

**BY ORDER OF THE COMMANDER  
SPACE & MISSILE SYSTEMS CENTER**

**SPACE AND MISSILE SYSTEMS CENTER  
INSTRUCTION 63-109**



**5 SEPTEMBER 2014**

**Acquisition**

**SPACE & MISSILE SYSTEMS CENTER  
(SMC) COST CENTRALIZATION**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

---

**ACCESSIBILITY:** Publications and forms are available on the e-Publishing website at [www.e-Publishing.af.mil](http://www.e-Publishing.af.mil) for downloading or ordering

**RELEASABILITY:** There are no releasability restrictions on this publication

---

OPR: SMC/FM

Certified by: SMC/FM  
(Colonel James Bell)

Pages: 14

---

This publication implements Air Force Instruction (AFI) 65-508, *Cost Analysis Guidance and Procedures*. This Instruction describes features of the Space and Missile Systems Center (SMC) cost centralization process. Specifically, it distinguishes operational control (OPCON) and administrative control (ADCON) of cost analysis human resources between the Financial Management and Comptroller Directorate (SMC/FM) and the directorates. The intent of this document is to clarify the purpose, organizational structure, roles and responsibilities, processes, and products associated with cost centralization. This instruction applies to military and civilian personnel assigned to SMC and programs under the Air Force Program Executive Office for Space (AFPEO/SP). If there is any conflicting guidance between this publication and DoD or Air Force regulations, policy, or instructions, the latter shall take precedence. Recommended changes and questions about this publication should be referred to the office of primary responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*; route the AF Form 847 from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 36-363, Management of Records, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://my.af.mil/afrims/afrims/afrims/rims.cfm>

## Chapter 1

### SMC COST CENTRALIZATION

**1.1. Purpose.** SMC cost centralization is a change in the Operational Control (OPCON) of financial management cost analysis assets including processes, products, and personnel; cost centralization does not apply to earned value or schedule personnel. The change in OPCON provides center-level standards, procedures, processes, and metrics for cost estimating activities. Specifically, it gives SMC/FM the authority to perform functions in assigning AFPEO/SP and Higher Headquarters (HHQ) tasks, designating objectives, training of personnel, approval/concurrence authority in all matters related to cost estimating, and providing the AFPEO/SP the recommended SMC cost position in support of acquisition milestone reviews and budgetary submissions. Cost centralization provides cost estimating personnel a single entity, SMC/FM, for direction and guidance, with the ability to standardize application of will cost, should cost and Operating and Support (O&S) guidance. Centralizing cost operations under FM provides a more effective and efficient decision support process in ensuring the delivery of high fidelity estimates to the System Program Director (SPD) and AFPEO/SP. It contributes to the standardization and consistent application of cost estimating principles and disciplines, tools, models, documentation, training, data sources, cost resource management and other aspects of cost estimating across SMC.

**1.2. SMC Cost Centralization Structure.** Describes ADCON and OPCON by position and product.

1.2.1. ADCON – Program Control Chiefs (PCCs) and Cost Chiefs. Under SMC cost centralization, a core team consisting of the directorate cost chief (or “cost chief”) and cost analysts will be assigned to their respective program offices. The PCCs retain ADCON of their cost analysis personnel in handling routine matters such as time keeping, leave approvals, work schedules, and conducting mid-term and annual appraisal reviews, unit logistics, discipline, training/certification, and other matters not included in the operational missions of the cost estimating staff. The PCCs remain the front-line supervisors of the assigned estimating personnel with no changes to the organizational UMD nor the current grade of their positions.

1.2.2. OPCON – Program Control Chiefs (PCCs) and Cost Chiefs. The PCCs and cost chiefs retain responsibility for internal cost work and taskings, such as estimate excursions; however, any product leaving SMC or being presented to the PEO must have FM concurrence.

1.2.3. SMC/FM OPCON – Estimating and Contract Data Requirements List (CDRL). SMC/FM has OPCON of all financial management cost analysis assets. SMC/FM and the SPD are the approval authorities for the recommended SMC Single Best Estimate (SBE) that is provided for AFPEO/SP approval in support of milestone reviews, annual updates, and budgetary submissions. SMC/FM OPCON includes the approval or concurrence authority in areas that include estimating, personnel, and cost CDRLs. With OPCON for all cost estimating efforts, SMC/FM strengthens the goals of improving consistency, standardization, and efficiency. SMC/FM will review all will cost and should cost estimate products, including cost methodologies, schedule risk assessments, and phasing of estimates.

Additionally, SMC/FM and the SPD have joint approval authority in the areas of cost reporting and CDRL deliverables.

1.2.3.1. Programs not located at SMC, but in the AFPEO/SP portfolio, will follow approval/concurrence guidelines for cost products described in this document, with the exception of 1.2.4. SMC/FM Concurrence on Personnel Actions.

1.2.4. SMC/FM Concurrence on Personnel Actions. For personnel, SMC/FM must concur with all performance objectives and appraisals for Defense Civilian Intelligence Personnel System (DCIPS) employees or any subsequent civilian performance management system. FM must also concur with evaluations for all cost estimating personnel, cost training, and certifications. In other words, raters and Higher Level Reviewers (HLRs) remain in their current configuration, but FM will concur on DCIPS objective and appraisals before submission to the HLR. Similar to the DCIPS approach, SMC/FM must also concur on General Schedule employee appraisals.

1.2.4.1. Cost Resource Management. SMC/FM will concur on all cost resource management, including hiring actions, assignment rotations, staffing, and the requirements and utilization of cost support Advisory and Assistance Services (A&AS) and Systems Engineering and Technical Assistance (SETA) contractors. See 2.3 for additional details.

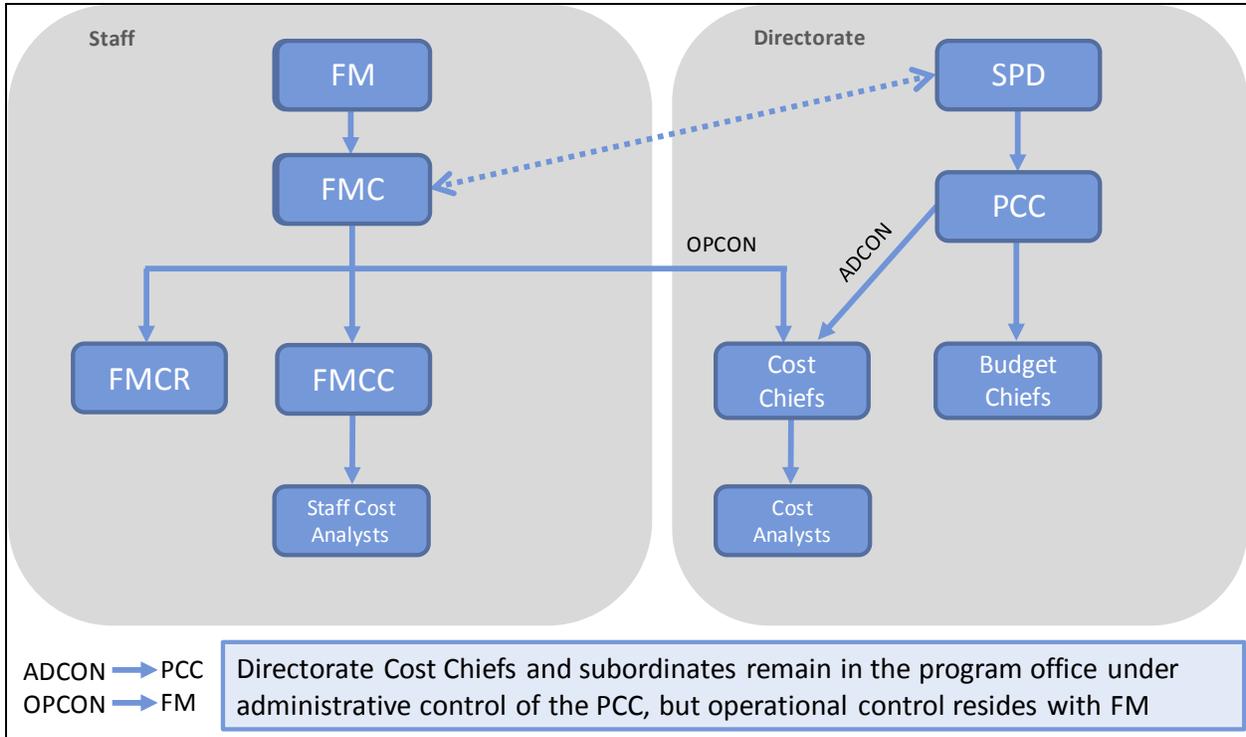
1.2.4.2. Use of Task Management Tool (TMT). SMC/FM will send taskers through TMT to initiate, coordinate, and track personnel actions requiring concurrence.

1.2.5. SMC/FM Interaction with Program Offices: Estimates and Resources. SMC/FM provides all cost estimating direction, guidance, taskings, and the review of AFPEO/SP and HHQ cost excursions prior to PCC integration. The PCCs and cost chiefs retain responsibility for internal cost work and taskings, such as estimate excursions. However, any product leaving SMC or being presented to the PEO must have FM concurrence. The assigned program office cost staff retains a closer proximity working relationship with SPDs and PCCs to provide quick turnaround support. Cost estimating OPCON under SMC/FM provides cost analysts direct guidance in the planning and delivery of estimating activities from inception and ensures higher fidelity estimates are provided to the PCCs for integration efforts. The centralized cost reporting structure, through SMC/FM, enables the cost team to receive estimating assistance and guidance from a central source with certified cost professionals and establishes a greater pool of resources for the SPDs, in both cost estimating and schedule risk assessments.

1.2.6. SMC/FM will coordinate with SPDs to assess cost resources every six months based on program requirements and the life cycle phase of the program. A centralized structure allows FM the flexibility to quickly and efficiently provide support to the SPDs during instances such as source selections and special studies. This structure maximizes the utilization of cost analysts and avoids the need to permanently add personnel due to surge support needs. Furthermore, a centralized structure provides SPDs a single high-fidelity estimate from the start for the baseline program, without multiple independent FM cost and schedule assessments. Figure 1.1 illustrates FM and directorate structures under SMC cost

centralization, and Chapter 2 describes the roles and responsibilities of personnel within the structures.

**Figure 1.1. SMC Cost Centralization Organizational Chart**



## Chapter 2

### ROLES AND RESPONSIBILITIES

**2.1. SMC/FMC Roles and Responsibilities.** Key roles and responsibilities of SMC/FMC personnel under cost centralization are described below.

2.1.1. SMC/FMC Division Chief. The SMC/FMC Division Chief provides cost estimating guidance and direction to all staff branch chiefs and directorate cost chiefs; sets guidelines to establish credible cost estimating methods and practices; conducts estimate deep-dives; and coordinates, validates, and submits completed estimate for FM and SPD coordination. Key SMC/FMC Division Chief responsibilities include:

2.1.1.1. FMC retains OPCON of all matters related to cost estimating and cost personnel. FMC supervises FMC branch chiefs and their subordinates, including approval of cost duties, objectives, and appraisals. FMC provides guidance and direction to assigned cost personnel and concurrence on cost duties, objectives, and appraisals.

2.1.1.2. Lead estimate kick-off meetings with the Air Force Cost Analysis Agency (AFCAA) and Office of the Secretary of Defense Cost Assessment and Program Evaluation (OSD/CAPE). FMC will set SMC guidelines to establish credible cost and defensible estimating methods and practices. FMC will work continuously and interactively with cost chiefs to develop defensible Program of Record baseline estimates.

2.1.1.3. Coordinate, validate, and approve cost estimating approaches in life cycle cost estimates for space programs, business case analyses, and economic analyses. The division chief delegates responsibility to the various SMC/FMC branch chiefs and/or directorate cost chiefs for developing such products; reviews those products to ensure that they are valid and defensible; provides products for FM and SPD coordination.

2.1.1.4. Interact directly with SPDs and PCCs, at least on a semi-annual basis, to assess program office requirements, resource allocations, provide personnel rotation plans, and to ensure cost estimating support is fully integrated and utilized at the directorate. The SMC/FMC Division Chief allocates the resources needed to produce cost estimating products in support of the program office. FMC is responsible for submitting completed estimates for FM and SPD coordination.

2.1.1.5. FMC assists SMC units interpret cost policies established by Headquarters Air Force (HQ/AF) and OSD; develops and provides interpretation of SMC cost policies; reviews practices at SMC to ensure compliance with cost policies.

2.1.2. Cost Branch Chief (FMCC). The cost branch chief supervises all cost leads and analysts located within FMCC; assists the FMC Division Chief oversee and manage SMC will cost and should cost estimating activities and processes on SMC portfolio ACAT I, II, and III programs. FMCC assists FMC in the implementation of cost centralization across the SMC portfolio, including staffing and workload assessments. Key FMCC Cost Branch Chief responsibilities include:

2.1.2.1. Supervise all FMCC cost estimating leads and analysts. Review their work products, provide feedback, and perform administrative duties such as performance appraisals, timesheet approvals, and providing training and developmental opportunities. Assist the division chief with resource allocation decisions and cost-related briefings to the SMC/FM Comptroller/Deputy Comptroller, as well as the SMC Command Section.

2.1.2.2. Interact regularly with directorate personnel (directorate cost chief and cost leads, SPD, and PCC) to receive updates on program status, cost estimating products, and cost estimating resource or training needs; FMCC will disseminate information such as schedules, cost-related guidance from SMC/FM Comptroller, HQ/AF, and OSD, and policy interpretation that the directorate cost chiefs/leads need to meet deliverables.

2.1.2.3. Report directly to the SMC/FMC Division Chief, providing the status of all SMC cost estimating products. FMCC monitors and integrates cost estimating and schedule risk analyses deliverables to ensure high-quality, timely, and defensible cost products.

2.1.3. Cost Research Branch Chief (FMCR). The Cost Research Branch Chief supervises all cost research leads and analysts within FMCR and is responsible for developing, researching, integrating and standardizing various cost estimating methodologies and cost estimating techniques. FMCR will work closely with all cost chiefs to ensure credible cost estimating methodologies and best practices are used in cost estimates. Key FMCR Cost Branch Chief responsibilities include:

2.1.3.1. Supervise all FMCR cost research leads and analysts. Review their work products, provide feedback, and perform administrative duties such as performance appraisals, timesheet approvals, and provide training and developmental opportunities. Assist the division chief with resource allocation decisions and cost research related briefings to the SMC/FM Comptroller/Deputy Comptroller, as well as the SMC Command Section.

2.1.3.2. Centrally manage SMC cost research and data collection efforts, interact regularly with directorate personnel and industry partners to ensure continuous updates to the SMC databases, including the Unmanned Space Cost Model (USCM) and the Cost/Schedule Reference Model (CSRM). Discuss and collect research needs and inputs from SPDs on an annual basis. Provide most current cost estimate methodology developments and disseminate research results to all cost chiefs. Continue to identify cost estimate weaknesses across the center and provide actionable resolutions.

2.1.3.3. Interact with external organizations and agencies to research and leverage other cost estimating methodologies and techniques that are used within the cost estimating community.

2.1.3.4. Report directly to the SMC/FMC Division Chief, providing the status of all SMC cost estimating research products.

2.1.3.5. Develop and maintain a centralized cost methodology library/database for SMC cost analysts.

2.1.4. FMCC/Directorate Cost Leads and Analysts. Cost analysts will share similar responsibilities regardless of their physical location, on staff or with a core team assigned to

the SPD. Rotations allow analysts to backfill each other and enhance continuity of knowledge. Analysts currently assigned to FMC will work jointly with the directorate analysts to develop the SMC SBE. Key responsibilities include:

2.1.4.1. Gather directorate inputs and prepare life cycle cost estimates, cost excursions and responses to HHQ taskings. Prepare an SBE for the program; reconcile with AFCAA Non-Advocate Cost Assessment (NACA); and prepare a should cost estimate for the program. Update cost products regularly, as specified by OSD, HQ AF and SMC policies.

2.1.4.2. Responsible for providing status updates and cost estimating products. FMCC Cost Leads/Analysts report directly to FMCC. Directorate cost leads/analysts report directly to the directorate cost chief.

2.1.4.3. At the discretion of FMC management, provide surge support to a directorate that temporarily needs additional cost estimating support. SMC/FM will provide cost support for Request for Proposal (RFP) write-ups and cost support for source selection when possible. Providing such support may require temporary co-location with the directorate. FM and the temporarily gaining and losing directorates will coordinate surge transfers through a Memo for Record (MFR) that describes surge support duties, duration, and requirement for appraisal input.

2.1.4.4. Staff cost leads and analysts will lead SMC efforts for cross-program activities, such as estimating for resiliency activities. Staff cost leads and analysts also have the responsibility to refine their abilities in a specific estimating area for example, software estimating in order to better position themselves as center cost subject matter experts (SMEs). SMEs will provide support in their areas of expertise across the portfolio.

2.1.5. FMCR Cost Research Leads and Analysts. An FMCR cost research lead and/or analyst works closely with FMCC and directorate cost analysts to ensure credible and consistent cost estimating methodologies are used in the cost estimate. FMCR personnel are responsible for the continuous development of cost estimating methodologies and serve as the trusted advisors in cost estimating tools and databases. Key responsibilities include:

2.1.5.1. Work with FMCC and directorate cost analysts to support development of joint life cycle cost estimates; gather data in support of cost estimating methodology development.

2.1.5.2. Develop methodology and database updates to support cost reconciliations with external organizations.

2.1.5.3. Report directly to the FMCR Cost Research Branch Chief, providing status updates.

**2.2. Directorate Roles and Responsibilities.** Key roles and responsibilities of directorate personnel are described below.

2.2.1. System Program Director. The SPD is responsible for “accomplish[ing] program objectives for development, production, and sustainment to meet the user’s operational needs. The [SPD is also] accountable for credible cost, schedule, and performance reporting to the Milestone Decision Authority (MDA).” Key SPD responsibilities under SMC cost centralization include:

2.2.1.1. SPD and FM will jointly review estimate submissions and assess programmatic. SPD and FM will jointly recommend an SBE for AFPEO/SP approval. If there are differences between SPD and FM positions, AFPEO/SP will adjudicate.

2.2.1.2. For cost products that are intended for presentation to the PEO or beyond SMC, the SPD will interact directly with FMC for cost estimating, tasking, and excursion needs. The PCC and cost chief will continue to interact with the SPD on all SPO cost products. FMC Division Chief will meet at least semi-annually to assess program requirements for cost estimating and provide resource allocations; will not address day-to-day taskings, but annual requirements, projected surge support needs, and career broadening opportunities.

2.2.2. Program Control Chief. The PCC is the integrator of directorate financial management information, including cost estimates, Earned Value Management (EVM) reports, and budgetary submissions. Key PCC responsibilities under SMC cost centralization include:

2.2.2.1. PCCs retain ADCON of cost personnel assigned to the program office. ADCON includes handling routine personnel matters such as time keeping, leave approvals, scheduling, and performing mid-term and annual appraisal reviews, unit logistics, discipline, training/certification, and other matters not included in the operational missions of the cost estimating staff. PCCs will write and provide DCIPS cost estimator appraisal inputs to SMC/FM for concurrence, prior to submission to HLR. PCCs will support SPDs and provide programmatic information and updates to complete estimates. PCCs will provide FM recommendations on the request/justification of cost estimating A&AS and SETA contractor support; see section 2.3 for process explanation.

2.2.2.2. Report directly to the SPD, providing budget-related products and program status updates.

2.2.3. Directorate Cost Chief. Under centralization, the directorate cost chief receives direct guidance from FM in all matters related to cost estimating (OPCON), but remains under the daily supervision of the PCCs (ADCON). The directorate cost chief assists the FMC Division Chief in delivering high quality, defensible cost estimating products. As the cost estimating focal point within the program office, the directorate cost chief synthesizes technical and schedule inputs into defensible cost estimating products to obtain FM approval. Key directorate cost chief responsibilities include:

2.2.3.1. Supervise all directorate cost estimating leads and analysts. Review their work products, provide feedback, and perform administrative duties such as performance appraisals, timesheet approvals, and provide training/certification, and development opportunities IAW SMC/FM and AF guidelines.

2.2.3.2. Interact directly with SPDs, PCCs, and directorate personnel to receive updates on program plans and technical and schedule requirements and ensure that cost estimating products are delivered to the directorate.

2.2.3.3. With FMC Division Chief policy guidance, cost chiefs assist PCCs and SPDs in meeting daily taskings on all cost estimating concerns. The SPD, PCCs, and cost chiefs retain responsibility for internal cost work and taskings, such as estimate excursions; however, any product leaving SMC or being presented to the PEO must have FM

concurrence. Directorate cost chiefs ensure directorate cost analysts interpret and adhere to cost policies per SMC and AF guidelines.

2.2.3.4. Report directly to the PCC for daily operations, but follow FMC Division Chief policy guidance in all matters related to cost estimating. The directorate cost chief is a member of the SMC/FMC team within the cost estimating OPCON construct. Cost chiefs will attend recurring FMC Cost Chief meetings typically weekly to provide status of cost estimating products, emphasizing FM goals of consistency, standardization, and defensibility of products.

2.2.3.5. Review and obtain FM concurrence on A&AS, Federally Funded Research and Development Center (FFRDC) and SETA cost estimating support requests. Directorate cost chiefs will justify non-government cost resource needs based on specific program requirements and the life cycle phase of the program; see section 2.3 for process explanation.

2.2.4. Directorate Cost Lead and Analysts. Cost leads and analysts in program offices perform similar functions to their FMC staff counterparts. See Paragraph 2.1.4 for clarification.

**2.3. Non-Government Support Personnel.** This document largely applies to military and civilian personnel, as the roles and responsibilities of SETA contractors, FFRDC personnel, and other support contractors are specified in their contracts and may vary from year-to-year. Non-government cost support personnel hired by program offices will receive direction from the program office Procurement Contracting Officer or Contracting Officer's Representative. However, it is important to note that SMC/FM retains OPCON in all matters related to cost estimating. As mentioned previously, the directorate cost chief needs to obtain FM concurrence on A&AS, FFRDC, and SETA cost estimating support requests. Under cost centralization, SMC/FM will assess all cost resources from a center perspective to ensure adequate support is justified based on specific program requirements and the life cycle phase of the program. FM will concur on SETA support, after analysis of Contractor Assistance and Advisory Service plans and portfolio-level analysis of military and civilian fill rates. FM will conduct the portfolio workload/workforce analysis, while the program offices will justify their need for requested SETA support. This combination of activities supports the best mix of organic and non-government cost support across SMC.

## Chapter 3

### PROCESSES AND PRODUCTS

#### 3.1. Communication Processes (“Battle Rhythm”).

3.1.1. FMC Meetings. The FMC Division Chief will continue to have weekly staff meetings primarily for FMC staff to provide status on current and future cost activities by program. The FMC Division Chief will have recurring meetings scheduled weekly, but used as needed with FMCC and directorate cost chiefs to discuss human resource matters, cost policies, and the status of cost estimate products. FMC will disseminate any additional cost information, guidance, and requests that emerge between the recurring cost chief meetings.

3.1.2. Program Office Meetings. Directorate cost chiefs/analysts will attend program office meetings that cover topics relevant to cost estimating; however, as members of the FMC team, civilians will not be assigned to Director’s Action Groups that provide executive support to program office directors and deputy directors. Cost personnel under the ADCON of the PCCs may participate in and volunteer for nominal directorate additional duties.

3.1.3. Formal Briefings and Reports. Before briefing or submitting cost estimates to the PEO, the cost team will brief/submit completed estimates for FM and SPD coordination. Once concurrence is received, FM will forward the recommended position for AFPEO/SP approval/discussion. The internal SMC briefings must meet the timeline specified in AFI 65-508.

3.1.4. Informal Communication. SPDs, FMC Division Chief, cost personnel, and PCCs or leads acting on behalf of those individuals – may communicate with the FMC Division Chief informally (e.g., via email, phone call, or unscheduled meeting) as needed to meet deliverables and address issues.

3.1.5. Taskers. TMT taskers assigned to FMC may be delegated to directorate cost chiefs and their subordinates when appropriate.

3.1.6. FMC will annually, or as needed, provide the FM Strategic Council with an assessment of SMC's cost analysis workforce, including organic, and non-government support personnel.

#### 3.2. Cost Estimating Products and Processes.

3.2.1. Will Cost Estimating. A single team consisting of the staff branch chief/analysts and directorate cost chief/analysts will work jointly to develop a SBE, a program life cycle cost estimate developed to establish a cost baseline in support of the Planning, Programming, Budgeting and Execution process and various acquisition events. No independent reviews or reconciliations will be required, because the SBE is a PEO estimate and deemed a will cost estimate.

3.2.2. Will Cost Estimate Process. A single team consisting of the staff branch chief/analysts and directorate cost chief/analysts will work together to provide a recommended position for the SBE. The recommended SBE will be presented to FM and SPD, with the joint FM/SPD recommendation briefed to the AFPEO/SP, or delegated authority for approval. Once approval has been granted by the AFPEO/SP or delegated

authority, the SBE will be established and discussion/reconciliation can commence with AFCAA on products such as NACAs and Service Cost Positions.

3.2.3. Should Cost Estimating. The staff and directorate cost team will work closely with the SPD and technical staff to develop cost saving initiatives for the should cost estimate. The should cost estimate is generated by using a will cost estimate as a baseline and identifying potential cost savings initiatives. FMC will facilitate support via the SMC Should-Cost Support Team (3ST), as described in the 3ST Charter, to develop the should cost estimate plan and should cost estimate for a program.

3.2.4. Should Cost Estimate Process. The cost team will work together to provide a recommended position for should cost estimates. The recommended should cost estimate will be presented to FM and SPD, with the final FM/SPD recommendation briefed to the AFPEO/SP for approval/coordination. Final review/approval will be granted from the MDA/AFPEO/SP or delegated authority. Once approval has been granted by the appropriate authority, the should cost estimate will be established and information provided into the program Comprehensive Cost and Requirement system.

3.2.5. What-if Drills and Cost Excursions. The directorate cost chief is responsible for creating, updating, and defending cost estimates used in various what-if drills or cost excursions. These estimates will be a derivative of the baseline SBE for the program and briefed to SMC/FM, if they are intended to leave the center or be briefed to the AFPEO/SP.

3.2.6. Source Selection Support. The FMC Division Chief will continuously obtain and assess cost needs based on program requirements and nominate specific cost analysts to participate in pre-contract activities and source selection evaluation teams for a program. Cost analysts may be instructed to provide assistance or surge support for program pre-contract and source selection activities, as needed.

### **3.3. Human Resource Management.**

3.3.1. Personnel Assignments. The FMC Division Chief, with SPD and PCC coordination, assigns cost chiefs, leads, and analysts to FMC and directorate positions – and may rotate them as needed to achieve better skill, experience, and matches between personnel and positions. FMC’s long-term cost estimating goal is to train analysts with specialized skills in estimating hardware, software, common bus platform, payload, and System Engineering Integration and Test/Program Management and rotate these analysts into the program offices as appropriate.

3.3.2. Training. Training requirements and opportunities for cost chiefs, leads, and analysts at SMC—whether located in FMC or in a directorate—will be specified by the FMC chain of command. Completion of required cost training will be monitored by FMC. FMC will provide informal cost training by estimating SMEs to enhance the skill set of organic estimators across SMC. FMC will select topics to enhance estimating capabilities specific to the SMC mission, for example software cost modeling.

3.3.3. Leave and Timesheet Approvals. PCCs are responsible for reviewing and approving directorate cost chief leave requests and timesheets. Directorate cost chiefs are responsible for reviewing and approving leave requests and timesheets for organic cost personnel under their supervision.

3.3.4. Performance Appraisals and Awards. PCCs are responsible for performance appraisals of directorate cost chiefs. The directorate cost chiefs are responsible for performance appraisals for cost personnel under their supervision. However, SMC/FM must concur with performance appraisal inputs prior to submission to the pay pool manager or SMC/CA.

3.3.5. Civilian Hiring Actions. SMC/FM will have a member on each interview panel and will chair the panel for GG-13 and above. Hiring directorate must coordinate with FMR and FMC to assemble interview panel. See the SMC Functional Roles and Responsibilities Handbook for additional information.

ELLEN M. PAWLIKOWSKI, Lt Gen, USAF  
Commander

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

**DoDD 5000.01**, §3.5, *The Defense Acquisition System*, 12 May 2003

*SMC Should-Cost Support Team (3ST) Charter*, Signed 14 Oct 13

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publications*

***Abbreviations and Acronyms***

**A&AS**—Advisory and Assistance Services

**ADCON**—Administrative Control

**AFCAA**—Air Force Cost Analysis Agency

**AFMAN**—Air Force Manual

**AFPEO/SP**—Air Force Program Executive Officer for Space

**CAIG**—Cost Analysis Improvement Group (OSD)

**CAPE**—Cost Assessment and Program Evaluation (OSD)

**CSRM**—Cost/Schedule Reference Model

**DoD**—Department of Defense

**EVM**—Earned Value Management

**FFRDC**—Federally Funded Research and Development Corporation

**FM**—Financial Management and Comptroller Directorate

**FMC**—Financial Management and Comptroller Directorate – Cost Analysis and Earned Value Division

**FMCC**—FMC Cost Estimating Branch

**FMCR**—FMC Cost Research Branch

**HHQ**—Higher Headquarters

**HQ/AF**—Headquarters Air Force

**IAW**—In Accordance With

**MAJCOM**—Major Command

**NACA**—Non-Advocate Cost Assessment

**OPCON**—Operational Control

**OPR**—Office of Primary Responsibility

**OSD**—Office of the Secretary of Defense

**OSD/CAPE**—Office of the Secretary of Defense Cost Assessment and Program Evaluation

**PCC**—Program Control Chief

**PEO**—Program Executive Officer

**SBE**—Single Best Estimate

**SCCI**—SMC Cost Centralization Initiative

**SETA**—Systems Engineering and Technical Assistance

**SMC**—Space and Missile Systems Center

**SME**—Subject Matter Expert

**SPD**—System Program Director

**3ST**—SMC Should-Cost Support Team

**TMT**—Task Management Tool

**USCM**—Unmanned Space Cost Model