Army Regulation 702–11

Product Assurance

Army Quality Program

Headquarters
Department of the Army
Washington, DC
7 November 2018

UNCLASSIFIED

SUMMARY of CHANGE

AR 702–11
Army Quality Program

This regulation is certified current as of 7 November 2018. Aside from the following administrative changes, no other changes were made to certify the currency of this regulation—

o   Updates the Department of the Army signature authority (title page).

o   Adds recordkeeping requirements in accordance with AR 25–30 (para 1–5).

o   Removes inactive website for the Army quality portal (para 1–7*m* and former para 2-2d).

o   Removes outdated or rescinded references (appendix A).

Headquarters
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7 November 2018

*Army Regulation 702–11

Effective 25 March 2014

Product Assurance

Army Quality Program

By Order of the Secretary of the Army:

MARK A. MILLEY
General, United States Army
Chief of Staff

Official:

Kathleen S. Miller
Administrative Assistant to the
Secretary of the Army

History. This regulation was certified current on 7 November 2018. Aside from an update of the Department of the Army signature authority (title page), recordkeeping requirements (para 1–5), websites (para 1–7*m* and former para 2-2d), and references (app A), no other changes were made to certify the currency of this regulation. No content has been changed.

Summary. This regulation prescribes Department of the Army policy and responsibilities for Army quality programs.

Applicability. This regulation applies to the Regular Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve, unless otherwise stated.

Proponent and exception authority. The proponent of this regulation is the Assistant Secretary of the Army (Acquisition, Logistics and Technology). The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

Army internal control process. This regulation contains internal control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see app B).

Supplementation. Supplementation of this regulation and establishment of command or local forms are prohibited without prior approval from the Deputy Assistant Secretary of the Army (Acquisition Policy and Logistics) (SAAL–ZL), 103 Army Pentagon, Washington, DC 20310–0103.

Suggested improvements. Users are invited to send comments and suggested improvements to this regulation on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Assistant Secretary of the Army (Acquisition, Logistics and Technology) (SAAL–ZL), 103 Army Pentagon, Washington, DC 20310–0103.

Distribution. This publication is available in electronic media only and is intended for the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

Contents (Listed by paragraph and page number)

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*This regulation supersedes AR 702–11, dated 2 March 2007.

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Chapter 1
Introduction

Section I
General

1–1. Purpose
This regulation sets forth policy and responsibilities in development, implementation, and sustainment of an Army Quality Program as an integral component of acquisition, logistics, and technology business areas. This regulation applies to all Army activities that acquire, provide, and produce products and services in support of acquisition, logistics, and technology missions.

1–2. References and forms
See appendix A.

1–3. Explanation of abbreviations and terms
See the glossary.

1–4. Responsibilities
See section II of this chapter.

1–5. Records management (recordkeeping) requirements
The records management requirement for all record numbers, associated forms, and reports required by this regulation are addressed in the Army Records Retention Schedule–Army (RRS–A). Detailed information for all related record numbers, forms, and reports are located in the Army Records Information Management System (ARIMS)/RRS–A at https://www.arims.army.mil. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS–A, see DA Pam 25–403 for guidance.

Section II
Responsibilities

1–6. Assistant Secretary of the Army (Acquisition, Logistics and Technology)
The ASA (ALT) will—
 a. Establish policy and goals for the Army Quality Program.
 b. Establish quality program performance measures consistent with Army strategic objectives in collaboration with the Commanding General (CG), United States Army Materiel Command (USAMC) and other stakeholders.
 c. Foster quality partnerships with other military Services, Federal agencies, industry, and academia.
 d. Facilitate identification of resources for servicewide execution of Army quality programs.

1–7. Commanding General, United States Army Materiel Command
The CG, USAMC will manage the Army Quality Program and will—
 a. Serve as the Army's primary point of contact for quality matters.
 b. Identify a management representative with responsibility, authority, and resources to execute the Army Quality Program.
 c. Develop procedures and guidance for effective implementation of the Army Quality Program.
 d. Establish performance measures, reporting methods, and frequency of performance reviews of Army quality programs.
 e. Require quality performance objectives for responsible officials that develop, implement, and provide oversight of quality activities.
 f. Assess compliance to this regulation using objective performance measures.
 g. Conduct performance reviews of Army quality programs.
 h. Provide guidance for annual quality management system self-assessments, and as necessary, validate self-assessments through means such as site visits, inspections, or audits.

i. Participate in Government and industry quality forums, where deemed of value to the Army.

j. Facilitate development of skills and competencies for all Army quality professionals that are representative of current Government and industry quality trends.

k. Facilitate the Army's quality community of practice.

l. Ensure standardized quality practices are employed throughout the Army.

m. Maintain the Army quality portal.

n. Provide technical assistance to commands, activities, installations, and other applicable organizations. This assistance includes, but is not limited to, development of corrective action plans.

o. Continuously improve all quality program areas, performance, and processes.

1–8. All Army staff elements, Army commands, Army service component commands, and direct reporting units

All Army staff elements, Army commands, Army service component commands, and direct reporting units responsible for procuring products and services in support of Army missions will—

a. Implement procedures and guidance to institutionalize the requirements of this regulation.

b. Identify organizations and points of contact responsible for development and management of quality programs and ensure effective implementation and control.

c. Identify an Office of Primary Responsibility to execute a quality program and management system that includes:

(1) Objectives, standard operating procedures, implementation strategies, and measures of program performance.

(2) Resources and documented processes needed to deliver quality products and services.

(3) Communication and control of the quality program throughout the organization.

d. Ensure subordinate organizations promote information exchange and standardization across the Army and participate in Army Quality Communities of Practice.

e. Conduct annual assessments to ensure effective implementation of quality programs.

f. Require quality performance objectives for responsible officials that develop, implement, and provide oversight of quality activities.

Chapter 2
Quality Program Policy and Requirements

Quality programs will satisfy the requirements as stated in this chapter.

Section I

Policy

2–1. The Army Quality Program

The Army Quality Program will enable—

a. Maximum operational readiness, mission effectiveness and efficiency, and customer satisfaction with Army products, services, and systems.

b. Products and services to conform to performance and technical requirements and satisfy the customer's life cycle needs.

c. Quality planning, organization, direction, control, and support in achieving Army objectives.

d. Effective implementation of technical specifications and performance expectations, including but not limited to those pertaining to design, analysis, development, acquisition, production, storage, distribution, operations, sustainment, maintenance, and disposal of, by, or for the Army consistent with customer(s) needs.

e. Continued review, evaluation, and improvement of Army quality practices.

2–2. General policy

All Army activities that acquire, provide, and produce products and services in support of acquisition, logistics, and technology missions will have quality programs consistent with this regulation, comprised of repeatable and reproducible processes.

a. Quality programs will model Government or commercial standards and best practices (for example, American National Standards Institute, International Organization for Standardization (ISO), American Society for Quality Q9001–2008, American National Standard Quality Management Systems-Requirements, Aerospace Standard 9100, and

ISO Technical Standard 16949, 16949:2009, and so forth). Organizations should find out more information about these commercial standardization groups from their Web sites.

b. Quality planning begins early in the life cycle of products and services and continues throughout.

c. Each quality program will integrate the following guiding principles:

(1) Mitigation of customer risk through assessment of processes, products, and services against defined performance requirements.

(2) Commitment to excellence, customer satisfaction, and continuous improvement.

(3) Adoption of proactive, concurrent, and confirmatory quality measures to assess performance.

(4) Communication of quality requirements to all stakeholders.

(5) Authority to positively affect product and service quality.

(6) Oversight for planning, organizing, and directing quality resources for program success.

(7) Development and training of competent quality professionals.

(8) Partnering with Government and industry in addressing quality issues.

(9) Application of International Organization for Standardization Quality Standards, Baldrige Criteria, Shingo Prize evaluation criteria, and the Capability Maturity Model Integration.

(10) Management of quality standards at all levels of the organization and supply chain.

(11) Assessment through Quality Audits.

(12) Identify, investigate, track, and correct non-conformances, and comply with AR 702–7–1, when applicable.

(13) Collaborative development of local policy and guidance with the quality community of practice to optimize efforts.

2–3. Quality management
All quality requirements must be necessary, practical, measureable, verifiable, and enforceable. Each requiring activity will assign responsibilities, define requirements, and provide performance and assessment metrics for quality. Requiring activities will address the following areas:

a. Measurement and verification of conformity to requirements.

b. Fact-based decisionmaking.

c. Reduction in variation.

d. Use of performance information to foster continuous improvement.

e. Effective root-cause analysis and corrective action.

f. Performance of functions by persons who—

(1) Have sufficient responsibility, authority, expertise, and organizational freedom to identify and evaluate quality issues to initiate, recommend, or provide solutions.

(2) Ensure processes needed for a quality management system are established, implemented, and maintained.

(3) Ensure and promote awareness of customer requirements throughout the organization.

(4) Are not assigned direct responsibility for ensuring that cost or schedule objectives are met.

g. Annual review of program performance.

Section II

Quality Program Requirements

2–4. Life cycle support
Quality programs will identify and assess quality requirements early and continually throughout product or service life cycles giving due consideration to total life cycle costs and risks associated with design, development, production, deployment, sustainment, and disposal.

2–5. Interface with systems engineering processes
Quality programs will—

a. Integrate quality disciplines within systems engineering processes.

b. Perform independent and objective assessments of products and services.

c. Ensure appropriate management and integration of quality competencies for the product or service life cycle.

2–6. Risk-based planning
Through design and implementation, quality programs will manage risks associated with product or service nonconformity, giving consideration to the total life cycle costs of quality. Risk management will consider the likelihood and consequences

of nonconformity, and influence of maturity, complexity, criticality, and value of work performed, as well as demonstrated past performance.

2–7. Voice of the customer
Quality programs will—

a. Identify, prioritize, document, and assess customer quality requirements to ensure consistent understanding and customer satisfaction.

b. Assess products and services to ensure conformance with customer defined quality requirements.

c. Develop, document, and measure relevant quality level requirements to ensure that the delivered products and/or services meet the customer's needs.

2–8. Preventive and corrective action
Utilizing process improvement tools and techniques, such as statistical process control, which focuses on inputs, and statistical quality control, which focuses on outputs, quality programs will—

a. Institute preventive measures to reduce the probability of nonconformance.

b. Establish corrective protocols with specific schedules to mitigate risks and prevent recurrence of issues (through root-cause elimination) when nonconforming performance is identified.

c. Track corrective protocols to ensure completion.

2–9. Core competencies
Management of a comprehensive quality program requires subject matter experts.

a. The Defense Acquisition University offers courses and certifications in Production, Quality, and Manufacturing, and persons with quality responsibilities should be encouraged to complete applicable Production, Quality, and Manufacturing courses.

b. Organizations should consider coding positions that have acquisition quality responsibilities as Acquisition Production, Quality, and Manufacturing positions when writing position descriptions.

c. Quality programs will develop and utilize a skills development plan that defines and develops quality competencies to ensure appropriate internal quality expertise. Quality competencies are those inherent and fundamental disciplines that ensure customer requirements for products and services are satisfied. At a minimum, the following quality competencies will be considered:

(1) *Quality engineering:* The application of mathematical and scientific principles in the analysis of a product's design and manufacturing system to identify, reduce, or manage variation at all life cycle stages.

(2) *Product quality management:* The application of techniques, such as statistical process and product control, to ensure sustainment of acquisition quality provisions and product quality requirements throughout the life cycle of the product.

(3) *Service quality management:* The application of techniques to ensure sustainment of service quality provisions and requirements throughout the service relationship.

(4) *Product verification and validation:* The application of techniques to ensure product meets operational needs and product design and performance meets specified requirements.

(5) *Software quality:* The planned and systematic approach to evaluate effectiveness and conformity with software product requirements, processes, and procedures.

(6) *Quality systems management:* The management of a formalized system that controls the structure, responsibilities, and procedures, to achieve maximum customer(s) satisfaction at the lowest overall cost to the organization.

2–10. Quality community of practice
All Army activities that acquire, provide, and produce products and services in support of acquisition, logistics, and technology missions will exchange best quality practices and lessons learned by means of a community of practice. Member organizations to this forum will work in collaboration with Headquarters, USAMC to solve common challenges through joint process action teams, benchmarking, partnerships, and other vehicles that facilitate component-wide solutions. This community of practice will serve as subject matter experts on all quality matters impacting the Army.

2–11. Benchmarks and partnerships
Quality programs will utilize benchmarking against similar programs to reflect best practices. When appropriate, quality stakeholders should establish partnerships with other military services, Federal agencies, industries, suppliers, professional

societies, regulatory bodies, academia, and so forth to foster an environment of information exchange and to promote collective improvement strategies.

2–12. Single-process initiatives
To the maximum extent possible, quality programs should utilize standardized quality practices throughout the Army to reduce performance variation, increase customer(s) confidence, and minimize associated costs.

2–13. Supplier quality management
Reliance upon the expertise and performance of suppliers is a paramount consideration during product and service acquisition. The selection, evaluation, and management of suppliers will consider past quality performance and risk criteria. When appropriate, acquisition documents will incorporate specific quality requirements. Quality programs will assess and manage all suppliers within the value chain by establishing and tracking supplier performance metrics and comparing the performance of supplier products and services against quality requirements.

2–14. Metrics
Quality programs will identify quality objectives and measures and establish metrics to evaluate the performance and value of quality programs to the Army. Such measures will be associated with readiness, customer satisfaction, cost of quality, and factors that can adversely affect component and organizational performance.

2–15. Continuous improvement
a. All activities will be subject to variation reduction and continuous process improvement through the use of metrics.
b. Quality programs will focus on:
(1) Reducing complexity and non-value added activities;
(2) Increasing the quality of the product or service;
(3) Reducing associated operating costs;
(4) Reducing cycle times;
(5) Satisfying customer requirements.
c. Integrating products, processes, and performance is a key element of all quality programs.

Appendix A

References

Section I

Required Publications

This section contains no entries.

Section II

Related Publications

A related publication is a source of additional information. The reader does not have to read it to understand this publication. Army publications are available on the Army Publishing Directorate website (https://armypubs.army.mil/).

AR 11–2
Managers' Internal Control Program

AR 25–30
The Army Publishing Program

AR 700–139
Army Warranty Program

AR 702–6
Ammunition Stockpile Reliability Program

AR 702–7
Product Quality Deficiency Report Program

AR 702–7–1
Reporting of Product Quality Deficiencies within the U.S. Army

AR 702–16
Chemical Biological Defense Materiel Reliability Program

AR 702–18
Department of Defense (DOD) Shelf Life Materiel Quality Control Storage Standards

DA Pam 25–403
Guide to Recordkeeping in the Army

MIL–STD–1916
DOD Preferred Methods for Acceptance of Product (Available at http://quicksearch.dla.mil/qssearch.aspx.)

Section III

Prescribed Forms

This section contains no entries.

Section IV

Referenced Forms

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate website (https://armypubs.army.mil/).

DA Form 11–2
Internal Control Evaluation Certification

DA Form 2028
Recommended Changes to Publications and Blank Forms

Appendix B

Internal Control Evaluations for Army Quality Programs

B–1. Function
The function covered by this evaluation is Army quality programs.

B–2. Purpose
To assist Army leaders, materiel developers, and supporting Life Cycle Management Commands in evaluating their key internal controls. It is not intended to cover all controls.

B–3. Instructions
Answers to the below evaluation must be based on the actual testing of controls such as document analysis, direct observation, interviewing, sampling, and simulation. Answers that indicate deficiencies must be explained and corrective action indicated in supporting documentation. These internal controls must be evaluated at least once every year. Certification that the evaluation has been conducted must be accomplished in accordance with AR 11–2 on DA Form 11–2 (Internal Control Evaluation Certification).

B–4. Test questions
a. Has a Quality Program been implemented?
b. Is the Army Quality Program used to reduce program costs and risks associated with design, development, production, deployment, sustainment, and disposal?
c. Is quality continually assessed throughout the product or service life cycle?
d. Are quality requirements necessary, practical, measureable, verifiable, and enforceable?
e. Have metrics been identified to evaluate the performance and value of quality activities to the Army?
f. Are trends for key quality metrics monitored?
g. Have program risks been analyzed, mitigated, or accepted?
h. Have quality performance objectives been established for those responsible officials with significant life cycle cost, schedule, and performance responsibilities?

B–5. Supersession
This internal control evaluation supersedes AR 702–11, dated 2 March 2007.

B–6. Comments
Help make this a better tool. Submit comments to the Assistant Secretary of the Army (Acquisition, Logistics and Technology) (SAAL–ZL), 103 Army Pentagon, Washington, DC 20310–0103.

Glossary

Section I
Abbreviations

AR
Army regulation

ARIMS
Army Records Information Management System

ASA (ALT)
Assistant Secretary of the Army (Acquisition, Logistics and Technology)

CG
commanding general

DA Form
Department of the Army form

DA Pam
Department of the Army pamphlet

ISO
International Organization for Standardization

MIL–STD
military standard

RRS–A
Records Retention Schedule–Army

USAMC
Army Materiel Command

Section II
Terms

Benchmarking
The continuous process of measuring products, services, and practices against the public or private sector organizations that are recognized as best in class.

Community of Practice
An affinity group. An informal network or forum where tips are exchanged and ideas generated. A group of professionals informally bound to one another through exposure to a common class of problems, common pursuit of solutions, and thereby themselves embodying a store of knowledge.

Conformity
Compliance with applicable standards, policies, regulations, and laws.

Continuous Improvement
Recurring activity to increase the ability to fulfill requirements.

Nonconformity
Failure to comply with applicable requirements, standards, policies, regulations, or laws.

Partnership
A strategy leading to a relationship with suppliers or customer(s) aimed at reducing costs of ownership, maintenance of minimum stocks, just-in-time deliveries, joint participation in design, exchange of information on materials and technologies, new production methods, quality improvement strategies, and exploitation of market synergy.

Quality
The composite of materiel attributes including performance features and characteristics of a production or service to satisfy a customer's given need.

Quality management system
Management system to direct and control an organization with regard to quality.

Quality program
A program that is developed, planned, and managed to carry out, cost-effectively, all efforts to affect the quality of materiel and services from concept through technology and system development, production, deployment, and disposal.

Supplier
Any provider whose goods and services may be used at any stage in the production, design, delivery, and use of another company's products and services. Suppliers include businesses, such as distributors, dealers, warranty repair, services, transportation contractors, and service suppliers, such as healthcare, training, and education. Internal suppliers provide materials or services to internal customer(s). An external producer, distributor, retailer, vendor, or contractor that provides a product, service, or information.

Validation
The process of evaluating a system or software component during, or at the end of, the development process to determine whether it satisfies specified requirements.

Verification
Confirms that a system element meets design-to or build-to specifications. Throughout the system's life cycle, design solutions at all levels of the physical architecture are verified through a cost-effective combination of analysis, examination, demonstration, and testing, all of which can be aided by modeling and simulation.