Standard Operating Procedures (SOP)
for the Global Combat Support System-Army (GCSS-Army)
Configuration Sustainment Process

Published by

US Army Combined Arms Support Command (USA CASCOM),
Enterprise Systems Directorate (ESD)

Fort Lee, VA

Version 1.0, 31 January 2013

TABLE OF CONTENTS

LIST OF FIGURES

Executive Summary

As Global Combat Support System-Army (GCSS-Army) moves into the initial stages of full fielding, it also moves into the sustainment phase of the system lifecycle. Previous methods of development take on new processes that involve routine requests for support from users in the field who detect and report system defects. System users and others in the Army command structure may also request changes to the system to add new functionality, improve performance, or to adapt to changes in Army policy or doctrine. As part of this lifecycle transition, problem management and tracking is now performed using the automated Sustainment Support System for the Single Interface to the Field (S4IF), a help desk sustainment portal where users can initiate requests for support and sustainment personnel can manage these requests until resolution is achieved. Requests for system enhancements also follow new processes and call for intensive management through a structured review and approval process, assuring that Army commands are involved in making well-informed decisions based on a "whole Army" approach. The Standard Operating Procedures that follow provide the foundation for structured management of system changes throughout the development lifecycle, while providing an informative guide for internal procedures that support the process of change.

1. References.

a. AR 70-1, Army Acquisition Policy, 22 July 2011
b. AR 73-1, Test and Evaluation Policy, 1 August 2006
c. DA Pam 70-3, Army Acquisition Procedures, 28 January 2008
d. DA Pam 73-1, Test and Evaluation in Support of Systems Acquisition, 30 May 2003

2. Background.

a. In accordance with DA Pam 73-1, Test and Evaluation in Support of Systems Acquisition, dated 30 May 2003, every software developer and maintenance activity must implement a corrective action process to manage problems that are detected in the approved software product baseline. This necessitates a systematic and coordinated approach to the management and processing of software updates to fix problems and implement proposed changes for these systems. Changes to software systems arise from several sources, primarily originating from a user-initiated request for assistance submitted through a customer service Help Desk. Help Desk personnel assist in problem resolution during the initial contact or by creating a Help Desk Ticket (HDT) when resolution is not immediately possible and additional action is required. Reported *incidents** are categorized by the impact on the system or operational environment. The impact defines the urgency of resolution, from a system defect resulting in a non-operational status, a defective process, or a state of inconvenience for the user.

> * Incident: *Any event which is not part of the standard operation of a service and which causes or may cause an interruption to, or a reduction in, the quality of that service* – Information Technology Infrastructure Library (ITIL) definition

b. Beyond requests for immediate support, end users, commands, proponent agencies, support personnel and developers require a method for suggesting software changes to meet emerging requirements, take advantage of new technologies, align the system with changing policy or doctrine, or to enhance the user-software experience. The Engineering Change Proposal-Software (ECP-S) form provides a method for documenting and managing user requests for system enhancement or initiating a new requirement identified during work on an existing issue. A structured process for managing the change process beyond the scope of direct user support is imperative to ensure the best level of support for Army logistics operations and to ensure the needs of the user are addressed effectively and within reasonable time expectations.

> **Note**: Currently, there is no Army or DoD proponent agency that provides an active ECP-S form in the publication system. Appendix C contains an interim ECP-S form—with instructions—that can be used in lieu of an officially published form until such time a published form becomes available. This form (herein referred to as the ECP-S) is critical for providing the information necessary for evaluating enhancement requests and attaining Army command approval before an implementation decision is made. The ECP-S is discussed in more detail in paragraph 10.

3. Purpose and Applicability.

a. This SOP outlines the overall process for managing system defects and functional or technical gaps identified through the established Help Desk system. Proper classification of tickets by operational impact (criticality) is imperative to ensuring responsiveness and effectiveness of solutions. The impact of a problem drives the timeline for support and the path that must be followed to resolve the issue. Whether that problem is a defect in current functionality or a need for new functionality determines how the issue is resolved and the level of complexity required for implementing—or otherwise managing—a solution.

b. Help desk tickets and enhancement requests are usually submitted by system end users. Either of these requests can also originate from other sources as well, such as Army commands, Proponent Agencies, or from inside the development arena. For the purpose of this SOP, any request for additional functional capability or technical enhancement that does not already exist in the current system or as a major change to the current or projected software production package originates as an Impact Code (IC)-5 Change Item (CI) ECP-S (covered in paragraph 10).

c. The procedures contained in this SOP provide GCSS-Army project managers, production team members, supporting personnel, and reviewing/approving authorities a structured framework for managing requests for support and changes to the GCSS-Army environment. Appendix A contains the Memorandum of Agreement for signatories supporting implementation of this SOP. Appendix B details the Capability Developer review and decision process when assessing requests for system enhancements. Appendix C contains the form for submitting an ECP-S. Appendix D provides detailed process flows in the change review and approval process. Appendix E provides a list of acronyms for reference.

d. This document is applicable to GCSS-Army Project Management Office (PMO) staff, Capability Developers, Materiel Development and Help Desk personnel, Army Commands (ACOMs), Army Service Component Commands (ASCCs), DRUs (Direct Reporting Units), Army Proponent Agencies, system users and field support personnel, and members of the Logistics Domain Business Process Council (Log Domain BPC) or Requirements Governance Council (RGC) authorized in the JROCM (covered later in this document).

4. Scope.

a. The central focus of this SOP are the procedures for managing requests for system change due to process defects (described herein as “break/fix” issues) and suggested changes via ECP-S submission. Submitter (originator) and ACOM / ASCC / DRU roles and responsibilities are covered, as are the responsibilities of personnel managing sustainment processes. Also covered are roles and responsibilities of Capability Developers for reviewing, prioritizing, and approving ECP-S requests.

> **Note**: For the purposes of this SOP, the CASCOM Capability Developer and ASA (FM&C) are referred to as “Capability Developer,” except where clarity is required due to unique responsibilities.

> **Note**: Details for conducting reviews at levels above the PMO are governed by individual committee charters and are outside the scope of this SOP.

b. The core of this document outlines—

(1) The process of change management for GCSS-Army sustainment

(2) Membership, authority, and duties of the Baseline Configuration Control Board (BCCB) and Government Change Control Board (GCCB)

(3) Review and approval process for reported program defects and for system enhancements

c. Help desk ticket management procedures are governed by their respective agencies, as are internal management processes, and are referenced only as needed to describe interacting relationships with the change management process. Figure 1 illustrates a high-level, consolidated view of the sustainment processes covered by this SOP.

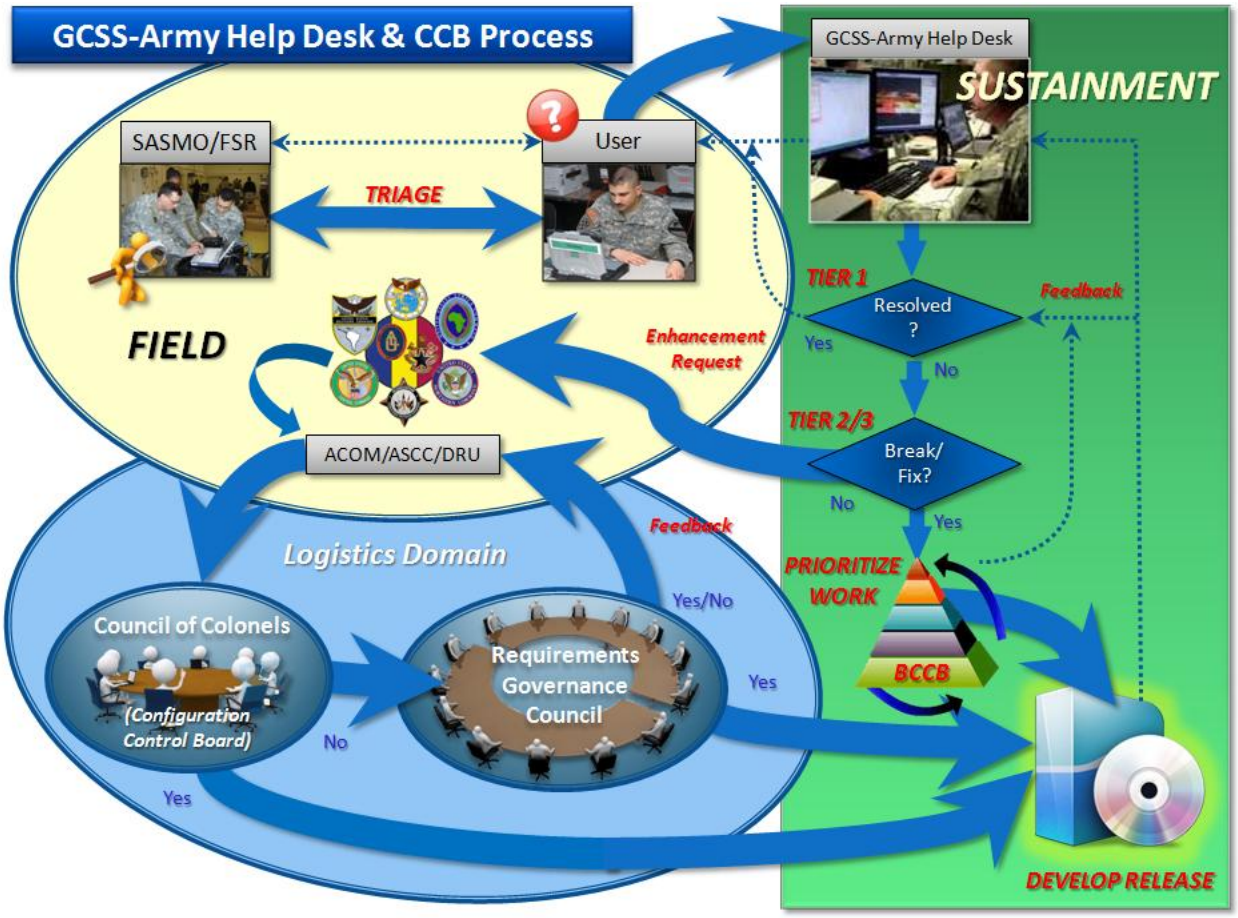

Figure 1. GCSS-Army Sustainment Process

5. Impact Code (IC) Priorities. Requests for support will be assigned a criticality category based on the severity and joint task force impact outlined in DA Pam 73-1. The impact codes listed below are applied to all HDTs and CIs registered in the Help Desk database. Impact Code assignments are based on Army mission requirements as the primary criteria, and include user, organizational, operational, and system impact.

a. Priorities and priority assignment (made by Help Desk personnel in consultation with the submitting individual) will follow these criteria:

(1) Impact Code 1 (IC-1) – Critical: Prevents the operator's accomplishment of an operational or mission essential function or jeopardizes personnel safety. A problem of this nature causes a critical system failure, system crash or unrecoverable data loss, endangers personnel, or results in mission failure. No viable or sustainable work-around solution is available.

(2) Impact Code 2 (IC-2) – Critical: Adversely affects the accomplishment of an operational or mission essential function so as to degrade performance and for which no alternative "work-around" solution exists. These discrepancies cause system degradation, flawed data storage, or results in mission degradation. No viable or sustainable work-around solution is available or solution requires substantial additional work.

(3) Impact Code 3 (IC-3) – Medium: Adversely affects the accomplishments of an operational or mission essential function and for which there is a "reasonable" alternative work-around solution. These incidents may cause moderate system degradation or failure, incomplete data storage at any level, or results in mission impairment. A work-around solution is available with moderate additional work. Similar incidents may be reported and customers are informed of the work-around and walked through the procedure. Once the user receives an explanation of the work-around, Help Desk technicians complete follow-ups to ensure the work-around solution is sustainable. Help Desk personnel will inform all system users of the solution approved as a work-around.

> **Note**: Work-arounds are interim measures and are not intended to be permanent solutions. HDTs supported by a work-around solution will be mitigated in accordance with paragraph 8 for determination of a permanent solution or integration of the work-around as a standard process.

(4) Impact Code 4 (IC-4) – Low (Required): Operator inconvenience or annoyance. The reported failure causes an operator inconvenience, but does not affect a mission critical function.

(5) Impact Code 5 (IC-5) – Enhancement (Desired): All others, applies to a desired change or modification that enhances system performance or expands system capabilities beyond current requirements.

b. When determining the overall impact, some additional considerations will assist in evaluating the level of urgency in the decision-making/action process, in particular, whether the reported problem is –

(1) Extensive/Widespread – Affecting all users of a system, application, or process, or projected to affect current or planned system users.

(2) Significant/Large – A large and significant number of users experiencing similar issues on a related system, application, or process (this number is arbitrary and based on experience and good common sense).

(3) Moderate/Limited – More than one user experiencing similar issues on a related system, application, or process.

(4) Minor/Localized – One user with limited issues.

6. Requests Types and Priority Assignment. Requests for support can be categorized into two general categories, depending on whether the request is for assistance with an existing problem or for a new feature or capability that does not currently exist. For the purposes of this document, these categories are defined as:

a. Break/Fix. A *break/fix* request identifies a problem using the system within its current capability set. Users may experience degraded performance or functionality, process interruption or errors, data loss, annoyance, or complete system failure. These types of problems may affect the operational mission or detract from the user experience. Reports of this type are assigned Impact Codes 1-4, based on the level of criticality defined in paragraph 5.

b. Enhancement. When a system user, field command, or Army proponent agency requests or directs a new capability, the request is identified as an *enhancement* request. These requests are non-routine in nature, but may identify an emerging requirement or functionality to improve the operational mission. Enhancement requests are assigned Impact Code 5.

c. In all cases, calls for assistance are entered in Sustainment Support System for the Single Interface to the Field (S4IF) at the Tier 1 Help Desk. Assistance requests that cannot be immediately resolved are converted to a Help Desk Ticket (HDT), assigned an initial Impact Code priority, and assigned to Tier 2 Help Desk support personnel in accordance with the responsible Help Desk operating policy. The processing of enhancement requests is covered in paragraph 10.

d. Impact Codes are subject to change based on analysis throughout the life of the ticket. A thorough analysis could determine that a requester may believe that the system is not functioning correctly, but a solution may effectively result in a capability that doesn't yet exist. In these cases, an HDT categorized as IC-2 (for example) may result in a change to an enhancement request (IC-5). This situation is discussed in more detail in paragraph 8.

e. The process for resolving break/fix issues are discussed separately from enhancement requests because of differences in the management and resolution processes. The framework described in the remainder of this SOP outlines the processes involved in managing each type of actionable request, including process

flow, lines of communication, and actions required when reported problems cannot be immediately resolved without implementing a system change.

7. Requests for User Support.

a. System users submit service requests for assistance through the formal sustainment help desk system. GCSS-Army uses a three-tiered approach for help desk support:

(1) Tier 1 – the entry point for support, providing immediate action to resolve user-reported problems, or serves as a gateway to more intensive support

(2) Tier 2 - Lead System Integrator (LSI) functional and limited technical support above the capabilities of Tier 1, provides assistance directly to users or to Tier 1 personnel

(3) Tier 3 - Sustainment Lead System Integrator (LSI) help desk personnel provide high-level functional and technical support to lower tiers and serves as the gateway to system research and development processes

b. Initial requests for support are submitted to the Tier 1 Help Desk, normally by system users. Alternatively, Sustainment Automation Support Management Office (SASMO)—or other command support personnel—may initiate a service request on behalf of a user they support. Service requests may be initiated via the S4IF portal (preferred method), or by phone, fax or email when S4IF portal access is not available. S4IF is the system used to track all requests, whether or not they are resolved immediately or escalated in the form of an HDT. The Help Desk process flow for routine requests (excludes requests for system enhancements) is illustrated in Figure 2.

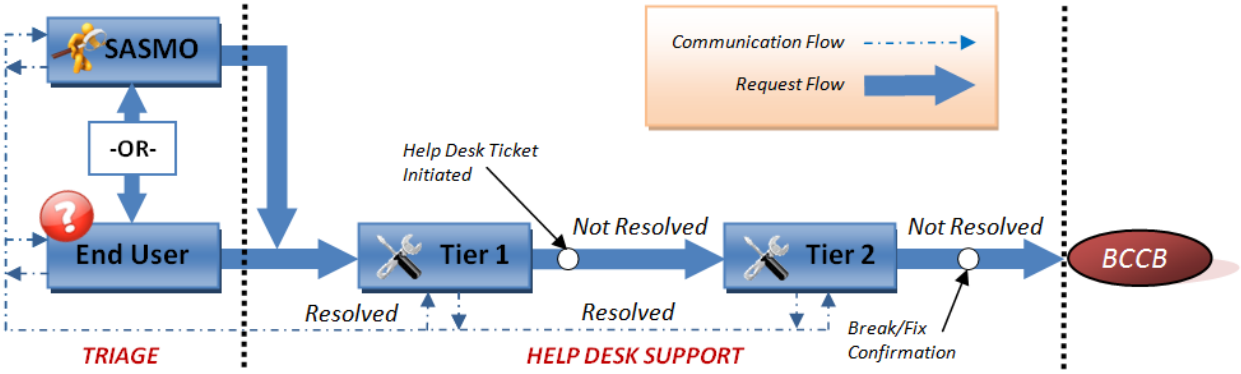

Figure 2. Process Flow for Routine User Support Requests

> **Note**: For more information on contacting the Tier 1 Help Desk, to find out more about S4IFcapabilities, or to submit a service request, visit the S4IF Portal at https://s4if.lee.army.mil/.

c. Calls and HDTs that can be directly resolved by Help Desk personnel (service requests or guidance calls) are only discussed briefly in this paragraph; emphasis is on those issues that result in a break/fix condition, covered in more detail in paragraph 8. Guidance calls usually involve user access, training, procedural issues, or general questions. Enhancement requests are discussed in detail in paragraph 10.

d. End user requests for support should be addressed at the lowest level, whenever possible. The SASMO (or Field Service Representative (FSR)) serves as the "first line of defense" for providing immediate assistance to field users. The SASMO, or other unit-identified logistics sustainment representative, provides *triage* services in an attempt to remedy the user's problem. If the assistance provided is successful, no further action is required.

e. If the SASMO cannot resolve the user's problem, the user (or the SASMO, on behalf of the user) contacts the Tier 1 Help Desk for support via the S4IF portal or other approved method.

f. All contacts to the Tier 1 Help Desk are recorded in the S4IF Call Log. If the Tier 1 technician can resolve the user's (originator's) problem, assistance is provided, the log is closed and no further action is required. If the problem cannot be resolved at Tier 1, the technician opens a Help Desk Ticket, assigns an initial Impact Code priority and *escalates* the ticket to the Tier 2 Help Desk for further analysis and action. Escalating the call sends a notification to selected personnel that an HDT has been generated. Tickets are assigned to support personnel according to established Help Desk procedures.

g. The Tier 2 technician attempts to resolve the originator's problem through direct contact. If the technician can resolve the problem, assistance is provided, the request is closed and no further action is required. *Guidance* tickets (user access, training, or procedural, for example) resolved by the GCSS-Army Tier 2 Help Desk do not require additional actions. Problems that cannot be resolved at Tier 2 are identified as a *break/fix* issues (see paragraph 8). The ticket status is updated to *Pending BCCB* for further action, and the ticket is assigned to the Tier 3 Help Desk.

h. Detailed procedures for recording Help Desk actions and managing the ticket status are established by each individual Help Desk. In all cases, details of the support provided are recorded, including the procedure where the problem occurred, the action that caused the problem, the root cause, if identified, and actions required to correct the problem(s) if a solution is provided. If a specific work-around solution is provided, the solution is recorded and details of the solution are provided to the Tier 1 Help Desk.

This will help to provide service at the Tier 1 level for subsequent reports of the same problem without having to escalate an HDT to Tier 2.

i. Figure 3 illustrates the information flow as the request is processed through the Tier 1 and, if necessary, the Tier 2 Help Desk. The user is updated throughout the problem lifecycle until resolution is achieved.

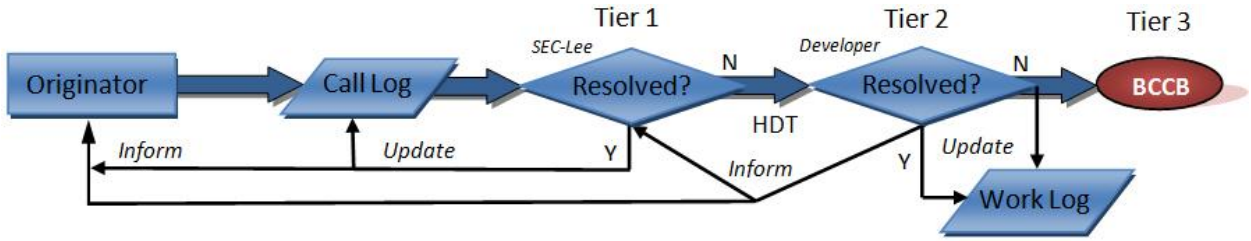

Figure 3. Help Desk Information and Update Flow

Note: Help Desk Tickets are *Resolved* in S4IF. These tickets are not immediately *Closed*, but provide a window of opportunity (currently 15 calendar days, as determined by internal Help Desk SOP) for submitters to validate a solution before a ticket is actually closed.

Note: Requests for enhancements submitted directly to the Tier 1 Help Desk will *not* be escalated to an HDT. These requests are deferred back to the requester for submission of an ECP-S following the procedures detailed in paragraph 10. Any open S4IF Call Log entry is closed and the requester is provided additional instructions, as required, to ensure the ECP-S submittal process is understood.

8. Break/Fix Baseline Configuration Control Board (BCCB).

a. The BCCB process applies to both break/fix tickets and enhancement requests. This paragraph details the process for those tickets identified as potential break/fix issues, that is, the problem reported could not be resolved at either the Tier 1 or Tier 2 Help Desk and a determination has been made by the Tier 2 technician that the problem may require a programming solution. The BCCB process for enhancement requests is covered in paragraph 12.

b. The break/fix BCCB is conducted as scheduled by the Product Data Manager (PdM), GCSS-Army. The BCCB process includes incident review, validation, and Government Change Control Board (GCCB) review and approval, as required (see paragraph 9). Tickets are reviewed in order of priority, with Impact Code 1 and 2 tickets given the highest priority.

c. The BCCB is comprised of members as determined by the PdM, GCSS-Army. As a minimum, BCCB team members will include:

(1) PdM, GCSS-Army's designated representative

(2) CASCOM and ASA (FM&C) Capability Developers (also serves as the government Business Analyst Lead (BAL) for Logistics and Finance, respectively)

(3) Sustainment Lead System Integrator (LSI) Business Process Leads (BPLs)

(4) Tier 2 and 3 Help Desk personnel (as required)

d. The goal of the BCCB is to evaluate the extent of the problem prior to initiation of an S4IF *Change Item* (CI), further resulting in a *Change Request* (CR) for GCSS-Army Development Team review. BCCB team members work together to ensure the problem is well-defined, properly documented, and assigned the correct priority. Figure 4 illustrates the BCCB process for break/fix issues and the follow-on actions resulting in a system change.

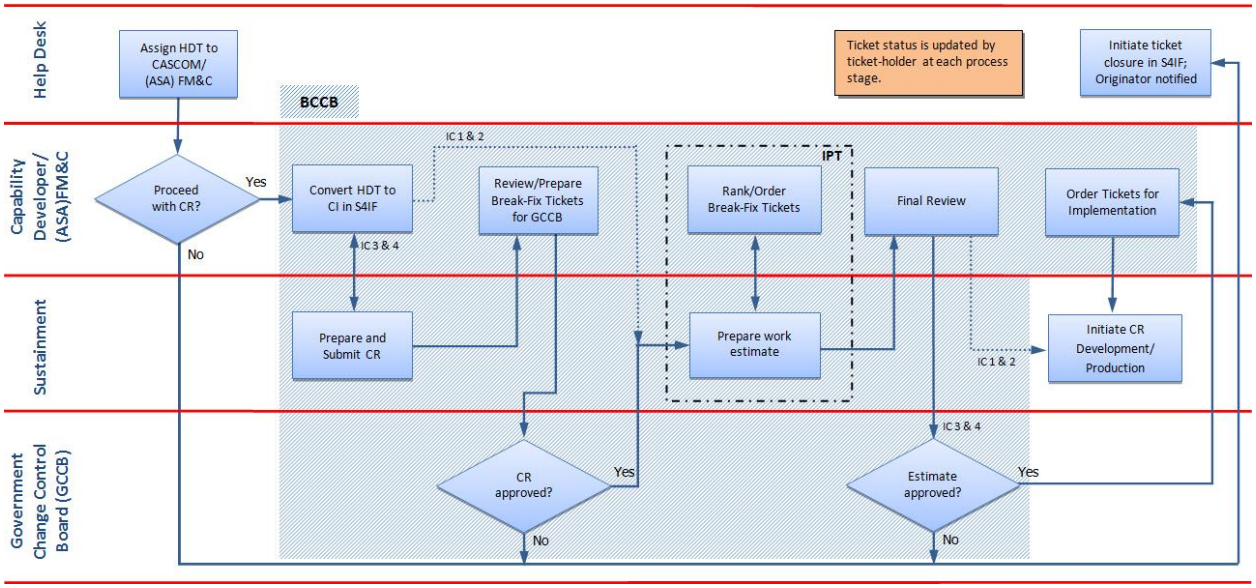

Figure 4. Break/Fix BCCB Process

Note: A full-size figure detailing each node is included in Appendix D.

e. The following steps outline the break/fix BCCB process flow, from entry at the Tier 3 Help Desk to ticket resolution:

(1) Break-Fix tickets are assigned to the GCSS-Army Tier 3 Help Desk for management under the authority of the BCCB. The Tier 3 Business Area Lead (BAL) serves as the last Subject Matter Expert (SME) in the Help Desk chain by reviewing tickets awaiting BCCB review and providing resolution, when possible. Unresolved tickets are identified and a BCCB is scheduled. Tickets in a Pending BCCB status are routed to the appropriate CASCOM Capability Developer or ASA (FM&C) representative, or both.

(2) The Capability Developer reviews each ticket to determine the scope of the defined issue with respect to current functional and operational requirements. The CASCOM Capability Developer confers with the ASA (FM&C) to determine any functional system financial implications that may affect implementation of a fix. Issues determined to be valid will be converted to a CI and referred the System Sustainment team for preparation of a CR. The CR provides the functional and technical details required to implement proposed system change.

(3) Capability Developers may opt not to proceed with a CR due to—

(a) A finding that the reported problem does not meet the functional specification and a fix cannot be implemented without invalidating an approved requirement.

(b) An anticipated or approved change invalidates the original requirement.

(c) The reported problem is not valid according to current requirements (functions correctly), but meets the criteria for a system enhancement.

Note: The Capability Developer will annotate break/fix tickets not meeting the criteria for continued action with the reason for non-action, initiating ticket closure upon completion of the BCCB. In all cases, the original submitter will be notified that the ticket will be closed, noting the reason in the ticket work log. The originator of the ticket is notified automatically by S4IF email message.

Note: Change Item priorities cannot be revised once accepted by the Capability Developer. Any subsequent request to raise a ticket's priority must be approved and documented by the designated Capability Developer during the GCCB.

(4) The LSI Sustainment BPL prepares the CR according to internal functional and technical standards. A root cause analysis may be required to determine the source of the problem and the projected effort that may be required to fix it once the cause is identified. Specific details for preparing the CR are governed internally as directed by PdM, GCSS-Army.

(5) The Capability Developer reviews and refers completed CRs to the GCCB, as scheduled at the direction of PdM, GCSS-Army. At this point, the CR contains a description of the problem, the proposed solution, and the level of effort (LOE) required for implementation.

> **Note**: GCCB review and approval is not required for Impact Code 1 and 2 CIs. These items are forwarded directly for implementation once the work estimate process is complete.

(6) The Government Change Control Board may opt not to proceed with a Change Request due to—

(a) Financial implications.

(b) Level of effort and/or projected cost exceeds expected return on investment (ROI).

(c) A fix contradicts an existing requirement or a known emerging requirement not yet implemented.

(d) GCCB consensus that the problem and proposed fix, as stated, does not meet intent from a business process standpoint.

> **Note**: For (6)(a) and (6)(b) above, justification may be arbitrary in nature; data or other information supporting the decision must be documented in the GCCB minutes and CI work log. Include specific costs (actual or projected), when applicable.

> **Note**: If the GCCB disapproves the CR, the Change Item is closed according to Help Desk procedures, noting the rationale for disapproval to ensure the ticket is fully documented. In all cases, the original submitter will be notified that the ticket has been closed, noting the reason in the ticket work log. The originator of the ticket is notified automatically by S4IF email message.

(7) Once the GCCB decides to proceed with the CR, the Sustainment BPL prepares a work estimate, working with the Lead System Integrator (LSI) as necessary to accurately determine the scope of work required. If the volume of CRs is high, the Sustainment BPL works with the Capability Developer to manage the priority that estimates are prepared. This process serves as an Integrated Product Team (IPT) function and can be performed as an ongoing process or a scheduled event as necessary to effectively manage the volume of work.

(8) When the work estimates are completed, the Capability Developer conducts a final review, then presents the CRs and associated work estimates to the GCCB for final approval.

> **Note**: IC 1 and 2 tickets are expedited through this process and move directly to development without passing through the GCCB.

> **Note**: If the GCCB disapproves the change after the work estimate has been completed, action is taken to close the CI according to Help Desk procedures, noting the rationale for disapproval to ensure the ticket is fully documented. In all cases, the original submitter will be notified that the ticket will be closed, noting the reason in the ticket work log. The originator of the ticket is notified automatically by S4IF email message.

f. On final GCCB approval, the Capability Developer assigns a priority of work for all approved changes, as required. The BCCB concludes, all actions are annotated in the related CI ticket, the completed CR documentation and associated work estimates are included as an attachment to the CI, and the approved change is submitted for development as depicted in Figure 5.

> **Note**: Break-Fix CRs do not require Government Contracting Officer (GKO) approval since the work required involves actions based on previously approved contract vehicles using Post-Deployment Software Support (PDSS) sustainment funds.

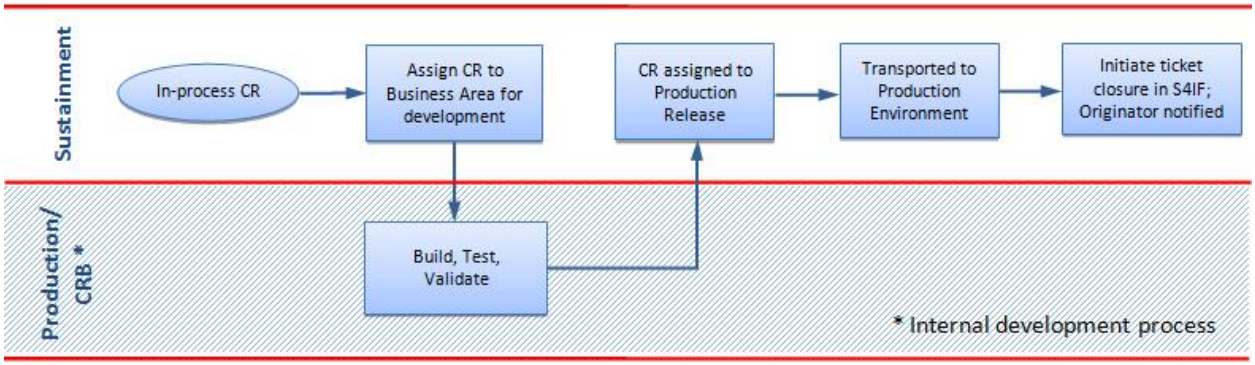

Figure 5. Change Request Implementation

(1) The LSI Sustainment BPL assigns the CR to a business area for development and, subsequently, the CR is assigned to a Production Release. The CI status is updated to indicate the CI is pending a software release.

(2) The CI remains open as the vehicle used to communicate status. Capability Developers and LSI Business Process Leads engage in on-going communication to ensure the ticket documentation is maintained. The ticket Assignee updates the ticket status as changes occur.

(3) The LSI ensures that approved changes are designed, developed, configured, documented, and tested according to internal business practices. Once the change has been promoted to Production (implemented in the current system, also known as *a transport*), the CI closure process is initiated in S4IF. The originator of the ticket is notified automatically by S4IF email message.

9. Government Change Control Board (GCCB).

a. The Government Change Control Board (GCCB) is established to support the GCSS-Army change process by reviewing CRs and determining the disposition for each request relative to established development business functions or workstreams, production design, and software and technical Architecture.

b. The GCCB CR review and approval process governs both break/fix and ECP-S Change Requests. GCCB review ensures that requested changes align with the approved project development scope.

c. GCCB membership includes, but is not limited to, the following participating members:

(1) PdM, GCSS-Army or designated representative (Chair) *

(2) PdM, GCSS-Army Configuration Management (CM) representative **

(3) PdM, GCSS-Army Information Assurance (IA) representative **

(4) PdM GCSS-Army Life Cycle Logistics Division (LCLD) representative (Training and Sustainment) **

(5) CASCOM and ASA (FM&C) Capability Developers **

(6) PdM, GCSS-Army Release and Scope Managers

(7) LSI Project Manager and LSI Control Accounts Manager (CAM)

(8) Other project team members, as directed by the GCCB Chair

* Final decision authority (tie-breaker)
** Voting member

d. GCCB meetings are typically held once a month, but may also be scheduled on an as-needed basis. The GCCB Chair will determine required attendees to ensure adequate representation across the spectrum of issues to be reviewed.

e. Final decisions to approve, disapprove, defer, cancel, or close a CR is the sole responsibility of the GCCB Chair. The Chair (or designated representative) may request outside assistance, as required, to evaluate and resolve highly complex technical or functional issues.

f. All personnel supporting the decision-making process share the risk(s) associated with achieving project objectives through judicious management of scope and requirements. Care must be taken to ensure all relevant facts and supporting material are fully considered before decisions are made, whether the development process is affected or not.

g. All GCCB decisions will be annotated in the HDT/CI work log and supporting documentation will be attached to the related ticket, as appropriate, to ensure full documentation.

h. The GCCB Chair will ensure that meeting minutes are captured and distributed to participating members and other key personnel, as appropriate.

i. Conduct of the GCCB and the decision-making process will be governed by PdM, GCSS-Army, internal procedures and are outside the scope of this SOP.

10. Requests for Enhancements (ECP-S Process).

a. Typically, enhancement requests for existing or developing systems are submitted via the Engineering Change Proposal – Software (Appendix C). Enhancement requests have historically been submitted through the Help Desk responsible for the system in the form of an Impact Code 5 Help Desk Ticket. IC-5 HDTs have most often been submitted directly to the Help Desk by system users or managers in the field, but can also be submitted by representatives of Army Commands (ACOMs), Army Service Component Commands (ASCCs), Direct Reporting Units (DRUs), SASMOs, Army Proponent Agencies, Capability Developers, and subject matter experts (SMEs) in the field.

b. Help desk tickets—by themselves—rarely provide the information and details required to assess the intent of the requester or the justification and impact on mission required to make appropriate decisions. The ECP-S, however, provides the necessary information for Capability Developers to make prompt implementation decisions based on well-documented user requirements. Figure 6 illustrates the general flow of the ECP-S request.

Note: To avoid redundancy and congestion of the S4IF system by enhancement requests that have not been vetted by the submitter's command, enhancement requests are no longer submitted directly to the Help Desk. User- or command-generated requests are submitted directly to CASCOM Capability Developers via the ECP-S. Capability Developers will open a Change Item in S4IF for those requests accepted after a command-level review.

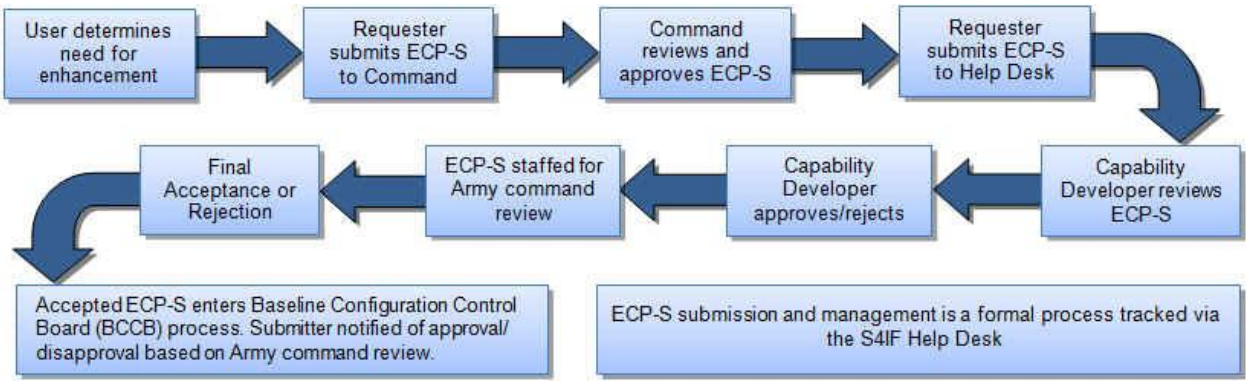

Figure 6. ECP-S Processing

c. System enhancements must be assessed against the needs of the Army. This ensures that the impact across commands and the Army are adequately reviewed and provides a means to mitigate the potential for adversely impacting other Army commands and system users. Personnel below the ACOM / ASCC / DRU who desire a system enhancement will route a well-documented ECP-S request through the responsible command authority. These commands will be the first-line approving authority for enhancement requests.

d. Requests for enhancements generated from field users will be submitted directly to the GCSS-Army Capability Developer. Requests submitted directly to the Help Desk will be returned to the user (closed in S4IF) with instructions to the originator to process a formal ECP-S through command channels. A downloadable ECP-S Form (a sample is illustrated in Appendix C) can be accessed via the S4IF portal or GCSS-Army website. The ECP-S is addressed to

US Army CASCOM,
Enterprise Systems Directorate
ATTN: Capability Developer, GCSS-Army

for management by Capability Developers, who will register the ECP-S in S4IF as an IC-5 Change Item after attaining acceptance following the command-level review.

Instructions for submitting the ECP-S can be found on the S4IF portal and GCSS-Army web site.

> **Note**: The downloaded ECP-S form can be completed using Adobe® Acrobat Reader and saved for forwarding through the submission chain. Submitters and approving authorities may enter "SIGNED" where signatures are required, and the form can be emailed directly to GCSS-Army Capability Developers at usarmy.lee.tradoc.mbx.cascom-esd-gcssa@mail.mil.

e. When an ECP-S is received, the Capability Developer reviews the submission for clarity of the capability requested and completeness of the documentation. Submitters may attach supporting documentation to the ECP-S request. Supporting documentation is crucial to the ECP-S process since omission of pertinent information can impact the review/approval process due to insufficient detail for decision-makers and development personnel.

f. Capability Developers will periodically staff ECP-S requests with all Army ACOM / ASCC / DRUs who support the ECP-S review process (see Appendix B for a listing of participants). This vetting process gives capability developers a better view of priorities based on a "whole Army" perspective. ECP-S requests may be voided if agreed upon during the review that the request does not have the merit required for implementation or might adversely impact a participating command or business process.

g. After reviewing the ECP-S, the Capability Developer may—

(1) Contact the submitter for additional information

(2) Accept the request as a valid enhancement

(3) Determine the submitter is requesting functionality that already exists

(4) Conclude that the requested functionality is inappropriate (e.g., adversely affects other functional processes, contradicts established or emerging Army policy or doctrine, etc.)

(5) Determine the request addresses the failure or shortfall of an existing requirement.

> **Note**: Expected cost and development effort will not be a factor in the initial assessment leading to approval or disapproval of an ECP-S.

h. The ECP-S review and approval process is covered in the next paragraph. The ECP-S BCCB and CCB processes are detailed in paragraph 12.

11. Enhancement Request Review and Approval Process.

a. This SOP establishes a four-level approach for review and approval of software changes initiated as an enhancement request. The four levels for review and approval, in order of precedence, are illustrated in Figure 7.

Figure 7. Enhancement Requests Levels of Review

(1) Level 1, consists of review and approval of enhancements requested by units in the field by the review authority at Army Commands (ACOM), Army Service Component Commands (ASCC), or Direct Reporting Units (DRU).

(2) Level 2, consists of review and approval by the Baseline Configuration Control Board (BCCB) and Government Change Control Board (a subset of the BCCB).

(3) Level 3, normally the determinant level of review, is the Council of Colonels (CoC) co-chaired by HQDA G-46 and CASCOM ESD.

(4) Level 4, the final level of review, is the Requirements Governance Council (RGC). This level is only required for actions referred by the CoC.

> **Note**: Each approving level has the authority to change or reject recommendations made by a subordinate level.

b. The ECP-S review and approval process generally follows a six-step process for review, prioritization, and approval of enhancement requests that have been accepted by the Capability Developer for possible implementation. Additional supporting processes may occur between steps, as required. Figure 8 illustrates the high level steps involved. More specific details for conducting the ECP-S BCCB are detailed in paragraph 12.

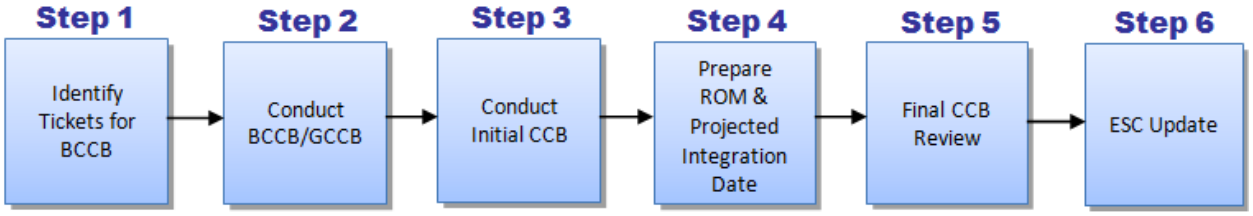

Figure 8. ECP-S Review Process

(1) Step 1 – Identify ECP-S Requests for BCCB Review. Prior to the BCCB, Capability Developers receive the command-approved ECP-S and conducts a Capability Developer review and command-level review as detailed in paragraph 10 and Appendix B. ECP-S requests accepted after the command review are entered in S4IF for management as a Change Item pending BCCB review.

(2) Step 2 – Conduct the BCCB/GCCB. The end goal of the BCCB is to rank ECP-S CIs in order of priority and validate requirements deemed critical and relevant to system users and Army commands. PdM GCSS-Army conducts a GCCB to review the work of the BCCB and approves requirements that will be presented to the CCB.

(3) Step 3 – Initial CCB Review. CASCOM hosts the initial CCB review with HQDA, DCS G-4 and CASCOM ESD as co-chairs. The CCB review normally will be conducted via video or telephone conference or by other electronic means such as Defense Connect Online (DCO). The CCB is a voting activity that reviews Capability Developer-prioritized ECP-S requests identified during the BCCB and approved by the GCCB, producing a CCB-approved ECP-S list.

> **Note**: The number of tickets allowed for submission will be determined by the CCB Chair and is based on resources available for sufficient review.

(4) Step 4 – Obtain a ROM and Projected Integration Date. PdM GCSS-Army, in coordination with the materiel developer, obtains a Rough Order of Magnitude (ROM) cost estimate and projected timeframe for integration for each of the ECP-S requests on the CCB-approved prioritized list. The goal is to determine the level of effort and cost factors for each CR prior to the final CCB. Often care is needed here not to overburden the materiel developer creating ROM for more requirements than resources are available to develop.

(5) Step 5 – Final CCB Review. The CCB will review the final approved listing, considering the dollar value cost estimates and re-prioritizes the list, as necessary. The resulting product will provide a consolidated prioritized list of HQDA, DCS G-4 approved requirements.

(6) Step 6 – Requirements Governance Council (RGC). This step is the final level of approval for software change candidates presented to the CCB. RGC review and approval is only required for items that are not approved by the CCB. In this case, ECP-S requests disapproved by the CCB are forwarded to the RGC for further review in accordance with the established RGC charter and at the direction of the RGC chair.

> **Note**: Details for conducting the CCB and RGC and the decision-making process are governed by each respective charter and are outside the scope of this SOP.

c. In all cases, PdM GCSS-Army will ensure the results of CCB and RGC reviews are documented and published for all commands.

12. ECP-S BCCB/CCB Process.

a. The intent of the ECP-S BCCB is to facilitate a participatory review of enhancement requests, document and approve ECP-S content, and to become familiar with discussion topics prior to the CCB. BCCB reviews will be conducted at a frequency directed by PdM-GCSS-Army, but no less than once prior to each scheduled CCB. Frequency depends on the volume or urgency of user submissions. Preferably, ECP-S Change Items will be acted upon within seven working days of being placed in Pending BCCB status to allow adequate time for CR preparation or additional research prior to the CCB convening.

b. PdM GCSS-Army and CASCOM co-host the BCCB with representation by respective subject matter experts (SME) and development personnel providing functional and technical assistance. CASCOM is the primary voting member, with PdM GCSS-Army representatives and development personnel providing input to the decision-making process. The BCCB ranking process will result in the following component products:

(1) An all-inclusive ECP-S prioritized requirements list.

(2) A prioritized list ranked by CASCOM Capability Developers. Not all ECP-S tickets will be presented to the CoC; only a select number will be reviewed during the initial meeting based on available resources, as determined by the CoC co-chair. A target of 15 is suggested as optimal.

c. CASCOM representatives will consolidate and forward the entire list of ECP-Ss annotating the Top 15 prioritized ECP-Ss to the Configuration Control Board (CCB) for review and ranking by voting members. Advanced delivery date to CCB members is determined by the HQDA, DCS G4 voting members.

d. CCB composition includes voting members and other participants as directed by the CCB co-chairs.

(1) CCB voting members include representatives from —

(a) HQDA, DCS G4 (Co-chair)

(b) CASCOM ESD (Co-chair)

(c) AMC G4

(d) ASA (FM&C)

(e) HQDA, DCS G4 supporting directorates

(2) Participating members normally include—

(a) Capability Developers

(b) Business Area Leads

(c) Subject Matter Experts

e. The CCB may elect to hold an initial meeting for the purpose of ranking ECP-S requests to determine a threshold for review. In this case, it is not necessary to prepare ROMs prior to the initial review. Optimally, ROMs will have been completed for those items deemed desirable and necessary for implementation.

f. All ROMs will include the total lifecycle cost, including associated cost factors (analysis, documentation, implementation, testing, user training, training product updates, etc.), and development and implementation timeline required for full implementation. Based on ROM results and projected schedules, a second CCB review may be convened to assess funding.

g. CCB-approved requirements will be prioritized based on funding, urgency, or other criteria as determined by CCB voting members. Capability Developers will receive this final, approved listing for execution and implementation as directed by the CCB.

h. HQDA DCS G-4, acting as the Executive Secretary for the Logistics Domain RGC, will capture and include CCB decisions in the Logistics Domain Process Executive Directives. The CCB co-chair will lead the presentation of the proposed list of changes to the RGC.

i. PdM GCSS-Army will designate individuals responsible for capturing BCCB minutes. CASCOM will record and publish all CCB meeting minutes.

j. The ECP-S BCCB process illustrated in Figure 9 is conducted in a similar manner as the break/fix BCCB (paragraph 8), with additional levels of review and approval

required to attain Army command approval, ensure contract requirements are met, determine cost, and to ensure changes are integrated properly into business *workstreams*. The following steps outline the ECP-S BCCB review and approval process:

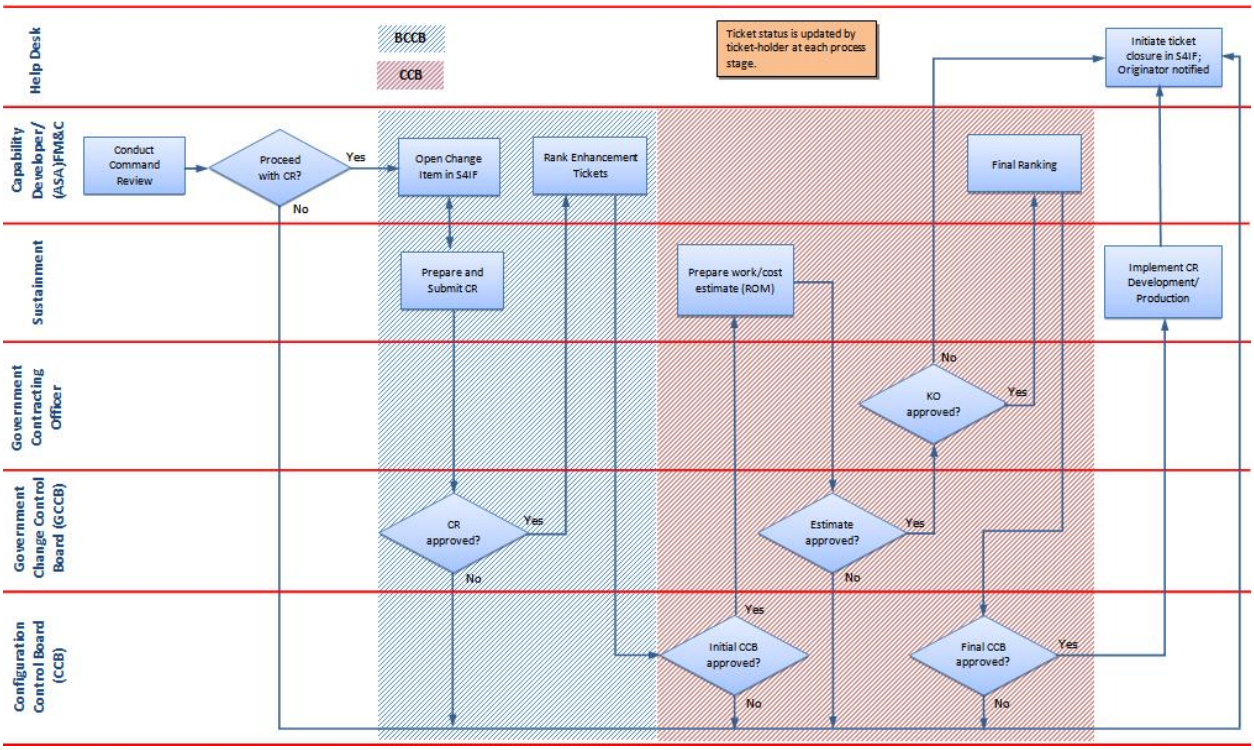

Figure 9. ECP-S BCCB/CCB Process

Note: A full-size figure detailing each node is included in Appendix D.

(1) The Capability Developer reviews each new ECP-S received for validity, completeness and justification.

Note: Capability Developers will notify ECP-S submitters when an enhancement request has been determined to meet the criteria for break/ fix action. Submitters will be advised to submit a request for assistance to the Tier 1 Help Desk. Commands will be notified of the action and the ECP-S request will be ratified at the next command review.

(2) Regardless of the validity of the action requested the Capability Developer schedules and conducts a command-level review with participants from ACOM / ASCC / DRU and proponent Agencies (as required). Appendix B covers the command review process in more detail.

(3) Command-approved ECP-S requests are consolidated into single requests where duplicates exist and enter the BCCB process. Submitters are notified that the request has been approved and is being considered for future implementation.

(4) The Capability Developer opens a Change Item in S4IF and attaches the ECP-S and supporting documentation to the CI. Typically, approved ECP-S CIs are included in the next BCCB following the command review.

(5) The System Sustainment team prepares the CR similarly to the break/fix CR process. The CR is submitted to the GCCB by the Capability Developer for review and approval (routing between Sustainment and Capability Developers is omitted from Figure 9 for simplicity.)

(6) The Capability Developer ranks the approved CIs and prepares for submittal to the CCB. CASCOM and ASA (FM&C) Capability Developers work together to integrate priorities.

k. CCB co-chair determines the frequency that the CCB will be conducted, normally once per quarter. The co-chair also determines the volume of tickets that can be presented, the format for presentation, and the attendees required. The CCB may be conducted in cycles, where the review process integrates old and new business, as deemed necessary, or may be conducted more frequently or in-between the normal cycle when urgent requests dictate more immediate CCB action. The CCB process in Figure 9 follows the command-level review and subsequent BCCB, with emphasis on the following actions—

(1) ECP-S tickets are presented to the CCB panel, providing rationale for approval.

(2) The panel discusses each ticket and provides Capability Developers feedback for the next CCB, where cost and level of work data is presented.

(3) The Sustainment team prepares a ROM and work estimate for each ECP-S the CCB approves for further review.

(4) After reviewing the cost and work estimates, Capability Developers submit the CRs and cost/work estimates to the GCCB for approval (routing between Sustainment and Capability Developers is omitted from Figure 9 for simplicity).

(5) Approved estimates are forwarded to the responsible contracting officer (KO) to evaluate compliance against existing contracts. The KO determines whether the proposed change meets the terms of the current contract or a contract modification is required, or if the change is outside the scope of the contract and will not be approved for work. Contract discrepancies will be presented to the CCB for mitigation in accordance with the established CCB charter.

(6) Capability Developers reorder the approved tickets reprioritize the ECP-S requests for presentation at the next scheduled CCB, where the goal is to achieve approval and funding for the highest priority requests.

> **Note**: Anticipated or actual funding available should be a determinant as to how tickets are prioritized, as historically the best case for approval is often determined by cost factors over appeal for a specific requirement.

(7) CCB-approved tickets may or may not be immediately funded. Funded requests are moved to production just as with break/fix tickets, factoring in the priority of work with existing tickets already programmed for production. Approved, but unfunded, requests remain in a pending CCB status for periodic review and resubmission at a later time.

l. Enhancement requesters and participating commands must be kept informed of their tickets' status throughout the BCCB/CCB process. Most importantly, requesters and commands should be informed when—

(1) The request has been accepted by the Capability Developer as a valid requirement.

(2) The request receives initial GCCB approval.

(3) The request is approved for implementation (funded) by the CCB.

(4) When the request has been disapproved for any reason in the approval process.

13. Out-of-Cycle Changes. Critical category software changes driven by policy guidance received from OSD, JCS, HQDA, or DCS G-4 will generally take precedence over decisions made by the CCB. These directed changes will be annotated as such in the CCB minutes.

14. Other Management Considerations.

a. Actual conduct of CCB and RGC are governed by their respective charters.

b. A quorum is required for all approval levels and a majority vote at each level is mandatory for finalizing the prioritized list.

c. Each approval level has the authority to change recommendations made by a subordinate level.

15. Funding of Approved Changes and Enhancements. Once system changes and enhancements have been approved, determination is made as to the type and source of funding for each approved item. In addition,—

a. Limited funding is provided by PM AESIP to CASCOM for change items approved by the CCB.

b. Beyond the limited funding provided to CASCOM, HQDA G4 may fund other enhancements approved by CCB.

c. Recommendations for funding may be derived from other sources. These sources will be provided to the CCB to assist in the decision-making process; however, outside sources of funding do not, in themselves, guarantee approval.

d. In all cases, lifecycle costs may not exceed the JROCM approved ceiling.

Appendix A: Memorandum of Agreement

DEPARTMENT OF THE ARMY
UNITED STATES ARMY COMBINED ARMS SUPPORT COMMAND AND FORT LEE
OFFICE OF THE TRADOC CAPABILITY MANAGER, SUSTAINMEN C2/
ENTERPRISE SYSTEMS DIRECTORATE
2221 Adams Ave, BLDG 5020
FORT LEE, VIRGINIA 23801-1807

REPLY TO
ATTENTION OF

MEMORANDUM OF AGREEMENT (MOA)
BETWEEN
US ARMY COMBINED ARMS SUPPORT COMMAND (USACASCOM),
HEADQUARTERS, ARMY MATERIEL COMMAND (AMC) G-4,
ASSISTANT SECRETARY OF THE ARMY (FINANCIAL MANAGEMENT AND COMPTROLLER),
AND
HEADQUARTERS, DEPARTMENT OF THE ARMY, DEPUTY CHIEF OF STAFF G-4

SUBJECT: Standard Operating Procedures (SOP) for Global Combat Support System-Army (GCSS-Army) Configuration Sustainment Process

1. Purpose. Provide a standard approach for management of Help Desk Tickets (HDT) identified as break/fix candidates and for enhancements, Engineering Change Proposals – Software (ECP-S).

2. Scope. This MOA is applicable to responsible agencies within USA CASCOM, AMC G4, ASA (FM&C), and HQDA, DCS-G4.

3. General:

a. The enclosed document outlines the process for enabling a systematic approach for managing GCSS-Army program deficiencies identified as candidates for programming changes (break/fix), user requests for enhancement to current functionality, or as new requirements that arise from policy, process or doctrinal changes, integration of new capabilities or modernization, or as required to provide continued support to other Army or DoD programs.

b. This SOP outlines the roles and responsibilities related to the tracking and prioritization of system change requests, and the procedures that ensure effective management of system changes from submission through approval and subsequent implementation. The intent of this document—and the procedures herein--is not to define specific actions for supporting activities, but rather to outline the strategy and process for successful integration of required capabilities.

c. The processes for managing system defects after fielding and enhancement requests are covered in detail within the pages of this SOP. System *defects* are identified and managed separately from requests for system *enhancements*. Review and approval of system enhancement requests require more intensive management and will be conducted using a four-level approach. The first level consists of a collaborated review between Capability Developers and designated representatives from ACOM/ASCC/DRUs. The second level is the internal Baseline Configuration Control Board (BCCB), the third level is the Council of Colonels (CoC) Configuration Control Board (CCB), and the fourth level is the Logistics Domain Business Process Council (BPC) or Requirements Governance Council (RGC) as authorized in the JROCM. Each level has specific responsibilities and authority. This document outlines these responsibilities in detail.

4. Effective 31 January 2013.

5. Approval.

WILLIAM R. OLDAKER
Deputy Director, Enterprise Systems
U.S. Army Combined Arms Support Command

CARLOS D. MORRISON
Director, Corporate Information Officer (G46)
Headquarters, Department of the Army
Office of Deputy Chief of Staff, G-4

TERRY BEYNON
Chief, Secondary Items Division
Directorate for Supply
Headquarters, Department of the Army
Deputy Chief of Staff, G-4

ROGER PILLAR
Director, GFEBS Functional Program
Assistant Secretary of the Army
(Financial Management and Comptroller)

RENEE MOSHER
Director of Materiel Management
Headquarters, Army Materiel Command, G-4

THOMAS P. FLANDERS
COL LOG
Project Manager, Army Enterprise Systems Integration Program

Appendix B: Capability Developer Responsibilities for ECP-S Review

1. ECP-S Submission and Capability Developer Review. The following procedures describe the responsibilities of the Capability Developer for review of ECP-S requests submitted by users in the field or Army Proponent Agencies.

a. ECP-S requests are normally submitted by users in the field, but may also be submitted by Army Commands and Proponent Agencies, such as DA G4, for example. Users request changes through their ACOM / ASCC / DRU channels. Commands assess user requests and refer ECP-S requests that meet their approval directly to the GCSS-Army Capability Developer team according to instructions on the S4IF portal and GCSS-Army web site.

b. Capability Developers will provide assistance, when requested or necessary, in completing the ECP-S form, or in providing additional research to clarify or justify a request deemed to have merit.

c. The Capability Developer performs the necessary research required to assess the validity, feasibility, and criticality of the request, answering the following questions—

(1) Does the request address a mission-critical requirement? (The requested change is necessary to fulfill a mission requirement, but functionality is absent in current baseline.)

(2) Does the request make good business from both a functional and operational standpoint?

(3) Does the request conflict with current or projected doctrine and policy? Will a change in either be required?

(4) Is adequate justification provided?

(5) Is adequate supporting documentation included with the request, or will supporting material be required?

(6) Will implementation conflict with existing required critical processes?

(7) Does the request address an Army command-unique problem or gap that may adversely affect system users in other commands?

(8) Is the request complete enough to make a rational decision from a requirements standpoint?

(9) Would implementation provide a better, more productive environment for the system user or add complexity to existing tasks? (This may not be applicable if the required function is deemed mission-critical.)

d. The Capability Developer may not be able to answer all of these questions immediately. Working with the submitter and the approving command or agency, the Capability Developer acquires the information needed to fully understand the requester's intent and definition of the change requested.

2. Capability Developer/Command Review

a. Because the Council of Colonels CCB is convened on a quarterly cycle, it is imperative that Capability Developers conduct a command-level review on a regular basis to ensure timely staffing of all new ECP-S requests. This working group should be conducted as frequently as possible depending on the volume of requests for review, but should be scheduled at least once each quarter prior to the scheduled CCB. Sufficient time should be provided to allow for adequate input from participating members and additional supporting documentation, as required.

b. The command-level working group should consist of both logistics and finance representatives, including decision-making representatives from —

(1) Forces Command (FORSCOM) G4

(2) Army Materiel Command (AMC) G4 (voting member) and possibly ASC, LOGSA, and LAISO

(3) US Army Central Command (USARCENT) G4

(4) US Army Europe (USAREUR) G4

(5) US Army North (USARNORTH) G4

(6) US Army South (USARSO) G4

(7) US Army Pacific (USARPAC) G4

(8) US Army Special Operations Command (USASOC) G4

(9) US Army Reserve Command (USARC) G4

(10) Army National Guard (NGB) G4

(11) Training and Doctrine Command (TRADOC) G4

(12) HQDA G46 and other directorates, as required

(13) Other ASCC and DRUs when requesters are from organizations outside the above or may influence operations of specific commands not listed.

c. Capability Developers will maintain a current contact list of participants. Working group participants will normally work in the office of the G4, but in any case will normally be a command representative with knowledge of the business area task(s) for which the change is requested and who is familiar with the ECP-S content and intent.

> **Note**: Additional participants can often be determined from the approving command point of contact entered in blocks 18a-c on the ECP-S form.

d. New ECP-S requests will be aggregated in spreadsheet form and sent to participating commands on a regular basis for their review and comment. All ECP-S requests received are sent to all commands to ensure that each command has input into the decision-making process. As a minimum, the following information should be provided—

(1) Submitting command

(2) Title of the ECP-S

(3) Description of the change, including the business process(es) affected

(4) Effect on the user and/or mission

(5) Recommended solution

e. Commands should be encouraged to provide early feedback prior to convening the command review work group to expedite the review and approval process.

f. Capability Developers should send a meeting notification as early as possible to ensure the maximum participation possible. Include with the notification an agenda that includes items for discussion. The Capability Developer is responsible for setting up the venue for the meeting, whether by phone teleconference or VTC.

g. ECP-S requests will not be rejected by the Capability Developer until vetted by the command working group, or upon approval from the submitter that the request is revoked. In all cases, the ECP-S will be annotated with the justification for disapproval and the name of the confirming command POC.

h. Working group members will collectively determine which ECP-S requests will be approved and the rank order of priority desired for implementation. In the event a

conflict exists and a decision cannot satisfy one or more participants, DA G4 will make the decision for acceptance or rejection based on advice from Capability Developers.

i. Capability Developers are responsible for opening a Change Item in S4IF for those ECP-S requests accepted at the conclusion of the command review. The formal ECP-S will be attached to the CI in S4IF with a CI status indicating the ECP-S is pending BCCB review.

j. Capability Developers will document the meeting by maintaining minutes for distribution to all participants at the conclusion of the command review.

3. BCCB/GCCB Review.

a. Capability Developers are responsible for preparing ECP-S requests for presentation to the PdM GCSS-Army BCCB. The goal of the BCCB is to document the requested change by routing the ECP-S CI to the LSI Sustainment Business Process Lead for preparation of a Change Request.

b. Completed CRs are submitted to the Government Change Control Board for review and approval to proceed.

c. Capability Developers prepare a prioritized list of approved ECP-S requests for presentation to the CCB. Commands are notified of the approval/disapproval status based on results of the GCCB.

d. ECP-S requests rejected by the GCCB must be fully documented in the CI Work Log as to the reason and/or justification for disapproval.

4. CCB Participation. Capability Developers are responsible for preparing ECP-S requests for presentation to the Council of Colonels CCB. Although the CCB Chair provides specific instructions on what materials will be required and the format for presentation, the following procedures normally apply—

a. The Capability Developer decides which ECP-S requests will be presented to the CCB. CI tickets are ranked in order of desired implementation, usually based on criticality or as determined by command review participants.

b. Each ECP-S will normally be included in a prioritized listing (commonly referred to as a “1-N” list) and includes the following information:

1) Priority – desired order of implementation

2) ECP-S number (if applicable)

3) Title of the ECP-S

4) A short description, as necessary

5) Projected cost for each recommended change based on ROM estimates

6) If ECP-S requests are grouped for implementation, the grouped cost

7) Total cost for all items listed

> **Note**: The CCB chair may determine that cost estimates be included at the initial CCB. In this case, the Capability Developer must ascertain from the CCB Chair the number of tickets that will be considered, as ROMs take time to prepare and have an associated preparation cost.

c. During the conduct of the CCB, Capability Developers make their case to the board to gain approval for the ECP-S requests presented. Providing compelling justification is a critical component of the presentation.

5. CCB Actions. The CCB panel reviews the proposed ECP-S requests, with input from Capability Developers and other participating members, considering the recommended priority, cost, return on investment (ROI), and effect on mission.

a. The CCB panel may take one of the following actions:

(1) Approve the ECP-S, with a go-ahead for funding (implementation approved).

(2) Approve the ECP-S, but defer funding (implementation not approved).

(3) Defer a decision for a later time (ECP-S ticket remains open for presentation at a later CCB).

(4) Disapprove the change as undesirable, unfeasible, or cost-prohibitive.

> **Note**: ECP-S requests disapproved by the CCB panel will be forwarded to the next scheduled RGC for final review and disposition.

b. Only upon CCB approval—with funding approved—will an ECP-S be implemented for development. It may be necessary to re-prioritize the ECP-S listing between CCB meetings based on previous discussions and subsequent analysis.

c. Capability Developers will ensure written approval is received prior to implementation. Approval is usually contained in annotated minutes provided at the conclusion of the CCB.

d. Tickets deferred by the CCB, where a decision requires additional action (e.g., insufficient detail, or change in proposed scope) will be presented at a follow-on CCB as determined by the CCB Chair.

e. The Capability Developer will update all tickets with CCB comments prior to any development or closing action.

Appendix C: ECP-S Form (Interim)

ENGINEERING CHANGE PROPOSAL-SOFTWARE (ECP-S)		Template for Local Use Only – Alternate Methods for Submission Are Authorized
1. TO: US Army CASCOM Enterprise Systems Directorate, ATTN: Capability Developer, GCSS-Army	2. FROM:	
3. REQUESTER POINT OF CONTACT	4a. PHONE NO . 4b. EMAIL	5. PRIORITY *(Check One)* ☐ EMERGENCY ☐ URGENT ☐ ROUTINE
6. SYSTEM AFFECTED GCSS-Army	7. SOFTWARE BASELINE/VERSION	8. DATE OF REQUEST (DDMMMYYYY)
9. PROCESS/BUSINESS AREA/PROGRAM ID AFFECTED		
10. TITLE OF REQUESTED CHANGE		
11. DESCRIPTION OF CHANGE		
12. EFFECT ON USER/MISSION *(If additional space is needed, use Item 15, Remarks)*.		
13. RECOMMENDED SOLUTION/JUSTIFICATION (*If additional space is needed, use Item 15, Remarks.)*		
14a. DATE (DDMMMYYYY)	14b. NAME AND TITLE OF SUBMITTING AUTHORITY	14c. SIGNATURE

ECP-S Form (Interim), Revised 01 Dec 2012 **Page 1 of 2**

ENGINEERING CHANGE PROPOSAL-SOFTWARE (ECP-S) (Continued)

15. REMARKS *(If additional space is needed, use separate sheet of paper.)*

INTERMEDIATE COMMAND AUTHORITY *(As Required)*

16a. INTERMEDIATE REVIEW *(Check One)* ☐ APPPROVE ☐ DISAPPROVE	16b. COMMENTS	
16c. DATE (DDMMMYYYY)	16d. NAME AND TITLE	16e. SIGNATURE

COMMAND AUTHORITY ACTION

17a. ACOM/ASCC/DRU *(Check One)* ☐ APPPROVE ☐ DISAPPROVE	17b. COMMENTS	
17c. DATE (DDMMMYYYY)	17d. NAME AND TITLE	17e. SIGNATURE
18a. POINT OF CONTACT		18b. PHONE NO. 18c. EMAIL

PROPONENT AGENCY (PA) *and/or* ASSIGNED RESPONSIBLE AGENCY (ARA)

19. ACTION TAKEN *(Check One)*

☐ DUPLICATE OF EXISTING ECP: NO. _____
☐ RESOLVED BY CUSTOMER ASSISTANCE
☐ IDENTIFIED AS URGENT OR ROUTINE
☐ EMERGENCY ECP FORMALIZED
☐ CANCELLED BY ORIGINATOR
☐ CANCELLED FOR INSUFFICIENT IDENTIFICATION
☐ CANCELLED FOR INSUFFICIENT DOCUMENTATION

20. APPROVAL AUTHORITY *(Check Action Taken)* ☐ APPROVED ☐ DISAPPROVED

21. ECP NUMBER	22. RESPONSIBLE AGENCY/OFFICE/DEPT	
23a. DATE (DDMMMYYYY)	23b. NAME AND TITLE	23c. SIGNATURE

ECP-S Form (Interim), Revised 01 Dec 2012 **Page 2 of 2**

Instructions for Preparation & Submission of an ECP-S using the ECP-S Form (Interim)

Block 1. TO. The form should be addressed to the Product/Project/Program Manager.

Block 2. FROM. Enter the originator's unit/organization name, postal address, telephone number and email. Include name of individual preparing the form, if other than person who is recommending the change.

Block 3. Requester Point of Contact. Enter the requesting organization's point of contact for the requested action.

Block 4a. Phone No. Enter the point of contact phone number.

Block 4b. Email. Enter the point of contact email address.

Block 5. Priority. Check either: Emergency, Urgent or Routine.

Block 6. System Affected. Enter the affected system for which the problem or change is recommended.

Block 7. Software Baseline Version (optional). Enter the software release number, if known or if applicable.

Block 8. Date of Request. Enter the date the request is prepared.

Block 9. Process/Business Area/Program ID Affected. Enter the affected process, report, screen, or function. If a Program/Process ID or Screen ID is known, enter the identification number.

Block 10. Title of Requested Change. Enter a short descriptive title of the basic problem or proposed change.

Block 11. Description of Change. Describe the proposed change in sufficient detail to allow for a thorough identification and evaluation of the request. Include as attachments copies of output (screen or system snapshots) or additional documentation, as applicable.

Block 12. Effect on User/Mission. Describe adverse effects experienced/expected if the requested change is not implemented or improved characteristics that the proposed change will provide for the user or organizational mission. Include a description of the urgency of the situation. If this is an ECP-S for an emergency change, state the impact expected by a delay/disapproval in implementing the change.

Block 13. Recommended Solution/Justification. Enter a proposed recommended solution and justification to support the proposed change or action. Include doctrinal/policy references, as appropriate.

Block 14a. Date. Enter the date the request is approved by the submitting authority entered in block 14b.

Block 14b. Name and Title of Submitting Authority. Enter the name and title of the submitting authority (normally the organization's commander or staff officer).

Block 14c. Signature. Enter the date the submitting authority approves the request for submission. No signature is required if the ECP-S is submitted via electronic means.

Block 15. Remarks. Enter continuation comments for blocks 11, 12, or 13, if needed. If the requested change involves—or is expected to involve—data exchange with other information systems, list the systems affected.

Blocks 16a through 16e are completed by the responsible intermediate command authority, if an intermediate command review is required by the ACOM or ASCC (optional, except when required by higher authority).

Block 16a. Intermediate Review. When an ACOM or ASCC require an intermediate level of review and/or approval, the reviewer/authority checks the appropriate box to indicate concurrence or non-concurrence with the request.

Block 16b. Comments. The reviewing/approving authority enters any additional comments, as necessary.

Block 16c. Date. Enter the date the request is approved by the authority entered in block 16d.

Block 16d. Name and Title. Enter the name and title of the intermediate authority.

Block 16e. Signature. Enter the date the intermediate authority approves the request for submission. No signature is required if the ECP-S is submitted via electronic means.

Blocks 17a through 17e are completed by the responsible ACOM/ASCC/DRU or Army Agency command authority.

Block 17a. Intermediate Review. The responsible ACOMM/ASCC/DRU or Army Agency authority checks the appropriate box to indicate concurrence or non-concurrence with the request.

Block 17b. Comments. The ACOMM/ASCC/DRU or Army Agency approving authority enters any additional comments, as necessary.

Block 17c. Date. Enter the date the request is approved by the authority entered in block 16d.

Block 17d. Name and Title. Enter the name and title of the command/agency authority.

Block 17e. Signature. Enter the date the command/agency authority approves the request for submission. No signature is required if the ECP-S is submitted via electronic means.

Block 18a. Point of Contact. Enter the name of the approving command point of contact (if different from block 17d).

Block 18b. Phone Number. Enter the approving command point of contact phone number.

Block 18c. Email. Enter the approving command point of contact email address.

Blocks 19 through 23c are completed by the responsible/proponent agency authority (normally the Capability Developer).

Block 19. Action Taken. Complete this section by checking one or boxes, as applicable. If an ECP-S already exists for the requested capability, enter the related ECP-S number if an ECP-S control number system is used.

Block 20. Approval Authority. Check Approved or Disapproved to indicate whether the request is approved or disapproved by the responsible/proponent agency.

Block 21. ECP Number. Enter the assigned ECP-S number if a control number system is used. Otherwise, leave blank.

Block 22. Responsible Agency/Office/Dept. Enter the agency responsible for managing the ECP-S.

Block 23a. Date. Enter the date the request is approved by the authority entered in block 23b.

Block 23b. Name and Title. Enter the name and title of the responsible/proponent agency approving authority.

Block 23c. Signature. Enter the date the responsible/proponent agency approving authority approves the request. No signature is required if the ECP-S is submitted via electronic means.

Appendix D: BCCB/CCB Process Detail

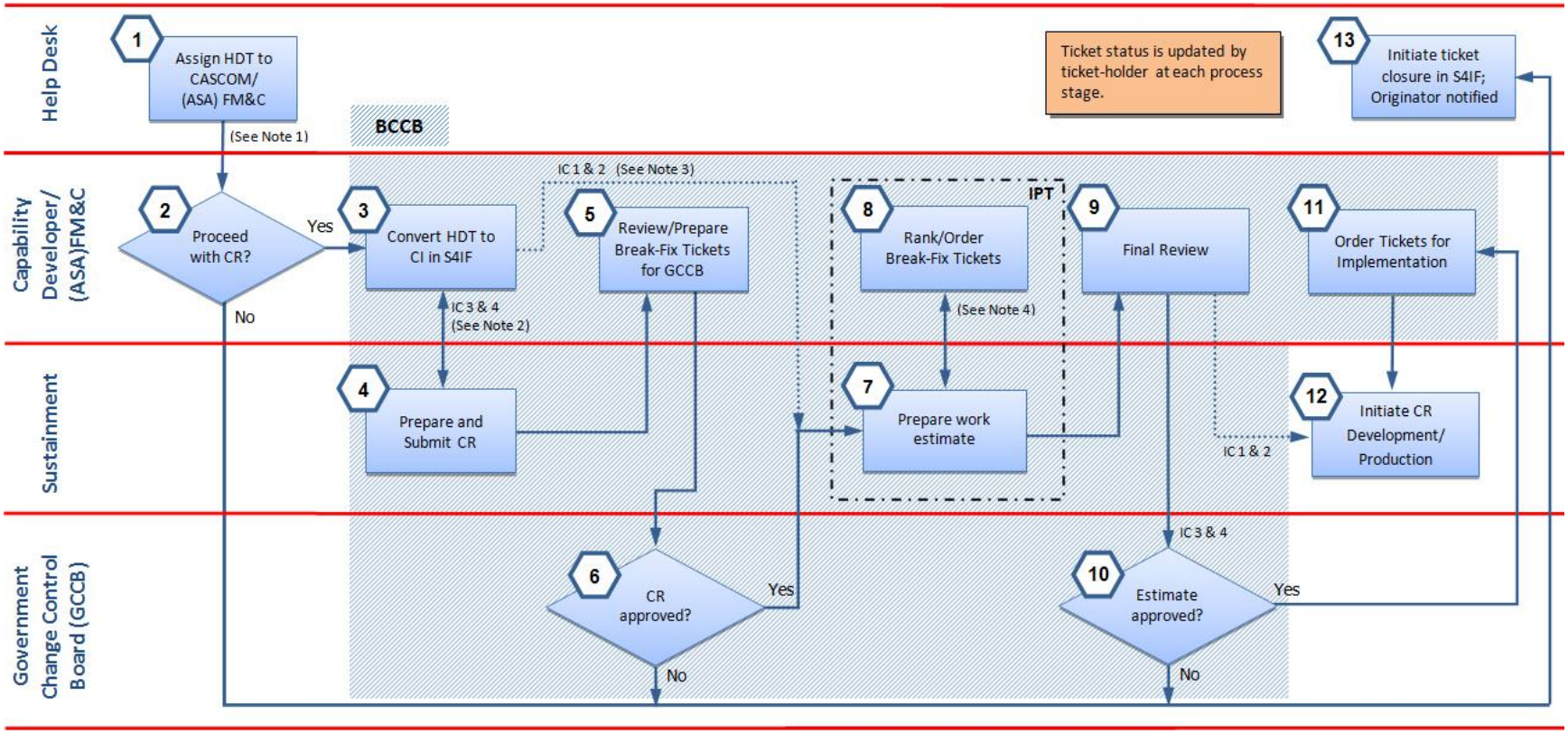

Figure 10. Break/Fix BCCB Process (Detailed)

Note 1. Process starts with Help Desk Tickets (HDTs) in "Pending BCCB" status.

1. **HELP DESK**. Tier 3 Help Desk personnel review Pending BCCB HDTs and routes tickets by assigning them to the CASCOM Capability Developer or ASA (FM&C), as appropriate.

2. **CASCOM CD / ASA (FM&C)**. Capability developers review tickets to determine whether to proceed with a break/fix solution.

3. **CASCOM CD / ASA (FM&C)**. HDTs accepted after review are converted to Change Items (CI). Opening a CI automatically closes the original HDT. Comments are added to the Change Item Work Log to provide clarity. Additional supporting documentation is attached to the CI.

Note 2. Impact Code (IC) 3 and 4 HDTs require a work estimate and GCCB approval.

Note 3. Impact Code (IC) 1 and 2 HDTs are routed directly for a work estimate, bypassing the CR and GCCB process steps.

4. **SUSTAINMENT**. Sustainment cell personnel review HDTs and prepare a CR for each break/fix HDT. Additional information may be required from the responsible Capability Developer or from ASA (FM&C). The Sustainment cell takes ownership of the CI for the remainder of the process.

5. **CASCOM CD / ASA (FM&C)**. Capability developers review CRs and prepare tickets for GCCB review.

6. **GCCB**. A board is convened to review new CRs. Accepted CRs are routed back to the Sustainment cell for completion of a work estimate.

7. **SUSTAINMENT**. Sustainment cell personnel prepare an LOE estimate for each individual break/fix ticket.

8. **CASCOM CD / ASA (FM&C)**. Depending on the volume of work expected, Sustainment personnel may request that the CD/ASA (FM&C) prioritize the tickets for preparation of work estimates. This may require several back-and-forth cycles and may be most effective when conducted as an ongoing Integrated Product Team (IPT) meeting.

Note 4. This step is optional, based on the volume of work at the work estimating step.

9. **CASCOM CD / ASA (FM&C)**. Capability developers review the work estimates and submit completed CRs with LOE estimates for GCCB review.

10. **GCCB**. A board is convened to review in-process CRs and associated LOE estimates.

11. **CASCOM CD / ASA (FM&C)**. Break/fix tickets that have been accepted for implementation may be re-ranked/ordered based on the level of work or implementation time expected. This may be an ongoing process until implementation has completed and the fix has been deployed for production.

12. **SUSTAINMENT**. Sustainment team prepares and submits approved CRs for development and implementation.

13. Rejected break/fix tickets are closed or deferred based on cost and level of work expected, or may be closed for decisions made throughout the break/fix review process.

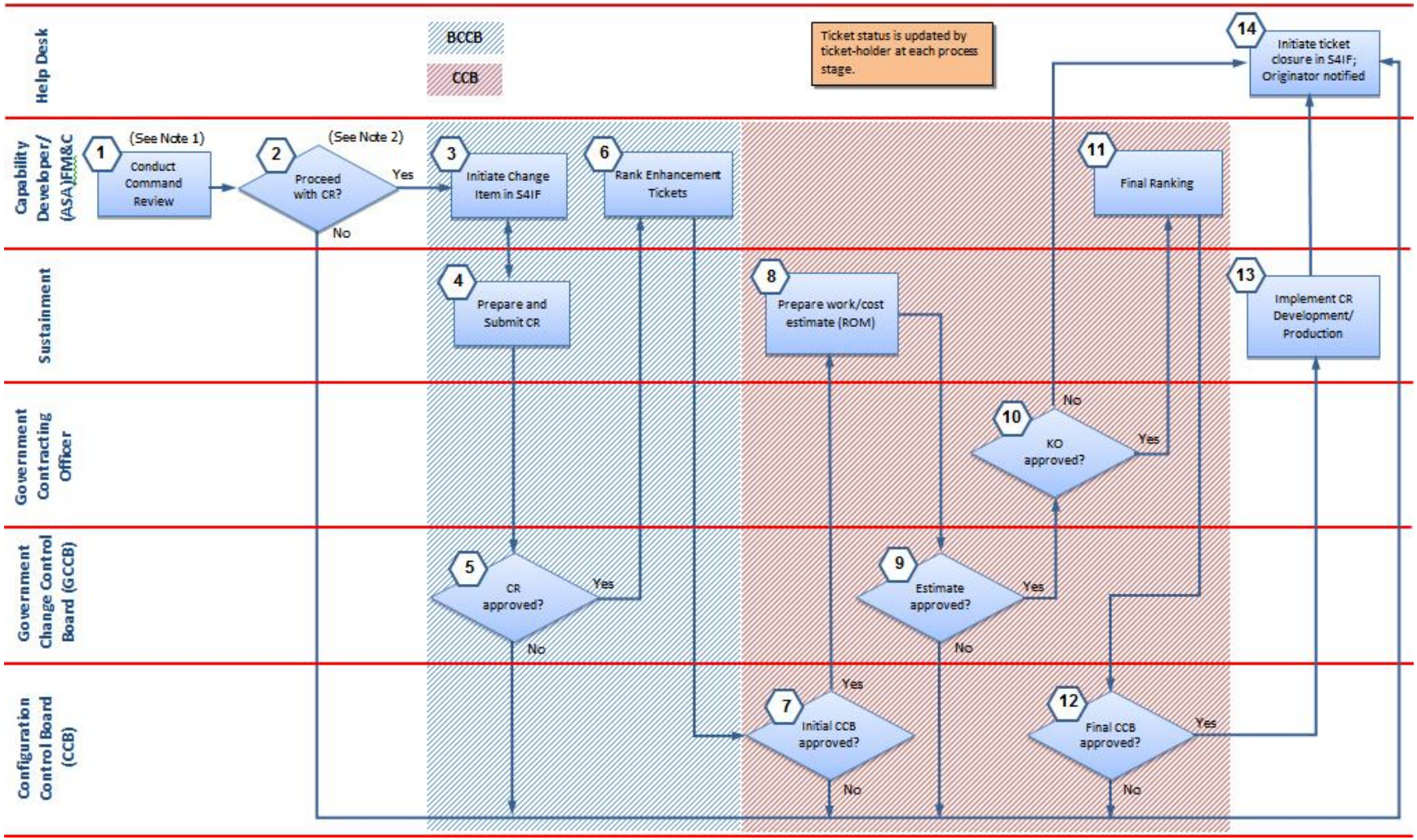

Figure 11. ECP-S BCCB/CCB Process (Detailed)

Note 1. Process starts with Capability Developer ECP-S Review. ECP-S is not currently registered in S4IF.

1. **CASCOM CD / ASA (FM&C)**. Capability Developers conduct a command-level review of all ECP-S received since the last command review.

2. **CASCOM CD / ASA (FM&C)**. Based on the outcome of the command review, a determination is made whether to proceed with the ECP-S.

> **Note 2**. Approved ECP-S requests generate a new or updated requirement. If a requirements database is used, the database is updated, as required.

3. **CASCOM CD / ASA (FM&C)**. Capability Developers open an ECP-S Change Item (CI) for each request accepted after the command review. Comments are added to the Change Item Work Log to provide clarity and additional detail. The CD attaches additional supporting documentation to the CI.

4. **SUSTAINMENT**. Sustainment cell personnel review ECP-S requests and prepare a CR for each ECP-S. Additional information may be required from the responsible Capability Developer or from ASA (FM&C). The Sustainment cell takes ownership of the CI for the remainder of the process.

5. **GCCB**. Capability Developers review completed CRs for presentation to the next convening GCCB (this step is omitted from the figure for simplicity). PdM GCSS-Army convenes a board to review new CRs. Accepted CRs are routed back to the CD/ASA (FM&C) to prioritize for presentation to the initial Configuration Control Board (CCB).

6. **CASCOM CD / ASA (FM&C)**. Based on guidance from the CCB convening authority (Council of Colonels (CoC)), ECP-S tickets are ranked by order of priority, independent of expected cost or level of effort (LOE) for development (cost and LOE estimates are prepared only for those items accepted by the CCB). Not all ECP-S tickets will be presented to the CoC; only a select number will be reviewed during the initial meeting based on available resources, as determined by the CoC convening authority.

7. **CCB**. ECPs are presented to the CoC for approval. Depending on the expected magnitude of implementing the ECP-S, the CoC convening authority will ask for a level of work (LOE) estimate and rough order of magnitude (ROM) cost estimate for each individual ECP accepted.

8. **SUSTAINMENT**. Sustainment cell personnel prepare an LOE/ROM work/cost estimate for each individual ECP-S.

9. **GCCB**. Capability Developers review completed estimates for presentation to the next convening GCCB (this step is omitted from the figure for simplicity). A board is convened to review in-process CRs and associated LOE/ROM estimates. Accepted CRs are routed to the responsible contracting officer (KO) for approval.

10. **CONTRACTING OFFICER (KO)**. Accepted CRs (meets contract terms or terms have been adjusted) are routed back to the Capability Developer or ASA (FM&C), as appropriate, to prioritize tickets for presentation to the final Configuration Control Board (CCB).

11. **CASCOM CD / ASA (FM&C)**. Based on the LOE/ROM estimates and initial CCB guidance, tickets are re-prioritized and grouped for presentation at the next convening CCB.

12. **CCB**. Capability Developers present the finalized list of ECP-S tickets—with associated LOE/ROM estimates—to the CoC for approval.

13. **SUSTAINMENT**. Sustainment team prepares and submits approved ECP-S CRs for development and implementation.

14. Rejected enhancement requests are closed or re-programmed for the next CCB cycle, as appropriate, based on decisions made throughout the ECP-S review process.

Appendix E: Acronyms

ACOM
Army Commands

AMC
Army Material Command

ASA (FM&C)
Assistant Secretary Of The Army (Financial Management and Comptroller)

ASCC
Army Service Component Command

BAL
Business Area Lead

BCCB
Baseline Configuration Control Board

BPC
Business Process Council

BPL
Business Process Lead

CAM
Control Accounts Manager

CASCOM
Combined Arms Support Command

CCB
Configuration Control Board

CD
Capability Developer

CDD
Capability Development Document

CI
Change Item

CM
Change Management

CoC
Council of Colonels

CR
Change Request

CRB
Change Review Board

DoD
Department of Defense

DRU
Direct Reporting Unit

ECP
Engineering Change Proposal

ECP-S
Engineering Change Proposal-Software

ESD
Enterprise Systems Directorate

FSR
Field Service Representative

GCCB
Government Change Control Board

GCSS-Army
Global Combat Support System-Army

HDT
Help Desk Ticket

IA
Information Assurance

IC
Impact Code

ITIL
Information Technology Infrastructure Library

JROCM
Joint Requirements Oversight Council Memorandum

KO
Contracting Officer

LCLD
Life Cycle Logistics Division

LOE
Level of Effort

LSI
Lead System Integrator

MOA
Memorandum of Agreement

PdM
Product Data Manager

POC
Point of Contact

RGC
Requirements Governance Council

ROI
Return on Investment

ROM
Rough Order of Magnitude

S4IF
Sustainment Support System for the Single Interface to the Field

SASMO
Sustainment Automation Support Management Office

SME
Subject Matter Expert

SOP
Standard Operating Procedures

VTC
Video Teleconference