OFFICE OF THE UNDER SECRETARY OF DEFENSE
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ACQUISITION,
TECHNOLOGY
AND LOGISTICS

JUN 0 4 2003

MEMORANDUM FOR SERVICE ACQUISITION EXECUTIVES

SUBJECT: The Program Manager's Guide to the Integrated Baseline Review Process

In accordance with Department of Defense (DoD) acquisition policy, Program Managers (PMs) must conduct Integrated Baseline Reviews (IBRs) on contracts with Earned Value Management (EVM) requirements. IBRs are intended to provide a mutual understanding of risks inherent in contractors' performance plans and underlying management control systems. Properly executed IBRs are an essential element of a PM's risk management approach.

While most IBRs generally conform to DoD policy, inconsistent policy interpretation resulted in the development of individual Service/Agency IBR guidebooks, differing perceptions of purpose and value, and inconsistent IBR execution. To improve the consistency of the overall IBR Process, *The Program Managers' Guide to the Integrated Baseline Review Process* was developed (**TAB A**). This Guide clearly defines the purpose, goals, and objectives of an IBR. It also describes attributes of an effective IBR and discusses a baseline review process that will lead to a better understanding of program risks.

This Guide is the principal IBR reference and should be used to implement an integrated baseline discipline on an acquisition program. PMs are strongly encouraged to use this Guide during IBR training, when preparing for an IBR, and then again during the actual execution and conduct of the IBR. Attached at **TAB B** is a letter of endorsement from the former Under Secretary of Defense (Acquisition, Technology and Logistics) encouraging the use of the IBR Guide to improve the consistency of the overall process. The IBR Guide resides on the Office of the Secretary of Defense EVM web site (www.acq.osd.mil/pm/). Comments or questions on the IBR Guide may be directed to Ms. Debbie Tomsic, (703) 695-0707.

Nancy L. Spruill
Director, Acquisition Resources
and Analysis

Attachments:
As stated

cc:
Director, Defense Contract Management Agency
Director, Missile Defense Agency
Director, National Reconnaissance Office
Director, National Imagery and Mapping Agency
Director, National Security Agency
President, Defense Acquisition University