THE UNDER SECRETARY OF DEFENSE

**3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010**

AUG 3 0 2000

ACQUISITION AND
TECHNOLOGY

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
       CHAIRMAN OF THE JOINT CHIEFS OF STAFF
       UNDER SECRETARY OF DEFENSE (COMPTROLLER)
       ASSISTANT SECRETARY OF DEFENSE (COMMAND,
        CONTROL, COMMUNICATIONS AND INTELLIGENCE)
       GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
       INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
       DIRECTOR, OPERATIONAL TEST AND EVALUATION
       DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Escalation Policy for the Single Process Initiative

   The Single Process Initiative (SPI) is an important tool for changing the way the Department of Defense (DoD) and industry do business. A key to the timely processing of SPI concept papers is having a method for resolving component differences. Establishment of a defined and expeditious escalation process will enhance the SPI as well as further the goal of Civil Military Integration (CMI). This memorandum expands upon existing SPI policy with the Defense Contract Management Agency as the DoD lead to implement this process. The policies and procedures outlined in the attachment are effective immediately.

   The attachment outlines the escalation process for both internal component and cross-component disagreements on concept papers. This guidance should also be used as a framework for working and resolving CMI-related issues that are submitted through local, sector, or corporate Management Councils.

   I strongly encourage each of you to give this policy your full support, to prepare necessary internal implementing guidance, and, through the SPI Executive Council, to advise me of your implementation progress and any issues that arise.

J. S. Gansler

Attachment:
As Stated

cc:
Administrator, National Aeronautics and Space
 Administration
Administrator. Federal Aviation Administration

DESCRIPTION OF THE DOD PROCESS FOR ESCALATING
SINGLE PROCESS INITIATIVE (SPI) CONCEPT PAPERS

This narrative describes the process for resolving disagreements concerning SPI concept papers. It can also be used as a framework for working and resolving other issues related to Civil Military Integration (CMI).

DEFINITIONS

In this discussion, the term "Component" includes the Military Services and Defense Agencies, and "Management Council" may be a local, sector or corporate level Management Council. "Concept Paper" as used herein, can also be interpreted as a point paper promoting a CMI initiative.

GOAL

Since the intention of the SPI is an accelerated implementation of common processes, escalation process blocks, as indicated on the attached diagram, should not require any more than a maximum, additional 120 days to complete, and only if every decision point results in an escalation. Escalations do not circumvent existing SPI guidance to attempt to completely process SPIs and associated concept papers within the 120 day SPI goal.

INTERNAL COMPONENT DISAGREEMENT

If activities or commands within a component disagree on the merits of the concept paper and the Administrative Contracting Officer (ACO) is unable to reach an agreement within 30 days as indicated in the attached chart, the ACO shall request the component team lead (CTL) escalate the concept paper within the component. The CTL will resolve the question in accordance with internal component escalation procedures. The final step in the component process may be escalation to, and decision by, a designated senior acquisition official.

Once this process is completed, the CTL will notify the ACO and the Management Council of the component decision and the established SPI process continues.

CROSS COMPONENT DISAGREEMENT

If there is disagreement among components on the merits of the concept paper, the Management Council should try to resolve the disagreement. Among other methods, resolution can be via consensus or a modification of the concept paper.

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Attachment

If the Management Council is unable to resolve the disagreement within the 30 days, as indicated in the attachment, the Contract Management Office Commander shall notify Defense Contract Management Agency (DCMA) Headquarters of the disagreement and provide a written summary of the various component positions. DCMA Headquarters shall bring the concept paper to the Single Process Initiative Management Team (SPIMT), for resolution. This group, whose purpose is to support SPI efforts within industry and government, is composed of representatives from the Office of the Secretary of Defense, Department of Defense Inspector General, Defense components, National Aeronautics and Space Administration, and the Federal Aviation Administration. The SPIMT will provide the results of the resolution to the Management Council within 30 days and the established SPI process will resume.
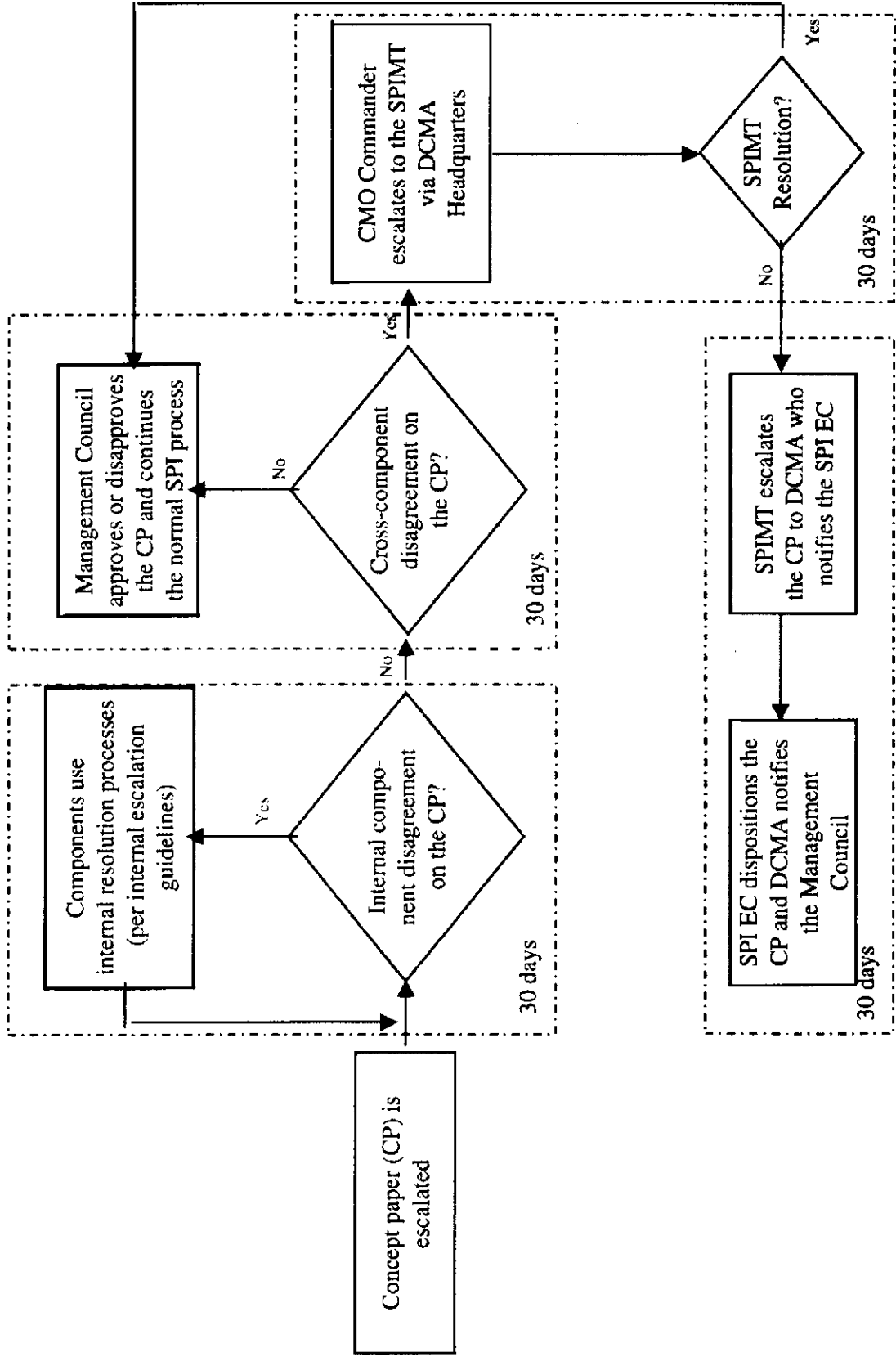
If the SPIMT is unable to resolve the disagreement, DCMA will notify the Chairman of the Single Process Initiative Executive Council (SPI EC). The SPI EC Executive Secretary will request that formal positions from each of the affected components be provided to the SPI EC Chairman and government membership. Escalations will be worked as they are received and will not wait for regularly scheduled SPI EC meetings in order for them to be processed. Components should be prepared to brief their position to the government members of the SPI EC. SPI concept papers will not be shared with industry representatives that participate in the SPI EC in order to safeguard potentially proprietary, company-specific information.

The SPI EC will be the final arbiter for disagreements within DoD concerning SPI concept papers and will provide their decision within 30 days. The SPI EC Executive Secretary will work with the originating Management Council to notify them of the SPI EC decision. The established SPI process will resume and conclude.

OUTSIDE **DoD** PROCESSING

Separate from this escalation policy, concept papers with significant, industry-recognized impact on non-DoD Agencies should be worked using established SPI procedures at the originating Management Council.

DoD SPI Escalation Process

Concept paper (CP) is escalated

Internal component disagreement on the CP?

30 days

Yes → Components use internal resolution processes (per internal escalation guidelines)

No

Cross-component disagreement on the CP?

30 days

No → Management Council approves or disapproves the CP and continues the normal SPI process

Yes → CMO Commander escalates to the SPIMT via DCMA Headquarters

SPIMT Resolution?

30 days

Yes

No → SPIMT escalates the CP to DCMA who notifies the SPI EC

SPI EC dispositions the CP and DCMA notifies the Management Council

30 days

Attachment

Note: SPI concept paper processing flow also applies to CMI issue processing