BY ORDER OF THE COMMANDER
96TH TEST WING

96TH TEST WING INSTRUCTION
99-100

16 JANUARY 2020
Certified Current, 9 November 2023
Test and Evaluation

TEST PROJECT MANAGEMENT

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available for downloading or ordering on the e-publishing web site at **www.e-publishing.af.mil**.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: 96 TW/XPT

Certified by: 96 TW/XP
(Mr. George F. Williams)

Supersedes: 46 TWP99-102,
1 February 2012

Pages: 14

This publication implements Air Force Test Center Instruction (AFTCI) 99-100, *Statements of Capability* and AFI 99-103_AFMCSUP, *Capabilities-Based Test and Evaluation*. It establishes the 96th Test Wing (96 TW) Test Project Management Process and provides standards for managing all test and operational training/exercise projects. This document outlines 96 TW project management policy, functional responsibilities, and processes. This instruction does not require tiers at or below the Wing level. Waiver authority for this instruction is the 96 TW Commander and may be supplemented or further implemented/extended only by 96 TW Commander approval. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*, routed through the appropriate chain of command. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force. Procedures for quick reaction, short suspense, and national level testing are covered in the current Eglin AFB (EAFB) Plan 70, *Materiel Surge*.

SUMMARY OF CHANGES

This document replaces 46 TWP99-102, *Programming Engineer's Guide*, and has been substantially revised and must be completely reviewed. Publication of this document rescinds all previously issued 96 TW interim guidance memos on the subject of project management.

1. Overview. This instruction establishes the Test Project Management Process and defines general functional responsibilities for effectively managing 96th Test Wing (96 TW) test and operational training/exercise projects. The goal of the Test Project Management Process is to provide an agile customer-oriented test management framework to enable effective management of cost, schedule, technical, and safety risks from project initiation through completion. This is achieved by utilizing disciplined business practices combined with application of project management methodologies and common management tools. Specific recommended procedures for accomplishing the activities outlined in this instruction are defined in the *96 TW Test Project Management Handbook.*

2. Roles and Responsibilities. All 96 TW personnel are responsible for complying with the Test Project Management Process and using the project management tools and procedures as defined in this instruction. Implementing guidance and recommended procedures are provided in the *96 TW Test Project Management Handbook*.

2.1. The 96th Test Wing Commander (96 TW/CC). Responsible for providing necessary resources and trained personnel, safely executing test projects, and ensuring timely delivery of reliable test project results. The 96 TW/CC or delegated Test Execution Authority (TEA) will:

2.1.1. Approve the test or training directive (TD).

2.1.2. Provide safe, secure, effective, and efficient conduct of all testing and training operations.

2.1.3. Maintain insight into and oversight of all test and training operations and acquisition support occurring under the authority of the Wing.

2.1.4. Ensure disciplined execution and management of test and evaluation to reduce program risk and gather objective, accurate, and defensible data in support of acquisition programs.

2.1.5. Conduct periodic Project Management Reviews to review portfolio status and assess the health of the Test Project Management Process.

2.1.6. Report test project status metrics to the Air Force Test Center (AFTC).

2.2. The 96th Test Wing Technical Director (96 TW/CT). The Wing Technical Director will:

2.2.1. Participate in the strategic planning process IAW *Process Guide for AFTC Test and Evaluation Resource Planning*, to develop an optimal test capability portfolio to support T&E customers' developmental test requirements through the near, mid, and long terms.

2.2.2. Set policy for the standardization of the Method of Test (MOT)/Concept of Operations (CONOPS) process.

2.2.3. Conduct technical reviews, as desired, to ensure technical adequacy of the test design and the sufficiency of the test objectives to achieve customer requirements.

2.2.4. Provide policy for scientific review of test reports to ensure technical accuracy, adequacy, and compliance with standards.

2.2.5. Validate concurrence on recommendation for nonsupport during the work acceptance process and facilitate discussions with AFTC for enterprise options to best support the customer.

2.3. The 96th Test Wing Plans and Programs Office (96 TW/XP). Responsible for developing test process policy, standardizing business operations, and conducting long-range planning and programming of test resources to meet current and emerging test customer requirements. Oversees the reporting of execution status of test projects and test investment programs to wing senior leadership and to higher headquarters. Manages the requirements and enhancement of business management tools, automated data systems, and functional systems in support of mission execution and test project management. The 96 TW/XP will:

2.3.1. Coordinate with AFTC for assignment of Executing Test Organization (ETO) or Participating Test Organization (PTO) designation when the need has been identified.

2.3.2. Align the test project management processes with higher headquarters policy and procedures.

2.3.3. Maintain configuration control of requirements and enhancements for the common business management software tools, automated data systems, functional systems, and websites in support of mission execution and the test project management process.

2.3.4. Disseminate T&E policy, guidance, and procedures within the Wing.

2.3.5. Collect, consolidate and analyze metrics data for presentation to the 96th Test Wing Commander on test project management operations to assess overall test project management performance with regard to customer statement of capability agreements.

2.3.6. Manage the customer feedback process. Review all customer surveys to assess overall project performance and notify test execution organization (TEO) to address any customer concerns received.

2.3.7. Communicate any significant changes to business management tools, automated data systems, and functional systems.

2.4. Test Execution Organization (TEO) Commanders. The TEO Commanders execute test/training projects on behalf of the Wing Commander. The TEO Commanders will:

2.4.1. Accept or reject new Work Requests consistent with assigned test/training mission capabilities, as appropriate. TEO Commanders must ensure test support organizations have the capacity and capability to support new work.

2.4.2. Assign qualified project engineers/project managers and test team members to all test and training projects.

2.4.3. Plan, provision, execute, analyze and report on assigned testing or training activities IAW the test or training customer agreement, approved TD, and security guidance to meet customer requirements.

2.4.4. Be responsible for maintaining effective customer relationship management to maximize customer satisfaction.

2.4.5. Provide periodic status updates on all ongoing projects to customers and leadership.

2.5. Project Manager (PM). The assigned PM serves as the primary point of contact for the customer and is responsible for the overall planning, coordination, and continuous management of the test/training project from the initial customer contact to final project closeout. Moreover, the PM is responsible for end-to-end customer relationship management and serves as the single face to the customer for all 96 TW support. The PM will:

2.5.1. Assess all customer requirements and conduct thorough project planning to prepare the detailed customer agreement. This agreement will include detailed cost and schedule estimates based on available test requirements, technical objectives, and risk assessments identified during initial planning. Obtain customer commitment on the agreement to authorize project start.

2.5.2. Establish the project's performance measurement baseline (PMB) to accurately reflect the customer agreement to assess project performance throughout the project's lifecycle. The PMB should contain sufficient detail, account for all scope, and accurately reflect negotiated schedules. Use activity-based Work Breakdown Structure (WBS) codes for each project activity or event. Monitor funding execution and cost and schedule variances and take appropriate action when necessary.

2.5.3. Coordinate with all organizations involved (e.g., contractors, vendors, customer, internal support activities) to prepare the TD with any required supporting appendices. Obtain approval from the appropriate authority prior to the start of planned execution. If at any time the scope or safety requirements of the project changes, the TD must be amended and approved, and supporting organizations notified.

2.5.4. Provide oversight to project execution activities, data analysis, and reporting to ensure scope of the customer agreement is maintained IAW planned project cost, schedule and technical performance. Coordinate action to resolve emerging risks and issues, and communicate status to all stakeholders as the project executes.

2.5.5. Ensure that the project has adequate and appropriate funding throughout all phases of the project. Promptly resolve any realized cost overrun resulting in funding deferral. Ensure compliance with the Financial Improvement and Audit Readiness guidance, Financial Management Regulations, and the Anti-Deficiency Act. Upon project completion, coordinate disposition of excess funds with customer to return these funds prior to expiration.

2.5.6. Periodically communicate project status to the customer and to unit leadership.

2.5.7. Review customer feedback to assess overall project performance and take appropriate corrective action if necessary to address any customer concerns.

2.5.8. Recommend alternatives or an alternate test location to conduct the testing in the event that the 96 TW is unable to meet a test requirement. When conducting test activities at other locations, the PM coordinates and secures technical support, serves as a liaison between the customer and test support personnel, and oversees all test activities.

2.6. Project Engineer (PE). For more technically complex test projects a PE may be assigned and in addition to the duties and responsibilities identified in section 2.5, the PE will:

2.6.1. Provide technical guidance and direction to the test team for test planning, execution, data collection, analysis, and reporting on all technical aspects of the project to ensure accomplishment of test objectives.

2.6.2. Develop test techniques, procedures, and methods for conducting and reporting on assigned test projects.

2.6.3. Provide oversight of project execution activities, data analysis, and reporting to ensure the technical details of the customer agreement are sufficiently satisfied.

2.6.4. Recommend innovative solutions to close test capability gaps in the event that the 96 TW does not possess a required test capability.

2.7. Test Engineer (TE). The TE is responsible for the design of the test, execution of the test, data analysis and preparation of the technical deliverable. The TE will:

2.7.1. Support the development of the customer agreement by determining the type of testing required, number of missions or simulation runs, and required resources.

2.7.2. Support the planning phase of the test project by working with the customer to develop a draft set of defensible test objectives and engaging with technical capability subject matter experts to ensure readiness of test support and data production assets.

2.7.3. Author the MOT or CONOPS (as required), engaging the services of a Scientific Test and Analysis Techniques (STAT) practitioner who will assist with development of the optimal test design, analytic rigor, and defensibility of the MOT, where applicable.

2.7.4. Conduct the test during the active phase IAW the approved TD.

2.7.5. Submit any test item deficiency reports.

2.7.6. Coordinate test data analysis.

2.7.7. Prepare the agreed upon technical deliverables (quick look report, letter report, technical report, or data package).

2.7.8. Keep the PE/PM apprised of test progress and any potential changes or impacts to technical requirements, cost, or schedule.

2.8. STAT Practitioner. The assigned STAT practitioner will:

2.8.1. Support the development of the customer agreement by working with the PE/PM to determine scope of testing required, number of missions or simulation runs, and resources required. Establish and maintain standards for test rigor by tailoring the technical management framework to support the needs of customer requirements. Where STAT will be applied, the STAT Practitioner will coordinate with the TE and customer, to optimize the overall number of test events and test articles to meet test objectives.

2.8.2. Coordinate with the TE to document a STAT review summary in the MOT. Assist the TE in identifying statistically defensible data required to meet test objectives, justifying test points required, and developing mitigations to deal with test uncertainty. When STAT is to be used, the STAT section in the MOT will highlight its applicability to the test as well as any limitation of the methods used. When STAT is not used, the STAT section in the MOT will briefly include the rationale.

2.8.3. Play an integral role in defining data requirements, conducting data analysis, and preparing the technical deliverable.

2.9. Test Safety Officer. The Test Safety Officer will:

2.9.1. Review all test requirements, coordinate and finalize the safety solutions for the test.

2.9.2. Develop and publish the Safety Appendix for inclusion in the final TD.

2.9.3. Reference AFTCI 91-202, *Air Force Test Center Test Safety Review Policy* and the 96 TW Supplement for roles and responsibilities associated with the Test Safety Review process for all 96 TW training and test operations.

2.10. Logistics Management Specialist. The Logistics Management Specialist will:

2.10.1. Serve as the point of contact for acquiring necessary project resources such as aircraft and maintenance, munitions, base supply, transportation, real property facilities, and medical support.

2.10.2. Develop and publish a Logistics Appendix, as required, for inclusion in the final TD.

2.11. Financial Management Specialist. The Financial Management Specialist will:

2.11.1. Serve as point of contact (POC) for all project financial support and assist the PE/PM with development and processing of all financial documentation, collaborating with the customer financial POC as required. Ensure compliance with the Financial Improvement and Audit Readiness (FIAR) requirement, Financial Management Regulations, and the Anti-Deficiency Act.

2.11.2. Provide research and resolution of accounting issues associated with respective project commitments, obligations and supply due-outs.

2.11.3. Assist PE/PM with deferral analysis and advise on resolution options.

2.11.4. Assist PE/PM to remove all erroneous charges from Job Order Cost Accounting System (JOCAS), and follow up to ensure erroneous charges are removed from project Job Order Number (JON).

2.11.5. Proactively advise the PE/PM for the timely return of any unobligated or excess funding.

3. Earned Value Management (EVM). The 96 TW implemented EVM as the project management technique for establishing a project plan and measuring and controlling project performance in an objective manner. EVM integrates the project's cost, schedule, and technical requirements and links them to the risk management process. EVM provides a disciplined, structured, objective, and quantitative method to track the customer agreement by integrating technical work scope, cost, and schedule objectives into a single cohesive baseline plan that defines the PMB. The PMB should contain sufficient detail and account for all scope and accurately reflect agreed-upon schedules for tracking project performance. The PMB provides

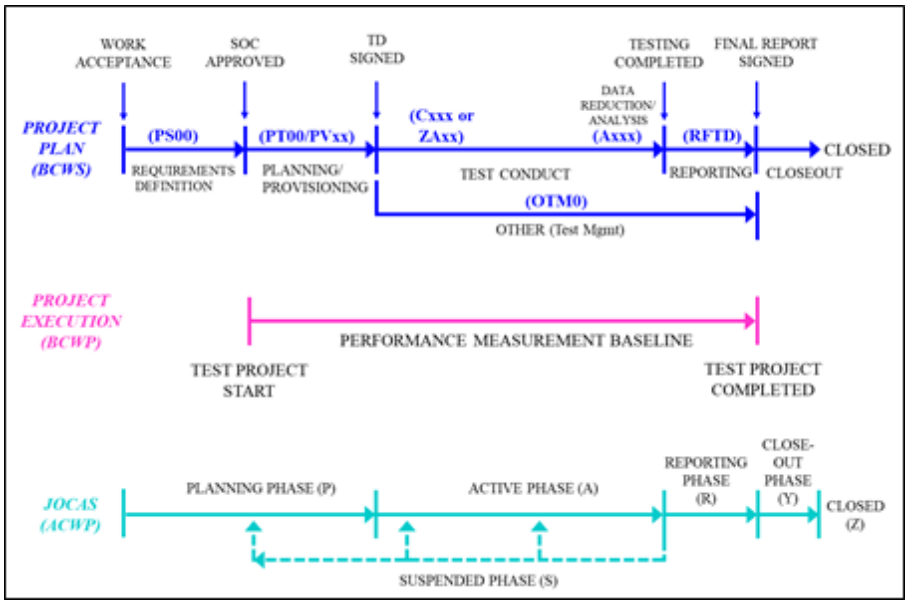
insight into overall project performance in a format that is easy for all stakeholders to understand current project status. The 96 TW's EVM System is Earned Value Cost Analysis System (EVCAS). PE/PMs will utilize EVCAS to build and track project costs and schedule estimates, and to identify current schedule deviations and cost overruns as assessed against the current PMB.

4. Test Project Management Process. The Test Project Management Process applies to all test and operational training/exercise projects utilizing 96 TW resources which require an approved test or training directive as authority to execute. Standardizing the Test Project Management Process is the responsibility of the 96 TW Plans and Programs Office. All project planning and execution is conducted to support and enable the effective and efficient execution of T&E. This is accomplished through rigorous project management and safety processes required to safely execute tests that meet project objectives as specified in the customer agreement.

4.1. Work Acceptance Process: This is the first step in the Test Project Management Process and applies to all new customer work requests for test, test support, and operational training/exercise projects. It begins with either formal or informal contact by an existing or potential customer to a 96 TW TEO or to the Wing's single entry point for new customers (96 TW/XPO). This process ends with the proposed work either being accepted into the Wing with a responsibility designation, either ETO or PTO assigned, or rejected with a recommendation of other support options within the AFTC test enterprise. Prior to generating a new test or operational training/exercise JON, the Work Acceptance Process must be completed.

4.2. There are six phases (**Figure 1**) defined in the Test Project Management Process: requirements definition, planning, active, reporting, closeout, and closed phases. An additional phase, suspended phase, is provided for those projects that must temporarily pause planned activities due to any issue or for those projects that have been completed, but the customer is expected to provide additional requirements. The cancelled phase is also provided for those projects that are cancelled or terminated by the customer short of the intended technical goal.

Figure 1. Test Project Management Framework.



4.2.1. Requirements Definition (PP) Phase. The Requirements Definition Phase is defined as the initial phase of project planning, after the work request is accepted, during which the customer agreement is prepared and delivered to the customer for approval. Assess all resourcing, cost, schedule, and technical requirements and prepare cost, schedule, and risk estimates based on the customer's Work Request. The project PMB is developed and shall accurately reflect the customer agreement. This phase is completed once a project has a signed customer agreement. The project is then baselined, Requirement Definition phase WBS code is updated, and phase is changed to Planning (P). Reference the standard business rules for this phase in *96 TW Test Project Management Handbook*.

4.2.2. Planning (P) Phase. Once a project has a signed customer agreement, the project is now considered an ongoing project. During the Planning Phase, more detailed planning is accomplished and the TD with all supporting appendices is prepared and completed. The planning process includes, but is not limited to, developing a detailed MOT or CONOPS for projects that do not require a MOT, and conducting technical requirements, logistics, safety, environmental, and test readiness reviews. Any required provisioning activities are also accomplished. Test Wing personnel may support Integrated Test Team meetings, technical interchange meetings, and Test Planning Working Group meetings during this phase, and for the remainder of the testing. This phase is completed once a project has a signed TD. The appropriate Planning WBS codes are updated and phase is changed to Active (A). Reference the Standard Business Rules for this phase in the *96 TW Test Project Management Handbook*.

4.2.3. Active (A) Phase. The Active Phase begins once the TD is signed, authorizing the scheduling and execution of missions. For testing, this phase includes any calibration runs, completion of the test matrix, and accomplishment of documented objectives. Intermediate test reports may be provided to the customer to report the status of test progress. For operational training/exercise projects, this phase consists of the execution of all requested missions. The appropriate conduct WBS codes are updated as missions occur. This phase is completed when all planned activities have been successfully accomplished and all required data have been reduced and validated. The appropriate conduct WBS codes are updated to reflect final active phase completion and phase is changed to Reporting (R). Reference the Standard Business Rules for this phase in the *96 TW Test Project Management Handbook.*

4.2.4. Reporting (R) Phase. The Reporting Phase begins following the completion of the active phase. During this phase, the final technical deliverable is generated, reviewed, delivered and accepted by the customer. The final technical deliverable can be either a Technical Report, Letter Report, or Data Package. The PE/PM will work with the project team to facilitate the completion and timely delivery of the final technical deliverable. The PE/PM ensures that all reports are properly archived IAW governing guidance. This phase is completed when the customer has accepted the final technical deliverable. Completion of the reporting phase marks the end of the ongoing project. The reporting WBS code is updated to reflect final reporting is completed and phase is changed to Close-out (Y). Reference the Standard Business Rules for this phase in the *96 TW Test Project Management Handbook.*

4.2.5. Close-out (Y) Phase. The Close-out Phase begins after the final technical deliverable has been accepted by the customer and all project commitments have been completed. Final project status is verified and any remaining updates are accomplished. Close-out is the final phase prior to the project being closed and archived. During this phase, all charges are reconciled and any erroneous charges resolved. Residual funds remaining will be returned, as soon as possible to the customer. This phase is completed when all unliquidated obligations and deferrals have been cleared and all excess funding returned to zero-out the project funding balance.

4.2.6. Cancelled (X) Phase. The Cancelled Phase is used for test projects that have been cancelled or terminated by the customer short of the intended technical goal and to which no costs may be further obligated or assigned. During this phase, all charges are reconciled and any erroneous charges resolved. Residual funds remaining will be returned, as soon as possible, to the customer. This phase is completed when all unliquidated obligations and deferrals have been cleared and all excess funding returned to zero-out the project funding balance.

4.2.7. Closed (Z) Phase. The transition to the Closed Phase is automatic by JOCAS when a project is in Close-out (Y) or Cancelled (X) phase, and occurs when: 1) no remaining unliquidated obligations or residual funding or deferral remains, 2) 90 days have passed since funding was zeroed out, and 3) the estimated completion date in TPT has passed. “Z” status indicates that the project has been completely closed out and archived in TPT. JONs will not be removed from this phase in TPT.

4.2.8. Suspended (S) Phase. Normally, a project will be suspended if a delay of 60 days or more is expected; however, it may be suspended for less time if conditions warrant. Changing a project's phase to Suspended does not prevent charges from accruing in JOCAS. JONs in Suspended Phase for greater than 1 year should be revalidated by the TEO.

5. Monitor and Control. Project progress will be monitored by the project team keeping the PE/PM informed of overall status. The PE/PM will update project management cost and schedule performance often enough to reflect current project status and respond to emerging risks, technical challenges, and other issues identified during ongoing project activities.

5.1. The PE/PM will report status, risks, and issues to leadership as required, ensuring leadership is proactively informed to facilitate timely resolution. Adjustments will be made and management actions taken in coordination with stakeholders to keep the project aligned within the terms of the customer agreement, to the maximum extent possible. In response to unanticipated issues that occur during ongoing project activities, the customer agreement will be revised as necessary and the PMB rebaselined.

5.2. Accurate and timely project cost and schedule status will be maintained in TPT. The project performance data are reported to leadership via the Commander's Dashboard, metrics production, and project management reviews (PMR).

6. Materiel Surge Support. The 96 TW must be prepared at all times to act quickly to provide agile, responsive, and rapid support to the joint warfighter for any major conflict or contingency scenario facing our nation. Materiel surge may require test acceleration, either for a new or existing test program, which will involve accelerating all phases of the Test Project Management Process to support rapid fielding of an urgent operational need capability. The designated ETO will lead these important efforts and the assigned PE/PM and test team will provide immediate test program planning support to ensure successful rapid execution of the test effort. Procedures for quick reaction, short suspense, and national level testing are provided in the current EAFB Plan 70, *Materiel Surge*.

7. Continuous Process Improvement. The 96 TW is committed to the continuous process improvement of products and services, as well as being good stewards of the resources entrusted to the organization. Continuous process improvement (CPI) methodologies and tools will be employed to improve project outcomes, efficiencies, and performance to achieve the highest level of customer satisfaction. The Plans and Programs Office, Process Transformation Element, provides Air Force certified CPI facilitators to assist with application of CPI techniques.

SCOTT A. CAIN,
Brigadier General, USAF
Commander

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFI 25-201, *Intra-Service, Intra-Agency, and Inter-Agency Support Agreements Procedures*, 18 October 2013

AFI 99-103, *Capabilities-Based Test and Evaluation*, 06 April 2017

AFI 99-103_AFMCSUP, *Capabilities-Based Test and Evaluation*, 12 July 2018

AFTCI 91-202, *AFTC Test Safety Review Policy*, 13 November 2018

AFTCI 91-202_96 TW Sup, *AFTC Test Safety Review Policy*

AFTCI 99-100, *Statement of Capability*, 4 September 2018

Process Guide for AFTC Test and Evaluation Resource Planning, 17 May 2019

EAFB Plan 70, *Materiel Surge*, June 2018

96 TW Test Project Management Handbook

Prescribed Forms

None

Adopted Forms

AF Form 847, Recommendation for Change of Publication

Abbreviations and Acronyms

AFTC—Air Force Test Center

CONOPS—Concept of Operations

EAFB—Eglin Air Force Base

ETO—Executing Test Organization

EVCAS—Earned Value Cost Analysis System

EVM—Earned Value Management

FIAR—Financial Improvement and Audit Readiness

IAW—In Accordance With

JOCAS—Job Order Cost Accounting System

JON—Job Order Number

LDTO—Lead Developmental Test and Evaluation Organization

LOA—Letter of Agreement

MOT—Method of Test

P&A—Price and Availability

PE—Project Engineer

PM—Project Manager

PMB—Performance Measurement Baseline

PMR—Project Management Review

PTO—Participating Test Organization

SOC—Statement of Capability

STAT—Scientific Test and Analysis Techniques

TD—Test or Training Directive

T&E—Test and Evaluation

TE—Test Engineer

TEO—Test Execution Organization

TPT—Test Process Tool

WBS—Work Breakdown Structure

Terms

Concept of Operations (CONOPS)—Description of customer test plan or operational training/exercise activity provided in the test or training directive in lieu of a MOT when the customer does not require test design services and will instead independently execute their own test plan or training using Eglin range resources. The CONOPS describes all aspects of the test or training to be executed by the customer. This includes test resources, procedures, objectives, data collection, and any reporting requirements, etc. The CONOPS will also include potential hazards associated with test and proposed mitigations of those hazards. The CONOPS will not be deviated from without prior approval.

Customer Agreement—A support document with the customer that forms a mutual agreement identifying the scope, risks and estimated cost and schedule of the effort to be provided. The document can be in the form of a letter of agreement (LOA), pricing & availability (P&A), or a statement of capability (SOC).

Executing Test Organization (ETO)—This is the primary test site/organization which only exists when AFTC has been identified as the LDTO.

Lead Developmental Test and Evaluation Organization (LDTO)—The lead government developmental test organization supporting the integrated test team (ITT) that is most qualified to conduct and/or be responsible for overseeing a confederation of developmental test and evaluation (DT&E) organizations, each with different but necessary skills, in support of an acquisition program. When designated by the program office, AFTC is the LDTO and may designate a subordinate organization as the Executing Test Organization.

Letter of Agreement (LOA)—A support agreement between AFTC sites to capture the details of the transfer of workload.

Method of Test (MOT)—A 96 TW developed document detailing all aspects of the test to be executed. This includes required test resources, configuration control, methodology, procedures, objectives, data collection, analysis, success criteria, reporting requirements, etc. The MOT will also include all potential hazards associated with the test and the proposed mitigations for those hazards. A MOT will be a formal document approved by all designated participants and is not to be deviated from without prior approval.

Participating Test Organization (PTO)—Any test organization required to support a lead or executing test organization by providing specific T&E data or resources for a T&E program or activity. An organization that provides additional support to the ETO when required and can exist whether the AFTC is LDTO or not. Default designation and responsibilities to test project for which AFTC is not the LDTO including Science and Technology test and demonstrations, commercial test support, and all other non-major defense acquisition program (MDAP) test project support.

Performance Measurement Baseline (PMB)—The time-phased project cost, schedule, and deliverables/content which is established as an output/product of the SOC process. Test project performance is measured and reported against the PMB. The PMB's Work Breakdown Structure (WBS) hierarchy must be activity based and capture the time-phased spend plan for each element of work to be performed during each phase of the test project.

Pricing & Availability (P&A)—A binding agreement, similar to a SOC, between the 96 TW and a foreign military sales (FMS) test customer.

Project—A planned set of activities undertaken to create a deliverable (product or service) that meets specific customer objectives(s) and has a defined start and end point. A test project executes test points. A training project utilizes range resources for conduct of operational training activities, both air and ground.

Scientific Test and Analysis Techniques (STAT)—A study of test design, classes of approaches/methodologies, and the collection of tools/techniques for application of test design science, test design approaches, and test design techniques.

Statement of Capability (SOC)—A binding agreement between the 96 TW and the test customer that delineates scope, technical performance, risk, and detailed cost and schedule estimates. The SOC establishes the project performance management baseline.

Test Execution Authority (TEA)—The government individual responsible for accepting the Safety Review Board (SRB) and Technical Review Board (TRB) results and approving the test directive authorizing the test to proceed with any residual risk.

Test Execution Organization (TEO)—Basic organization (Squadron or Detachment) organized, trained, and equipped and assigned with the mission to conduct test and evaluation operations.

Test Directive (TD)—The authorization to commit resources to execute the test project. The TD includes the MOT or test plan, safety appendix, and appropriate supporting appendices and is approved when signed by the Test Execution Authority. The TD must be ready for publication prior to the Test Approval Brief (TAB). The date the TD is signed becomes the authorized start date of the active test phase.

Training Directive (TD)—The authorization to commit resources to execute the operational training or exercise project. The Training Directive includes the training plan CONOPS, safety appendix, and appropriate supporting appendices and is approved when signed by the Test Execution Authority. The date the Training Directive is signed becomes the authorized start date of the active training project.