Access Management eTool (IWAM) allows you to see what role you have been assigned which will dictate the types of DCMA eTools you need/will have access to that are internal to DCMA mission execution (accessed via DCMA360).

Electronic Document Access (EDA) allows you to view contract workload and submit contract deficiency reports; all DoD contracts and contract modifications are stored in EDA and available for download to those who have authorized access.

Wide Area Work Flow (WAWF) e-Business Suite should be common to all functions and includes: web-based training for EDA; Contract Deficiency Reporting (CDR), MyInvoice Invoicing, Receipt, Acceptance, and Property Transfer (iRAPT), etc. WAWF is a DoD-wide automated toolkit and provides an invoicing system for documenting product acceptance and ensuring contractor payments:

- **iRAPT** creates virtual folders combining the three documents required to pay a vendor - contract, invoice, and receiving report. iRAPT enables electronic form submission of invoices, government inspection, and acceptance documents to support DoD's goal of moving to a paperless acquisition process.
 - The term iRAPT will be renamed WAWF (what it used to be named years ago).
 - The current parent page to iRAPT is WAWF. The parent page will be renamed Procurement Integrated Enterprise Environment (PIEE).
- **Final Note: DCMA Contract Management Team (CMT) eTool** mapping is important for assigning workload. Coordinate with your FLS to understand how you are assigned to the CMT (CAGE code, DoDAAC, contract).

We close this segment of your orientation with some guiding principles.

FAR System Guiding Principles (FAR 1.102)

The speaker at a recent Keystone presentation emphasized the FAR System Guiding Principles regarding the importance of delivering timely best value product or services to the customer, while maintaining the public’s trust and fulfilling public policy objectives. These guiding principles satisfy the customer in terms of cost, schedule and performance – the ‘triad’.

- Conduct business with integrity, fairness, and openness.
- Work together as a team, including the customers we serve and the contractors who fulfill the requirements.
- Exercise personal initiative and sound business judgment.
- Empower participants to make decisions within their area of responsibility.
- Minimize administrative operating costs.
- Fulfill public policy objectives.



Continue your journey to **DISCOVER DCMA** as you wrap up your individual networking and posting in the learning forum. Consider learning even more by accessing the Optional Self-Study Reading.

Optional Self-Study Reading

Access these through the DCMA360 to review:

- Strategic Plan
- CONOPS