



SECRETARY OF THE ARMY  
WASHINGTON

01 SEP 2016

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Delegation of In-Sourcing Approval Authority

1. References:

a. Memorandum, Deputy Secretary of Defense, May 28, 2009, subject: In-sourcing Contracted Services—Implementation Guide.

b. Memorandum, Under Secretary of Defense (Personnel and Readiness), Mar 2, 2012, subject: Guidance Related to the Utilization of Military Manpower to Perform Certain Functions.

c. Memorandum, Assistant Secretary of Defense (Readiness and Force Management), Jan 29, 2013, subject: Private Sector Notification Requirements in Support of In-sourcing Actions.

d. Department of Defense Instruction 1100.22 (Policy and Procedures for Determining Workforce Mix), April 12, 2010.

e. Department of Defense Instruction 7041.04 (Estimating and Comparing the Full Costs of Civilian and Active Duty Military Manpower and Contract Support), July 3, 2013.

f. Memorandum, Secretary of the Army, 12 Sep 2014, subject: Delegation of In-Sourcing Approval Authority (hereby rescinded).

2. In-sourcing, as defined in reference 1a, is the conversion of any currently contracted service/function to Department of the Army Civilian or military performance, or a combination thereof.

3. I delegate the approval authority for in-sourcing proposals, wherever such proposal is generated across the Army, to the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)). All in-sourcing proposals presented to the ASA (M&RA) must comply with the enclosed procedures and be subject to a legal review.

4. The resourcing of in-sourcing decisions must be competed through the Planning, Programming, Budgeting, and Execution processes, such as Total Army Analysis and the Program Objective Memorandum. However, the use of temporary or term hires to ensure prompt corrective action for contracts lacking statutory authority, or those

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involving inherently governmental functions, is authorized when the Office of the ASA (M&RA) approves the use and the program and budget communities are notified.

5. This delegation is effective immediately. The Office of the Administrative Assistant will initiate a review of the delegation with your office every 3 years from the date of this memorandum to ensure that the delegation is current.

6. My point of contact for this action Ms. Eileen Ginsburg, (703) 693-2109, eileen.g.ginsburg.civ@mail.mil.



Eric K. Fanning

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## DELEGATION OF IN-SOURCING APPROVAL AUTHORITY

1. Bundle in-sourcing actions based on function not individual positions or contracts.
2. Submit a complete in-sourcing package to the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)); Training, Readiness, and Mobilization/Force Management Manpower Resources (TRM/FMMR) Manpower Team. The package will contain a:
  - a. Cover Memo. The cover memo will provide a brief description of what function(s) is/are to be in-sourced and why, as well as any other pertinent information.
  - b. Cost Analysis. Coordinate with Eileen Ginsburg, 703-693-2109, to determine whether a particular in-sourcing action requires a cost comparison. If required, the cost analysis must comply with Department of Defense Instruction 7041.04 (Estimating and Comparing the Full Costs of Civilian and Active Duty Military Manpower and Contract Support) (reference 1e). Coordinate with the Office of the Assistant Secretary of the Army (Financial Management and Comptroller) for assistance in completing the required documentation. The points of contact are Ms. Cynthia Shufflebarger, 703-614-2925 and Mr. Brooke Allen, 703-692-7871.
  - c. Workload Analysis. U.S. Army Manpower Analysis Agency will validate the workload. The point of contact is Ms. Robin Mealer, 703-805-4236.
  - d. Manpower Mix Review. After submission of the request, the ASA (M&RA) TRM/FMMR manpower team will do a review to determine if the in-sourcing should be approved based on whether the function is inherently governmental, critical, or military essential. To complete this review, the packet must include:
    - (1) Inherently Governmental and Critical Function Review. Required documents are a description of the function(s) to be in-sourced, the relevant completed Request for Services Contract Approval Form, the performance work statement from the contract to be in-sourced, and the proposed position descriptions for Department civilians to perform the function. If the position is being in-sourced to military not civilian, enclose a comprehensive description of the duties the Soldier will perform and submit the military occupational specialty instead of the proposed position description. The point of contact for the review is Ms. Eileen Ginsburg, 703-693-2109.
    - (2) Military Essentiality Review. If the in-sourcing is to be done from contract to military personnel, the submission must include a narrative description/justification of the use of military personnel in the function to be in-sourced, pursuant to reference 1b and Department of Defense Instruction 1100.22 (Policy and Procedures for Determining

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Workforce Mix) (reference 1d). The point of contact for the military essentiality review is Ms. Eileen Ginsburg, 703-693-2109.

### 3. In-Sourcing Notification Requirement

a. After the ASA (M&RA) grants final approval to in-source, commands must prepare an in-sourcing notification letter (pursuant to reference 1c). Within 20 business days of the receipt of an in-sourcing decision, the contracting officer will provide a written notification to affected incumbent private sector provider(s).

b. Based on the results of the Manpower Mix Review, the ASA (M&RA) will provide a template notification letter. The letter must be completed and coordinated with TRM/FMMR before being signed and sent to the incumbent private sector provider. This procedure is to ensure that the letter meets all relevant statutory requirements. In addition to the contractor(s), commands must provide a copy of the signed letter to TRM/FMMR, who will forward the letter as required. The point of contact for the in-sourcing notification requirement is Ms. Eileen Ginsburg at [eileen.g.ginsburg.civ@mail.mil](mailto:eileen.g.ginsburg.civ@mail.mil).

4. Statutory and policy references discussed in this policy are available at [www.asamra.army.mil/scra](http://www.asamra.army.mil/scra). It is highly recommended that organizations consult these original source documents when preparing in-sourcing actions for coordination.

5. Email completed in-sourcing package to Ms. Eileen Ginsburg, ASA (M&RA) TRM/FMMR Manpower Policy Team, at [eileen.g.ginsburg.civ@mail.mil](mailto:eileen.g.ginsburg.civ@mail.mil).