



DEPARTMENT OF THE ARMY  
U.S. ARMY RESEARCH, DEVELOPMENT AND ENGINEERING COMMAND  
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REPLY TO  
ATTENTION OF

AMSRD-D

21 JUN 2012

MEMORANDUM FOR ALL RDECOM Employees

SUBJECT: RDECOM Policy #44, Systems Engineering and Project Management

1. REFERENCES:

- a. OPORD 10-065 US Army Research, Development and Engineering Command (RDECOM) Systems Engineering Policy (SE Policy), 261452R, August 2010, is hereby canceled.
- b. The US Army RDECOM Organizational Standard Process at - <https://sp.kc.us.army.mil/sites/rdecomppi/SEPAL/default.aspx>.
- c. WARNO 10-065 RDECOM System Engineering Policy (SE Policy), 091600R, August 2010.
- d. FRAGO 1 to WARNO 10-033 SE Policy, 12330R, May 2010.
- e. OPORD 10-033 RDECOM Strategic and Communication Planning, 060845R, May 2010.
- f. Public Law 111-23, "Weapon Systems Acquisition Reform Act of 2009," 22 May 2009.
- g. The US Army RDECOM System Engineering Policy, 24 April 2007.

2. APPLICABILITY: This policy applies to Major Science and Technology (S&T) Projects (formerly known as Army Technology Objective-Demonstration (ATO-D) projects), High Dollar Manufacturing Technology (ManTech) projects (>\$25M), and all approved Technology Enabled Capability Demonstration (TECD) projects. See Annex A for applicable projects.

3. PURPOSE: This policy implements the US Army RDECOM procedures for SE and Project Management (PM). The policy outlines the best practices and procedures to be followed in the development and execution of projects and products throughout the Command.

- This policy replaces the current RDECOM SE Policy issued in 2010 under OPORD-10-065, and implements Public Law 111-23 (reference 1f) for applying rigorous SE and program management principles in early technical planning and S&T project execution.

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#### 4. GENERAL GUIDANCE:

a. The RDECOM requires the application of SE and PM best practices to promote effective project planning and execution. The detail, formality, and scope of the SE and PM activities are driven by the requirements and constraints of the S&T program. Pursuant to implementing this policy, the projects which meet the criteria established in paragraph 2 of this policy, starting in Fiscal Year 2012 and later, shall have personnel who are accountable to plan, coordinate, execute, and assess the activities as defined in this policy. A Project Lead (PL) shall be chartered or designated by the Research, Development and Engineering Center (RDEC) and Laboratory (Lab) Director or by the Director, RDECOM, with the responsibility, accountability, and authority for the individual project.

b. To enhance focus on SE efforts, each RDEC/Lab shall provide an organizational Chief Systems Engineer (Chief SE) who provides SE direction, assistance, and guidance to projects. The Chief SE has responsibility for determining how SE is implemented IAW this policy. Each organization's Chief SE or their designated alternate shall participate in all the RDECOM SE/PM Integrated Product Team (IPT) meetings.

c. To enhance focus on PM efforts, each RDEC/Lab shall support the PM focused efforts in all the RDECOM SE/PM IPT meetings. Each organization shall be responsible for determining how PM best practices are implemented IAW this policy and be responsible for directing, guiding, and coaching the PL. In RDEC/Labs where the Director has established a PM Management organization (PM Competency Lead) and process, that delegated PM lead shall be accountable for these efforts.

d. Each project shall have a Project Systems Engineering Lead (P-SEL) to support the PL with the implementation of SE.

e. The PL, P-SEL, and Chief SE are responsible for collecting, sharing, and implementing best practices within their organization and across RDECOM.

f. The RDECOM requires each of the PLs to submit a Project Plan (PP), per the template (Annex B or the RDEC/Lab approved tailored template). A draft PP is due to RDECOM within 3 months of the project proposal acceptance and is due within 6 months of the RDECOM Board of Directors (BoD) decision to proceed with TECD. These PPs are required to be completed and signed prior to the start of project quarterly reviews. The RDEC/Lab Director must approve the Final PPs. The Director, RDECOM, must approve the Final PP for TECD projects.

g. The PL, working with the P-SEL and supported by the Chief SE, is responsible for developing and updating the PP throughout the life of the project. The Chief SE shall review and provide recommended changes to the PP to the RDEC/Lab Director at a minimum on an annual basis.

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h. A project with multiple RDECs/Labs participation should only have one PP per project. Responsibility for this PP lies with the RDEC/Lab designated as the PL. Supporting organizations should assist the lead organization by providing inputs for the work portions in their area. In cases where the supporting organization is committing funding for TECD projects, the Director of the supporting organizations would then be required to sign/approve the PP.

i. The RDECs/Lab shall conduct quarterly reviews for each project addressed by this policy. Reviews may be internal for non-TECD projects. The format for these reviews is provided in the Project Review Template (Annex C or the RDEC/Lab approved tailored template). These reviews are designed to track how the project is executing and ensure the PL conducts a thorough self assessment of the health of the project. The PP serves as a source for the information in the reviews and should be updated as required. Procedures, with roles and responsibilities, for updates and reviews can be found in Project Review Procedure in the RDECOM Organizational Standard Process (OSP) (reference 1b).

j. Each organization is responsible for maintaining a centralized repository for PPs and Project Review charts. Organizations shall post their draft and approved PPs within one week of approval, and Project and Technical Review charts shall be posted within one week of conducting the review to the RDECOM P&E SharePoint site:  
<https://sp.kc.us.army.mil/sites/rdecompipi/RDECOMQRCCR/Shared%20Documents/Forms/AllItems.aspx>

k. A minimum set of program/project technical reviews are required and include - Requirements, Preliminary Design, Critical Design, and Test Readiness. These reviews span the life cycle of the project and are scheduled to inform stakeholders of major project decisions. The PL and P-SEL are responsible for conducting these technical reviews. The Chief-SE is expected to provide SE assistance and guidance to this process. Procedures, with individual roles, responsibilities, and guidance can be found in the Technical Assessment Procedure (reference 1b).

l. The following training is mandated for each organizational Chief SE:

(1) The RDECOM SE Basics Course.

(2) The RDECOM SE Advanced Course.

(3) The Technology Planning continuous learning module offered by the Defense Acquisition University (DAU)-CLE-017, and be Systems Planning, Research, Development, and Engineering (SPRDE) - Program System Engineer level III certified. The SPRDE requirement is optional for organizations and personnel not currently part of the acquisition workforce. See Annex D for further training requirements details.

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m. The PL shall complete:

- (1) The RDECOM SE Basics Course.
- (2) The RDECOM SE Advanced Course.

(3) The Technology Planning continuous learning module offered by the DAU-CLE-017, and is Acquisition Level III certified in the career path of their choice. The acquisition requirement is optional for organizations and personnel not currently part of the acquisition workforce. See Annex D for further training requirements details.

n. The Project System Engineering Lead shall complete:

- (1) The RDECOM SE Basics Course.
- (2) The RDECOM SE Advanced Course.

(3) The Technology Planning continuous learning module offered by the DAU-CLE-017, and be SPRDE-System Engineer (SE) level III certified. The SPRDE requirement is optional for organizations and personnel not currently part of the acquisition workforce. See Annex D for further training requirements details.

o. All team members shall complete the RDECOM SE Basics Course, as well as the Technology Planning continuous learning module offered by the DAU-CLE-017, NLT 1 year after assuming this role. See Annex D for further training requirements details.

p. The RDECOM's SE Guidance includes the following:

- (1) The RDECOM SE and Policy 2012 Applicability (Annex A)
- (2) The RDECOM Project Plan Template (Annex B).
- (3) The RDECOM Project Review Template (Annex C).
- (4) The RDECOM SE and PM Training Requirements (Annex D).
- (5) The RDECOM OSP at <https://sp.kc.us.army.mil/sites/rdecomp/SEPAL/default.aspx>

## 5. RESPONSIBILITIES:

a. The RDECOM Director will:

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- (1) Approve and sign PPs for TECD efforts.
  - (2) Charter TECD PLs.
- b. The HQ RDECOM G-6 will:
- (1) ICW P&E provide and sustain capabilities for document repository, management, collaboration, and virtual meetings for unclassified environments.
  - (2) ICW P&E coordinate with the RDECs to purchase the enterprise level software licenses.
- c. HQ RDECOM G-8 will:
- (1) ICW P&E coordinate necessary financial issues with the RDECs/Labs to purchase RDECOM technical and/or professional enterprise memberships.
  - (2) ICW P&E and RDECs/Labs, coordinate and track financial information to support project planning and execution.
- d. HQ RDECOM Programs and Engineering (P&E) will:
- (1) Develop, update, disseminate, and execute RDECOM SE and PM Policy and governance to ensure:
    - (a) Adherence to the RDECOM SE/PM Policy.
    - (b) Ensure RDECOM's projects are properly planned, executed and reviewed
    - (c) Make SE/PM practices more accessible to workforce.
    - (d) Work to increase the probability projects' success and transition.
  - (2) Lead/Chair the RDECOM SE/PM IPT with participation from each RDEC/Lab:
    - (a) Ensure the SE/PM IPT meets on at least a quarterly basis.
    - (b) Extend invitation to representatives from other government offices and agencies, industry, professional associations, and academia as appropriate.
    - (c) Support SE/PM-related activities impacting the Command.

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(d) Ensure RDECOM is collecting and disseminating best practices from each organization.

e. The RDECOM SE/PM IPT will:

(1) Serve as the Configuration Control Board (CCB) for RDECOM Organizational Standard Process (OSP).

(2) Maintain the RDECOM Process Asset Library (PAL) of procedures, examples, and template as well as ensures compliance and assist with the implementation of the SE/PM Policy.

(3) Develop and maintain the RDECOM training curriculum including the RDECOM SE Basics Course and SE Advanced course. Assist with train-the-trainer to disseminate to the command.

(4) Continuously improve/update the RDECOM SE course material via feedback and lessons learned.

(5) Serve as a resource for the Command to obtain SE/PM help as desired and will assist efforts by providing "Project Jump-Starts."

(5) Identify best practice SE/PM tools and products appropriate for purchase at the enterprise level.

f. The ARL, AMRDEC, ARDEC, CERDEC, ECBC, NSRDEC, and TARDEC will:

(1) Disseminate and comply with the policies and procedures set forth in this policy.

(2) Ensure the Chief SE participates in the RDECOM SE/PM IPT.

(3) Support the SE and PM focused efforts within the RDECOM SE/PM IPT.

(4) Collect and disseminates all best practices and lessons learned from their respective organization.

(5) Direct, guide, and coach the PL and P-SEL on SE and PM best practices.

(6) Identify best practice SE/PM tools, products, software licenses, and membership being purchased by multiple RDECs/Lab that would be appropriate for purchase at the enterprise level. Also be responsible to co-share the cost of the enterprise software and licenses.

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(7) As the PL from organizations designated as the Lead for projects with multiple RDECs/Labs participation, fulfill the following responsibilities:

(a) Ensure the PL will work with the individual supporting Center(s)/Lab to establish the PP, dividing the SE and program management tasks as appropriate.

(b) Ensure the PL will establish the roles, responsibilities, and timelines for updating PP sections.

(c) Ensure the PL will establish the roles, responsibilities, and timelines for updating the project review metric information needed to conduct the reviews listed in paragraph 4 of this policy.

(d) Ensure the PL will ensure reviews include participation/membership from appropriate supporting Center(s)/Lab.

(8) As the PL from organizations designated to support projects with a different Lead Organization, fulfill the following responsibilities:

(a) Ensure the PL will work with the Lead Organization Center(s)/Lab PL to input accurate, timely information into the PP, as appropriate.

(b) Ensure the PL will comply with the Lead Organization PL determined roles, responsibilities, and timelines for updating the relevant PP sections.

(c) Ensure the PL will comply with the Lead Organization PL determined roles, responsibilities, and timelines for updating the project review metric information needed to conduct the reviews listed in paragraph 4 of this policy.

(d) Ensure the PL will ensure, as required by Lead Organization PL, participation in reviews.

g. The ARDEC will serve as RDECOM SE Executive Agent for this policy.

(1) Lead in the planning, development, and maintenance of the RDECOM SE/PM Policy initiatives

(2) Coordinate/represent RDECOM SE position on DoD and Army SE level forums and initiatives.

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6. The proponent for this policy is the RDECOM Programs and Engineering (P&E) Office, AMSRD-PE, Jennifer Avato, [Jennifer.b.Avato.civ@mail.mil](mailto:Jennifer.b.Avato.civ@mail.mil), 410-278-1580 or DSN 298-1580.

A handwritten signature in black ink, appearing to read "Dale Ormond". The signature is fluid and cursive, with a large initial "D" and "O".

DALE A. ORMOND  
Director

4 Encls  
Annexes A-D