

FAA WILLIAM J. HUGHES TECHNICAL CENTER TEST ROLES AND RESPONSIBILITIES GUIDE



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**FAA WILLIAM J. HUGHES TECHNICAL CENTER
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WJHTC TEST ROLES AND RESPONSIBILITIES GUIDE

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1 INTRODUCTION

The Federal Aviation Administration (FAA) William J. Hughes Technical Center (WJHTC) Test Roles and Responsibilities Guide describes the roles and responsibilities of personnel, both internal and external to the WJHTC, needed to execute Test and Evaluation (T&E) activities.

1.1 SCOPE

This guide outlines the roles and responsibilities necessary to conduct high quality and consistent T&E that supports the mission of Verification and Validation (V&V). This guide is organized into sections that provide an overview of T&E management and oversight, the Integrated Test Team (ITT), the T&E Team, and the roles of supporting T&E organizations. This guide also provides a functional overview of the WJHTC Test Standards Board (TSB).

Note: The current approved version of this guide is available via the online V&V Repository.

2 RELATED DOCUMENTS AND REFERENCES

- a) *FAA Acquisition System Toolset, Acquisition Management Policy*, FAA Acquisition Management System, Washington, DC.
- b) *FAA Acquisition System Toolset, Test and Evaluation Process Guidelines*, FAA Acquisition Management System, Washington, DC.
- c) *FAA AMS Lifecycle Verification and Validation Guidelines*, FAA Acquisition Management System, Washington, DC.
- d) *Order NG 1810.8A, FAA William J. Hughes Technical Center's Test and Evaluation Policy*, FAA William J. Hughes Technical Center, Atlantic City International Airport, NJ.
- e) *FAA William J. Hughes Technical Center Test and Evaluation Handbook*, FAA William J. Hughes Technical Center, Atlantic City International Airport, NJ.
- f) *Test Standards Board Charter*, FAA William J. Hughes Technical Center, Atlantic City International Airport, NJ.
- g) *FAA William J. Hughes Technical Center Test and Evaluation Project Management Process Description Document, (TSPAT-B2-PDD-010)* William J. Hughes Technical Center, Atlantic City International Airport, NJ.

3 ROLES AND RESPONSIBILITIES

This section addresses, at a high level, the various roles and responsibilities of T&E personnel and organizations with respect to an individual T&E program. Some of these roles may be performed by the same individual, depending on the scope and size of the individual test program.

Note: The roles and responsibilities listed in sections 3.2 through 3.5 are "in addition" to those Test Roles and Responsibilities spelled out in the T&E Project Management Process Description Document (PDD).

3.1 T&E FUNCTIONAL STRUCTURE

The functional structure of T&E ensures the quality and integrity of test program baselines through clear and accountable T&E authorities and oversight. Figure 3-1. WJHTC T&E Functional Structure, depicts the hierarchical structure for communications, decision making, and issue resolution within the T&E process.

3.2 MANAGEMENT AND OVERSIGHT ROLES

The following paragraphs define high-level roles and responsibilities for T&E within the FAA's NextGen organization. Detailed roles and responsibilities are included in the test plan for each T&E program.

3.2.1 WJHTC DIRECTOR

The WJHTC Director is responsible for the overall operation and administration of the T&E activities under the authority of the Assistant Administrator for NextGen. The Director is responsible for ensuring that all testing is properly performed and applicable regulations are met. The roles and responsibilities of the WJHTC Director are as follows:

- a) Serves as the test executive throughout the Acquisition Management System (AMS) lifecycle to ensure effective representation, communication, and visible accountability of test activities
- b) Ensures that all T&E activities conducted by the WJHTC test teams are in accordance with FAA and WJHTC policies
- c) Directs and oversees the activities of the WJHTC T&E Senior Managers
- d) Approves WJHTC T&E policies and standards
- e) Approves program Test and Evaluation Master Plans (TEMPs)
- f) Approves Operational Test (OT) Final Test Reports¹
- g) Coordinates with other FAA Executives on T&E matters that relate to their respective domains
- h) Supports the Assistant Administrator for NextGen by providing T&E results for making In-Service Decisions

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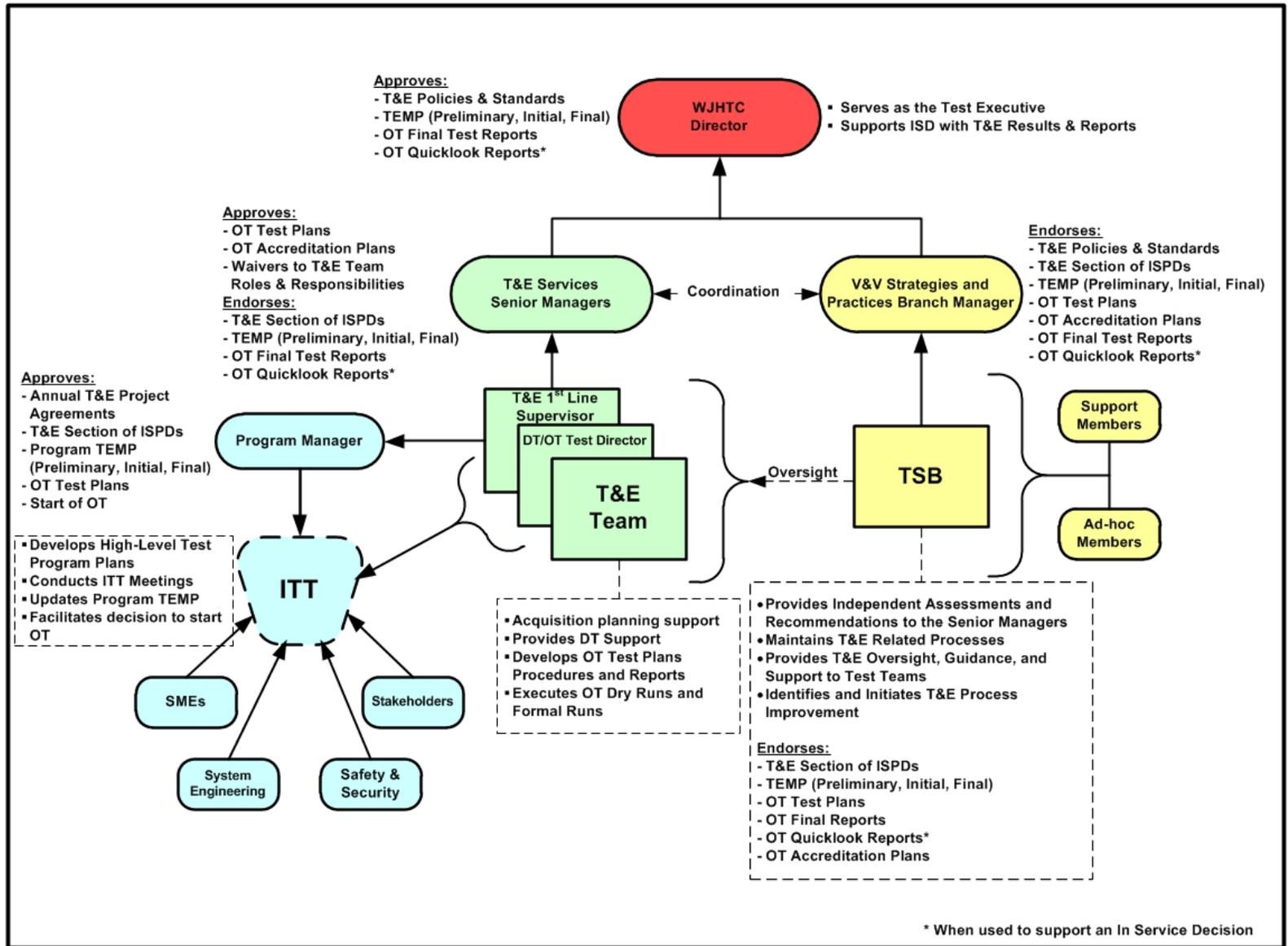


Figure 3-1. WJHTC T&E Functional Structure

3.2.2 WJHTC T&E SENIOR MANAGERS

The WJHTC T&E Senior Managers, under the authority of the WJHTC Director, are responsible for the centralized and coordinated management of their respective T&E First-Line Supervisors. The roles and responsibilities of the WJHTC T&E Senior Managers are as follows:

- a) Provides direction to their respective First-Line Supervisors and oversees the conduct of quality Development Test (DT) and OT in accordance with the T&E Handbook
- b) Endorses the T&E section of the Implementation Strategy and Planning Documents (ISPDs)
- c) Endorses TEMPs and OT Final Test Reports¹ with a signature prior to submittal to the WJHTC Director for final approval
- d) Approves OT Test Plans
- e) Approves OT Accreditation Plans
- f) Approves waivers to T&E team roles and responsibilities
- g) Collaborates with the V&V Strategies and Practice (VVSP) Branch First-Line Supervisor to ensure the integrity and quality of test programs
- h) Report test program status to the WJHTC Director

3.2.3 PROGRAM MANAGER

The Program Manager is responsible for the planning, development, and deployment of the overall acquisition program. The T&E roles and responsibilities of the Program Manager are as follows:

- a) Serves as a member of the ITT
- b) Develops and approves program ISPD and Program Requirements Document (PRD)
- c) Approves program TEMPs
- d) Approves OT Test Plan
- e) Approves the start of OT
- f) Monitors the progress of T&E activities

3.2.4 V&V STRATEGIES AND PRACTICES BRANCH FIRST-LINE SUPERVISOR

The VVSP Branch First-Line Supervisor, under the authority of the WJHTC Director, is responsible for the establishment and maintenance of a standardized T&E process. The roles and responsibilities of the VVSP Branch First-Line Supervisor are as follows:

- a) Directs and oversees the activities of the TSB
- b) Provides strategic planning for future T&E initiatives

- c) Endorses T&E policies and standards
- d) Endorses the T&E section of ISPDs
- e) Endorses TEMPs
- f) Endorses OT Test Plans and Final Test Reports¹
- g) Endorses OT Accreditation Plans
- h) Ensures conformance to T&E standards
- i) Helps to ensure the integrity and quality of DT and OT test programs
- j) Endorses waivers to T&E policy and standards
- k) Acts on and coordinates recommendations and assessments provided by the TSB
- l) Reports to the WJHTC T&E Senior Managers on the status of T&E program conformance to T&E standards

3.2.5 TEST STANDARDS BOARD

The TSB is a team of Subject Matter Experts (SMEs), from across the FAA, chartered to ensure the development of high quality T&E products and services and serves as the principal WJHTC focal point for implementing and administering V&V practices, methods, and policies. The TSB is directed by the VVSP Branch First-Line Supervisor and operates under the authority of the WJHTC Director. The TSB monitors DT and OT test activities to ensure quality T&E products and conformance to T&E processes. The TSB reviews and provides recommendations on test strategies, plans, conduct, and reporting. The roles and responsibilities of the TSB are as follows:

- a) Assesses a test program's technical approach and conformance to standards, and supports the VVSP Branch First-Line Supervisor in reporting to the WJHTC Senior Managers
- b) Monitors major T&E events (e.g., Test Readiness Reviews, Critical Design Reviews, OT Caucus) for each test program as required
- c) Standardizes quality test processes across WJHTC T&E services
- d) Reviews test plans, test procedures (monitor and review as needed), and test reports, and provides comments and recommendations to the test team as outlined in the T&E Handbook
- e) Functions as a test team advocate to support the resolution of test program issues
- f) Provides T&E process guidance and technical recommendations to the DT and OT Test Directors and their T&E First-Line Supervisors
- g) Maintains T&E processes and implements test process improvement initiatives
- h) Supports Quality Assurance (QA) in the conduct of audits to assess conformance to T&E standards

- i) Participates in test program meetings (e.g., internal test team meetings, test working group meetings, etc.)
- j) Monitors program ITT activities
- k) Endorses the following: T&E section of ISPDs, TEMPs, OT Test Plans, OT Final Reports¹, and OT Accreditation Plans

The roles and responsibilities of the TSB are defined in more detail in the TSB Charter, available via the online V&V Repository.

3.3 INTEGRATED TEST TEAM

The ITT is formed for each program at the start of ISPD and TEMP development. The ITT is the keeper of the test baseline which is reflected in the TEMP. As the program progresses, the ITT adds elements to the test baseline and updates the baseline and TEMP as needed.

3.3.1 COMPOSITION

The following list contains the typical membership of an ITT. Its composition can vary depending on the size and scope of the program.

- a) DT and OT Test Directors (acting as Co-Chairs)
- b) System Test Leads
- c) Test team members (as appropriate)
- d) SMEs (as appropriate)
- e) System engineering representatives
- f) Program Manager or designated representative(s)
- g) Program stakeholders (e.g., functional leads, field representatives, and in-service organization representatives)
- h) Safety and security representatives

3.3.2 RESPONSIBILITIES

The responsibilities of the ITT are as follows:

- a) Develops high-level test program plans, including scope and costing, for consideration and approval by the Joint Resource Council (JRC) as documented in the program acquisition planning and control documents and the TEMP
- b) Conducts ITT meetings as required to develop and assess test strategies for the acquisition program
- c) Updates the TEMP as needed

¹ When an OT Quicklook Report is used in lieu of the OT Final Report in support of an AMS milestone decision, the review and approval process for the OT Final Report is used.

- d) Facilitates the decision to start OT

3.4 T&E TEAM

The T&E Team is responsible for the development and execution of the test program. Each T&E Team reports to a First-Line Supervisor (see section 3.4.1). A T&E Team typically includes a T&E First-Line Supervisor, DT and OT Test Directors, Test Leads, and Test Team personnel. Based on the program size and scope, these team member positions may be combined as needed. For example, the DT and OT Test Directors may be the same person; however, the roles and responsibilities for each position must remain the same unless waived by management.

Figure 3–2, Typical T&E Team Structure, depicts a generic example of the structure of a T&E team. The number of Test Leads and individual Test Teams can vary greatly based on the needs of the program. In addition, the Test Leads and Test Team personnel may support more than one team. For flexibility, Test Teams may support test program planning, DT, and/or OT as the test program progresses.

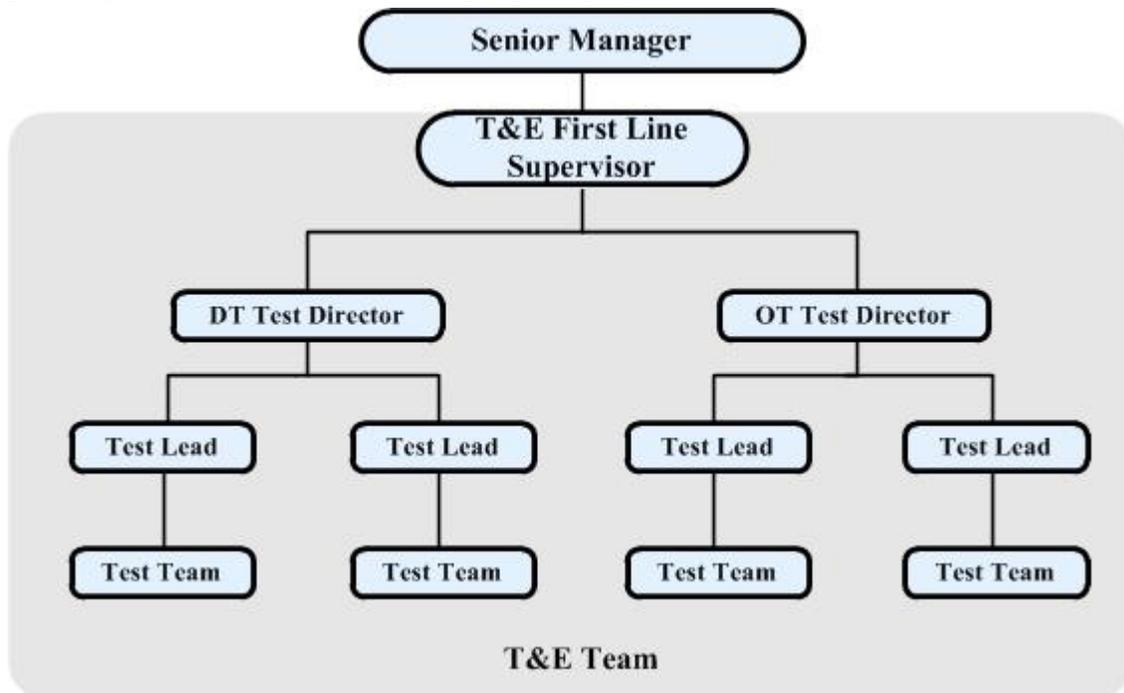


Figure 3–2. Typical T&E Team Structure

3.4.1 T&E FIRST-LINE SUPERVISOR

The T&E First-Line Supervisor, under the authority of their respective Senior Manager, is responsible for directing and managing T&E Teams within their organization. The roles and responsibilities of the T&E First-Line Supervisor are as follows:

- a) Plans the T&E Team’s work
- b) Ensures that the T&E Team’s work is completed on time and within budget

- c) Ensures the implementation of quality V&V practices, standards, and initiatives
- d) Ensures the conduct and successful performance of the T&E activities of each Test Team
- e) Endorses plans and reports prior to submission to the Senior Manager
- f) Ensures compliance with the WJHTC Quality Management System (QMS) process requirements as applicable for each test program

3.4.2 DT TEST DIRECTOR

The DT Test Director, under the authority of the T&E First-Line Supervisor, is responsible for the overall planning and completion of the DT. The roles and responsibilities of the DT Test Director are as follows:

- a) Provides technical direction for the conduct of DT program operations
- b) Oversees and coordinates all DT test activities for the test program
- c) Recommends approval or disapproval of the DT Test Plans, Procedures and Reports to the Contracting Officer (CO) and Contracting Officer's Representative (COR)
- d) Ensures the attainment of program DT goals
- e) Functions as Co-Chair of the ITT in conjunction with the OT Test Director
- f) Functions as the primary point of contact for DT testing to the Program Office and reports T&E status to the Program Manager
- g) Directs and approves contractor test activities as delegated by the CO by means of a Test Director Authority Letter/Letter of Delegation
- h) Tailors the established test practices as necessary
- i) Coordinates with Independent Operational Assessment (IOA) personnel for test planning, conduct, and reporting in support of IOA processes on designated programs

Refer to the online V&V Repository for a sample Test Director Authority Letter/Letter of Delegation.

3.4.3 OT TEST DIRECTOR

The OT Test Director, under the authority of the T&E First-Line Supervisor, is responsible for the overall planning and completion of the OT phase. The roles and responsibilities of the OT Test Director are as follows:

- a) Provides technical direction to the OT Test Team in the conduct of the OT test program
- b) Plans and coordinates all OT test activities for the acquisition test program
- c) Ensures the attainment of OT goals for the acquisition test program
- d) Functions as Co-Chair of the ITT in conjunction with the DT Test Director

- e) Functions as the primary point of contact for OT testing to the Program Office and reports T&E status to the Program Manager
- f) Ensures system/service operational readiness is determined and reported
- g) Tailors the established test practices as necessary
- h) Coordinates with IOA personnel for test planning, conduct, and reporting in support of IOA processes on designated programs
- i) Collaborates with all supporting organizations involved with implementing elements of an enterprise capability for a NAS system, service, or operational improvement for test planning, conduct, and reporting activities

3.4.4 TEST LEAD

The Test Lead, under the technical lead of a Test Director, serves as a primary technical lead for assigned test activities. The roles and responsibilities of the Test Lead are as follows:

- a) Coordinates and directs activities on specific tests or test areas
- b) Acts to ensure successful execution of a particular test or test area

3.4.5 FAA DT AND OT TEST TEAMS

The Test Team, under the technical direction of a Test Lead, is primarily responsible for development and conduct of each phase of a test program. The roles and responsibilities of the Test Team are as follows:

- a) Functions as the primary team that performs T&E activities for each phase of a test program (DT and OT)
- b) Provides DT technical support by reviewing the contractor's test plans and test procedures, and by witnessing formal execution of the contractor's test procedures
- c) Ensures test capabilities are accredited for intended use
- d) Develops OT test plans, test procedures, and test reports
- e) Executes OT dry runs and formal OT

3.4.5.1 FAA DT TEST TEAM COMPOSITION

The following list contains the typical membership of the FAA DT Test Team. Its composition can vary depending on the size and scope of the program.

- a) DT Test Director
- b) DT Test Lead(s)
- c) DT Test Team Members
- d) SMEs (as appropriate)
- e) System Engineering representatives
- f) Program Manager or designated representative

- g) Program stakeholders (e.g., functional leads, field representatives, and in-service organization representatives)
- h) IOA personnel for monitoring purposes only (for designated programs)

3.4.5.2 OT TEST TEAM COMPOSITION

The following list contains the typical membership of the OT Test Team. Its composition can vary depending on the size and scope of the program.

- a) OT Test Director
- b) OT Test Lead(s)
- c) OT Test Team Members
- d) SMEs (as appropriate)
- e) System Engineering representatives
- f) Program Manager or designated representative
- g) Program stakeholders (e.g., functional leads, field representatives, and in-service organization representatives)
- h) Contractor test support as required
- i) IOA personnel for monitoring purposes only (for designated programs)

3.5 EXTERNAL ROLES IN SUPPORT OF T&E

3.5.1 OT FIELD PARTICIPANTS

OT Field Participants provide operational expertise to OT. The roles and responsibilities of the OT Field Participants are as follows:

- a) Participate in the planning, preparation, and conduct of OT
- b) Provide support from an operational perspective during OT assessments and problem resolution

The Field Site Test Director is an individual from the operational facility (typically Air Traffic Services or Technical Operations) who oversees site T&E activities and plans/conducts Field Familiarization (FF). Field Site Test Directors will also provide additional user team members and test participants for site OT and evaluation activities. The roles and responsibilities of the Field Site Test Director are as follows:

- a) Functions as the site representative responsible for coordinating and witnessing Site Acceptance Testing (SAT) activities and site OT activities
- b) Coordinates the execution of all FF activities at a particular field site

3.5.2 CONTRACTING OFFICER

The CO normally approves all test-related Contract Data Requirements List (CDRL) items, waivers, and deviations delivered or requested by the contractor. In certain cases, these functions may be delegated to the COR. The typical roles and responsibilities of the CO are as follows:

- a) Acts as the primary FAA authority responsible for defining and approving the program contract
- b) Approves changes to the contract
- c) Directs work to be performed by the contractor
- d) Delegates the direction and approval of contractor test activities to the DT Test Director by means of a Test Director Authority Letter/Letter of Delegation

3.5.3 CONTRACTING OFFICER'S REPRESENTATIVE

The COR, under the authority of the CO, is responsible for the execution and oversight of program contractual documentation, activities, and deliverables. The roles and responsibilities of the COR are as follows:

- a) Acts as the FAA authority, as delegated by the CO, responsible for the execution and oversight of program contractual documentation, activities, and deliverables
- b) Acts as an agent for the CO by providing guidance and technical direction to the contractor consistent with the requirements identified in the contract

3.5.4 QUALITY RELIABILITY OFFICER

The Quality Reliability Officer (QRO), under the authority of the CO, is responsible for overseeing the Contractor's test activities to ensure the quality of contractor test activities and to facilitate Government Acceptance. The roles and responsibilities of the QRO are as follows:

- a) Provides on-site support at the contractor's facility under the authority delegated by the CO
- b) Ensures that the contractor's quality control system satisfies the Government's contractual QA requirements
- c) Accepts or rejects systems, equipment, or material in accordance with contractual requirements
- d) Reports program activities and work progress to the CO

4 TEST STANDARDS BOARD MANAGEMENT

The TSB operates according to the TSB Charter. The TSB Charter sets forth the mission and the roles and responsibilities of the TSB, and is available via the online V&V Repository under the category titled T&E Standards, PDDs, Handbook. The TSB interacts with test program personnel through direct coordination by a TSB Point of Contact (POC). The TSB does not coordinate with Program Offices unless it is through the Program Test Director, First-Line Supervisor, Senior Manager, or the WJHTC Director. The following paragraphs describe how TSB personnel and processes are managed to ensure adherence to quality T&E standards and practices.

4.1 TEST STANDARDS BOARD ORGANIZATION

The TSB includes core members and ad hoc members.

4.1.1 V&V STRATEGIES AND PRACTICE BRANCH FIRST-LINE SUPERVISOR

The VVSP Branch First-Line Supervisor facilitates and directs the activities of the TSB. The VVSP Branch First-Line Supervisor provides test service status reports and recommendations from the TSB to the WJHTC Test Services Senior Managers. The VVSP Branch First-Line Supervisor may also be required to provide status and recommendations on matters related to T&E standards to the WJHTC Director or other FAA senior management.

4.1.2 TSB CORE MEMBERS

The TSB is made up of FAA SMEs from a cross section of technical disciplines. TSB members serve as the principal focal point for the quality of T&E products and services through independent oversight, and by developing and institutionalizing best practice T&E operations. Each TSB Core Member is a TSB POC on one or more test program and provides oversight support in accordance with the TSB Charter.

4.1.3 TSB AD HOC MEMBERS

When specific activities require specialized expertise, ad hoc TSB members may be required. Ad hoc members serve temporarily to augment the expertise within the TSB. Ad hoc members may include SMEs recruited from across the WJHTC, the FAA, and outside of the FAA. Ad hoc specialty areas include, but are not necessarily limited to, the following:

- a) Power quality
- b) Spectrum management
- c) Laboratory management and engineering
- d) Security
- e) Safety
- f) Product quality assurance
- g) Human factors
- h) Air Traffic Control (ATC)
- i) Technical Operations, logistics, and training

- j) Simulation and modeling
- k) Legal services

The period of support required for each ad hoc TSB member depends on the projected task duration specified by the TSB and the ongoing availability of the ad hoc member. A list of active ad hoc TSB members is available via the online V&V Repository under the category titled T&E Standards, PDDs, Handbook.

4.2 TSB TEST PROGRAM OVERSIGHT

The TSB collects programmatic and technical information so that members can provide test teams with the appropriate guidance on test strategies, methodologies, and standards. Test-related documents for review include, but are not limited to the following: the TEMP, schedules, plans, procedures (monitor and review as needed), accreditation reports, and test reports. The TSB conducts reviews required by the T&E Handbook in accordance with the TSB Work Product Review and Endorsement Guide. The goals of the TSB oversight are as follows:

- a) Ensure that the strategy for a particular test or test program is consistent with the goals and objectives of WJHTC T&E policy and standards
- b) Ensure that appropriate and sufficient testing is planned and accomplished
- c) Track the progress of the test program
- d) Provide a means for test team feedback to the TSB in support of process improvement

5 ACRONYMS

AMS	Acquisition Management System
ATC	Air Traffic Control
CDRL	Contract Data Requirements List
CO	Contracting Officer
COR	Contracting Officer's Representative
DT	Development Test
FAA	Federal Aviation Administration
FF	Field Familiarization
IOA	Independent Operational Assessment
ISD	In Service Decision
ISPD	Implementation Strategy and Planning Document
ITT	Integrated Test Team
JRC	Joint Resource Council
NAS	National Airspace System
OT	Operational Test
PDD	Process Description Document
POC	Point of Contact
PRD	Program Requirements Document
QA	Quality Assurance
QMS	Quality Management System
QRO	Quality Reliability Officer
SAT	Site Acceptance Testing
SME	Subject Matter Expert
TEMP	Test and Evaluation Master Plan
T&E	Test & Evaluation
TSB	Test Standards Board
V&V	Verification and Validation
VVSP	Verification and Validation Strategies and Practice
WJHTC	William J. Hughes Technical Center

6 DEFINITIONS

Signature: On specified documents, signature(s) are required by the responsible author(s) of the document (normally the Test Director(s)) on the signature page.

Review: A Review is defined as an assessment of a draft or final draft document to provide comments and input. The outcome of a review results in the delivery of a revised draft or a final document. A Peer Review is a structured type of review which involves a methodical examination of a completed draft document. Peer Reviews are conducted in accordance with the Peer Review PDD to ensure the quality of the work product. Peer Reviews are conducted by unbiased subject matter experts that have independence from the development and approval of the document. Peer reviewers utilize knowledge, experience, established standards and known best practices to provide editorial and technical comments.

Endorsement: Endorsement is defined as a recommendation for approval or disapproval of a work product with supporting comments. Endorsement can be accomplished via email, endorsement letter, or a written signature on the signature page of the document by the endorser(s). Note: The TSB endorses work products via TSB Endorsement Position Papers.

Approval: For DT work products, approval is defined by the provision of an approval recommendation from the DT Test Director to the Contracting Officer after all appropriate Government authorities have reviewed and endorsed the document. For OT work products, approval is defined by the written signature on the signature page of the document by the designated authority after his or her review and approval of the document.