DoW Instruction 8000.02

Information Technology Category Management

Originating Component:	Office of the DoW Chief Information Officer
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Approved 7/23/2026 by:	Kirsten A. Davies, DoW Chief Information Officer

Purpose: In accordance with the authority in DoD Directive (DoDD) 5144.02, this issuance:

- Establishes policy, assigns responsibilities, and provides procedures for information technology (IT) category management (ITCM) and the category management of digital modernization lines of effort and IT investments to ensure continuous evolution of the DoW Information Enterprise.
- Establishes policy and assigns responsibilities for the DoW Enterprise Software Initiative (ESI) in connection with implementation framework described in DoDD 8470.01E.
- Establishes the ITCM Cross Functional Board (CFB), or its successor, as the senior executive decision body and the DoW ESI Working Group as the lead agent for implementing ITCM strategy.
- Requires the implementation of information resources management, budget, and supply chain risk management authorities for ITCM in accordance with, and ITCM authorities pursuant to, Section 11101, et seq. of Title 40, United States Code (U.S.C.); Section 1323 of Title 41, U.S.C.; Section 3252 of Title 10, U.S.C.; and Sections 3502, 3552, and 3601 of Title 44, U.S.C.

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY.

a. This issuance:

(1) Applies to OSW, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of Inspector General of the Department of War, the Defense Agencies, the DoW Field Activities, and all other organizational entities within the DoW (referred to collectively in this issuance as the "DoW Components").

(2) Covers all IT assets, including IT services, hardware, software, licenses, and associated components, in all IT categories (including national security systems (NSS) within DoW authorities and defense business systems) relevant to DoW mission and operations.

b. This issuance does not supersede any policy promulgated by the Director of National Intelligence. Defense Intelligence Components must also comply with any applicable Director, National Intelligence policy.

1.2. POLICY.

The DoW will:

a. Fully leverage the buying power of the U.S. Government (USG) and implement a coordinated DoW-wide strategy that maximizes the use of best-in-class purchasing, reduces duplication of efforts, and implements management solutions that includes automation of IT asset discovery tools.

b. Implement an ITCM practice of buying common IT goods and services as an organized entity to eliminate redundancies, increase efficiency, and deliver more value and savings from USG acquisition programs.

c. Establish enterprise capabilities to realize economies of scale and common operational benefits. DoW Components will use enterprise capabilities before pursuing individual IT investments unless mission or cost dictate otherwise.

d. Ensure secure cyber posture is maintained throughout category management processes and that cyber supply chain risk management (C-SCRM) processes are applied to ITCM acquisition programs.

e. Identify opportunities for ITCM optimization and consolidation, including using core enterprise technology agreements (CETAs), enterprise software agreements (ESAs), and joint enterprise licensing agreements (JELAs) to improve efficiency.

SECTION 2: RESPONSIBILITIES

2.1. DOW CHIEF INFORMATION OFFICER (DOW CIO).

The DoW CIO:

a. Serves as the Principal Staff Assistant to the Secretary of War for all matters pertaining to the DoW information enterprise that supports ITCM processes.

b. Develops and establishes policy and oversees strategic planning, resource management, and fiscal and program evaluation for ITCM enabling processes.

c. Regularly reviews and updates ITCM guidelines and practices to accommodate emerging technologies and evolving DoW requirements.

d. Designates the chair of the ITCM CFB, or its successor, as a senior executive-level body which oversees the acquisition procedures identified in Subpart 208.74 of the Defense Federal Acquisition Regulation Supplement (DFARS). This body reports to the DoW CIO Executive Board to provide governance and strategic oversight to enable ITCM management processes. This includes providing IT standards and interoperability perspective on ITCM initiatives and maintaining visibility of IT assets across the DoW. The focus is to identify ITCM overlaps or gaps in DoW mission coverage as identified and recommended in Office of Management and Budget (OMB) Memorandum M-16-12.

e. In coordination with the DoW Component heads, identifies CETAs, ESAs, and JELAs to improve ITCM optimization, consolidation, and acquisition efficiency.

f. Oversees and guides development of the DoW CIO ESA Plan. The DoW CIO ESA Plan is a blueprint to harness the DoW's collective procurement power to secure the best possible volume purchase discounts, standardize commodity IT hardware and software acquisitions, and foster a cohesive purchasing strategy across the DoW.

g. Oversees and coordinates on DoW Component policies and implementation instructions specific to ITCM.

h. Coordinates on all ITCM planning, programming, and budgeting recommendations made to the Secretary of War in accordance with Section 113 of Title 10, U.S.C.

i. In coordination with the DoW Component heads, directs the integration of ITCM policy and processes.

j. Develops overarching strategy and documentation that describe the specifications, data format, and metrics necessary to promote ITCM processes.

k. In coordination with the Under Secretary of War for Acquisition and Sustainment (USW(A&S)) and the Under Secretary of War for Research and Engineering (USW(R&E)), and in accordance with DoD Instruction (DoDI) 5200.44:

(1) Establishes policy and procedures for C-SCRM as they relate to ITCM initiatives.

(2) Ensures C-SCRM processes are considered on ITCM acquisition programs.

l. Designates a co-chair of the DoW ESI Working Group.

m. Appoints a software manager in accordance with OMB Memorandum M-16-12.

2.2. DIRECTOR, DEFENSE INFORMATION SYSTEMS AGENCY.

Under the authority, direction, and control of the DoW CIO and in addition to the responsibilities in Paragraph 2.6., the Director, Defense Information Systems Agency serves as the DoW JELA lead to negotiate best value and common pricing on behalf of the DoW.

2.3. USW(A&S).

The USW(A&S):

a. In coordination with the DoW CIO, oversees the DoW category management process in accordance with the October 26, 2022 OSD Memorandum.

b. Coordinates with the DoW CIO and the USW(R&E), in accordance with DoDI 5200.44, on C-SCRM policy, processes, and procedures relating to ITCM initiatives and acquisition programs.

2.4. USW(R&E).

The USW(R&E):

a. Provides the underpinning research, technology development, and technical advice to the DoW CIO as they relate to ITCM initiatives.

b. In coordination with the DoW CIO, the USW(A&S), and in accordance with DoDI 5200.44:

(1) Establishes policy and procedures for C-SCRM as they relate to ITCM initiatives.

(2) Ensures C-SCRM processes are considered on ITCM acquisition programs.

2.5. UNDER SECRETARY OF WAR FOR INTELLIGENCE AND SECURITY (USW(I&S)).

The USW(I&S), in coordination with the DoW CIO, is responsible for identifying required security measures for IT computing devices in classified spaces in the DoW, in accordance with

the May 22, 2018 Deputy Secretary of Defense Memorandum and the June 4, 2021 OSD Memorandum.

2.6. DOW COMPONENT HEADS.

The DoW Component heads:

a. Ensure their Component chief information officers, milestone decision authorities, decision authorities, IT functional sponsors, program managers, and functional service managers use ITCM common IT products and services to the maximum extent practical.

b. Use CETAs in accordance with DoDD 8470.01E, including enterprise licensing agreements to achieve efficiencies when purchasing commercial IT products. DoW Components use CETAs in accordance with Subpart 208.74 of the DFARS. Information about ITCM solutions is maintained at https://www.esi.mil.

c. Report the ITCM and IT asset management status of IT investments to the DoW CIO in alignment with technology business management taxonomy and in accordance with OMB Circular No. A-11.

d. Ensure their acquisition executives:

(1) Analyze pricing and terms and conditions on DoW ESAs before acquiring designated software from other sources or establishing new agreements.

(2) Purchase designated software from DoW inventory before using other sources.

e. Develop organizational incentives at all appropriate levels to encourage and report DoW ESA use to the DoW CIO.

f. Inform DoW direct buying organizations and program officers that DoW contractors should be authorized to use DoW ESAs as a source of software supply and services in DoW contract work in accordance with Subpart 51.101 of the Federal Acquisition Regulation. Contracting officers must include Subpart 52.251-1 of the Federal Acquisition Regulation in new contracts.

g. Appoint an ITCM representative to participate in the DoW ITCM CFB in accordance with Paragraph 4.2.

h. Appoint an ITCM representative to participate in the DoW ESI Working Group.

i. Appoint a software product manager (SPM) to consolidate Component requirements for use by the Executive Agent, as identified in DoDD 8470.01E, in developing business cases, negotiating best-value deals for DoW ESI ESA products and services, and administering the resulting agreements.

2.7. SECRETARY OF THE NAVY.

In addition to the responsibilities in Paragraph 2.6., and as identified by DoDD 8470.01E, the Secretary of the Navy:

a. Designates a co-chair of the DoW ESI Working Group.

b. Oversees the activities of the SPMs to include ensuring DoW ESAs are consistent with guidance and direction provided by the DoW ESI Working Group, making recommendations, and proposing business cases for new agreements to the DoW ESI Working Group, and managing and promoting the use of DoW ESAs.

c. Implements internal controls to assure that use of Defense Working Capital Funds to support DoW ESI activities are properly authorized and managed.

SECTION 3: PROCEDURES

3.1. GENERAL.

a. The DoW ESI is an official DoW initiative sponsored by the DoW CIO to save time and money on commercial software, IT hardware, and IT services. When acquiring commercial IT, program managers, functional service managers, and acquisition personnel must:

(1) Use CETAs to the maximum extent practical. Evaluate the suitability of using ITCM best-in-class purchasing solutions such as the DoW ESI, Federal category management procurement vehicles, DoW-wide JELAs, and DoW Component-level ESAs.

(2) Document evaluation factors in the acquisition strategy, including the rationale for selection in accordance with Subpart 208.74 of the DFARS.

(3) Document intellectual property considerations in the acquisition strategy in accordance with DoDI 5010.44.

b. The DoW aims to enhance Department buying power by presenting a unified voice to industry and establishing enterprise agreements with commercial vendors that offer singular and equitable pricing for DoW stakeholders. These agreements will feature negotiated terms and conditions, a streamlined acquisition process for licensing, and robust hardware and software license management.

c. The Office of the DoW CIO will establish ITCM governance processes for matters to advance the information enterprise objectives. These processes include ITCM oversight, policy guidance, efficiencies in acquisition, and advancement of ITCM objectives. The objectives will be regularly published in the DoW CIO ESA Plan.

d. The DoW CIO, through the ITCM CFB, or its successor, will serve as the approving authority for the DoW CIO ESA Plan.

e. The DoW ESI Working Group will maintain the DoW CIO ESA Plan, update the plan on a regular basis, and ensure it is readily available for DoW-wide access at https://www.esi.mil. The DoW ESI Working Group will function as the primary venue for DoW CIO ESA Plan execution. DoW Components will engage with the DoW ESI Working Group through their respective representatives.

3.2. DOW ESI WORKING GROUP AREAS OF FOCUS.

In addition to the procedures in Paragraph 3.1., the DoW ESI Working Group will provide specific focus on processes affecting the following areas:

a. Optimization of Price and Performance for IT Assets.

The ESI Working Group will ensure that DoW Components implement demand management processes, including uniform refresh cycles and aggregate buying events. This includes leveraging buying events as identified and recommended in OMB Memorandum M-16-02.

b. Reduction of Unaligned Spend and Adoption of Best-in-Class Solutions.

(1) The ESI Working Group will ensure that DoW Components establish plans to reduce unaligned spending and increase the use of best-in-class solutions while considering socio-economic responsibilities in accordance with OMB Memorandum M-19-13.

(2) To the greatest extent practical, DoW Components will better position themselves to bring spending under management and leverage common enterprise software contract solutions and practices by:

(a) Increasing the use of best-in-class solutions for common goods and services.

(b) Fulfilling requirements for commercial products and services in accordance with DoW ESI guidance found on https://www.esi.mil.

(c) Maximizing use of DoW ESAs, CETAs, and JELAs.

(3) For laptop and desktop device purchases, DoW Components will use the authorized contract vehicles as determined by the DoW CIO in accordance with OMB Memorandum M-16-02.

c. Addressing Restrictive Software Licensing Practices on Cloud Computing Efforts.

The ESI Working Group will ensure that restrictive software licensing practices on cloud computing efforts are minimized or eliminated where possible by the governance processes identified in this issuance.

d. Standardization and Consolidation of Laptop and Desktop Configurations.

(1) The ESI Working Group will ensure that guidance provided by the Office of the DoW CIO on enterprise vehicles encouraging adoption of standard configurations for common requirements is followed.

(a) The USW(I&S) identifies security measures required for standardized laptop and desktop configurations for use in classified spaces.

(b) Pursuant to the May 22, 2018 Deputy Secretary of Defense Memorandum and the June 4, 2021 OSD Memorandum, the USW(I&S) considers and approves the standardized laptop and desktop configurations referenced in this Paragraph.

(2) The ESI Working Group will ensure that purchasing of standard configurations is reported in accordance with OMB Memorandum M-15-14.

(3) The ESI Working Group will ensure DoW Components use the authorized contract vehicles for laptop and desktop devices in accordance with Paragraph 3.2.b.(3).

(4) The ESI Working Group will ensure DoW Components provide recommendations to manage and improve DoW user experience for the acquisition of basic IT services to the Office of the DoW CIO.

SECTION 4: ITCM GOVERNANCE

4.1. GENERAL.

a. ITCM is managed by the ITCM CFB, or its successor, as a senior executive-level body which oversees the acquisition procedures identified in Subpart 208.74 of the DFARS. This body reports to the DoW CIO Executive Board to provide governance and strategic oversight to enable ITCM management processes. The main body for executing the ITCM strategy under the DoW CIO executive-level governance structure is the DoW ESI Working Group.

b. The DoW ESI Working Group's effectiveness lies in its ability to increase the number of DoW organizations using approved DoW ESAs, achieve significant cost reductions from current prices, satisfy DoW organizations' requirements, and locate funding to support DoW ESAs.

4.2. MEMBERSHIP.

a. The ITCM CFB, or its successor, is chaired by the Deputy Chief Information Officer for the Information Enterprise. Standing membership will be representatives from the Department of the Army, Department of the Navy, Department of the Air Force, Defense Health Agency, Defense Information Systems Agency, Defense Logistics Agency, Defense Manpower Data Center, and Missile Defense Agency. Other DoW Components may be added as necessary and determined by the standing membership.

b. The DoW ESI Working Group is comprised of representatives from all DoW Components. It is co-chaired by a designee of the Secretary of the Navy and a designee of the chair of ITCM CFB, or its successor.

4.3. RESPONSIBILITIES.

a. The ITCM CFB, or its successor:

(1) Coordinates closely with other executive-level forums throughout the DoW to seamlessly integrate ITCM actions across the information enterprise.

(2) Approves the DoW ESAs that are included in the DoW CIO ESA Plan and defines the DoW priorities and timelines for award of DoW ESAs.

(3) Oversees DoW ESI Working Group activities and resolves issues when the Working Group cannot reach consensus.

(4) Develops guidelines for DoW ESI funding sources and fee arrangements.

b. The DoW ESI Working Group:

(1) Supports the ITCM CFB, or its successor, by planning, proposing ESI product categories, providing guidance to DoW SPMs, approving business cases, and capturing and consolidating metrics of use and spending for DoW ESAs.

(2) Defines and consolidates common software license and maintenance requirements, addresses restrictive software licensing practices on cloud computing efforts, and leads establishment of agreements with IT providers.

(3) Develops and tracks the progress of the DoW CIO ESA Plan and makes recommendations to the ITCM CFB, or its successor, on priorities and timelines for award of DoW ESAs.

(4) Maintains the DoW ESI Website at https://www.esi.mil.

GLOSSARY

G.1. ACRONYMS.

ACRONYM	MEANING
CETA	core enterprise technology agreement
CFB	cross functional board
C-SCRM	cyber supply chain risk management
DFARS	Defense Federal Acquisition Regulation Supplement
DoDD	DoD directive
DoDI	DoD instruction
DoW	Department of War
DoW CIO	DoW Chief Information Officer
ESA	enterprise software agreement
ESI	enterprise software initiative
IT	information technology
ITCM	information technology category management
JELA	joint enterprise licensing agreement
NSS	national security systems
OMB	Office of Management and Budget
OSW	Office of Secretary of War
SPM	software product manager
U.S.C.	United States Code
USW(A&S)	Under Secretary of War for Acquisition and Sustainment
USW(I&S)	Under Secretary of War for Intelligence and Security
USW(R&E)	Under Secretary of War for Research and Engineering
USG	U.S. Government

G.2. DEFINITIONS.

Unless otherwise noted, these terms and their definitions are for the purpose of this issuance.

TERM	DEFINITION
best-in-class	A preferred and sometimes mandatory USG-wide acquisition designation for contracts and vehicles that can be used by multiple agencies and that meet key criteria established by the OMB.
category management	Defined in OMB Memorandum M-19-13.
CETA	Enterprise purchasing agreements for DoW-identified commercial software products based on actual spending, or commercial software products aligning with current or planned DoW strategic direction.
C-SCRM	A systematic process for managing cyber supply chain risk exposures, threats, and vulnerabilities throughout the supply chain and developing risk response strategies to the cyber supply chain risks presented by the supplier, the supplied products and services, or the supply chain.
ESA	An agreement or a contract that is used to acquire designated commercial software or related commercial software services such as software maintenance.
ESI	An undertaking led by the DoW CIO to develop processes for DoW-wide software asset management. Its mission is to lead in the establishment and management of enterprise commercial-off-the-shelf IT agreements, assets, and policies for the purpose of lowering total cost of ownership across the DoW, Coast Guard, and intelligence communities. DoW ESI's mission extends across the entire commercial IT life-cycle by using the DoW's combined buying power to its advantage with commercial software publishers, hardware vendors, and service providers.
information resources	Resources related to the compilation of information, such as personnel, equipment, funds, and IT in accordance with Section 239.7601 of the DFARS.
information resources management	The process of managing information resources to accomplish agency missions and to improve agency performance, including through the reduction of information collection burdens on the public.

TERM	DEFINITION
information system	Defined in Section 3502 of Title 44, U.S.C.
IT	Defined in Section 11101 of Title 40, U.S.C.
ITCM	The business practice of buying common IT goods and services as an organized entity to eliminate redundancies, increase efficiency, and deliver more value and savings from USG acquisition programs.
IT asset management	A systematic process within the DoW that identifies duplicative software licenses; redundant and/or duplicative software and hardware; and usage information for both hardware and software, and uses systems and capabilities, including commercial off the shelf solutions, to continuously discover, manage, and monitor all globally deployed DoW internet assets, including in-cloud environments.
IT functional sponsor	The DoW Component leader in IT acquisitions, including NSS, responsible for conducting solution analysis and identifying the capability requirements necessary to meet operational mission functionality.
IT service	The performance of any service work related to IT and the operation of IT, including NSS. This includes outsourced IT-based business processes, outsourced IT, and outsourced information functions. IT service includes cloud services, infrastructure-as-a-service, platform-as-a-service, software-as-a-service, and other "as-a-service" terms.
JELA	An ESA that consolidates common IT software and services into a single contracting vehicle that utilizes the combined buying power of the DoW to enable significant savings, increase efficiency in acquisition and deployment, and increase asset visibility across the DoW to aid in the elimination of redundancy.
milestone decision authority	A designated individual with overall responsibility for an acquisition program. The milestone decision authority will have the authority to approve entry of an acquisition program into the next phase of the acquisition process and will be accountable for cost, schedule, and performance reporting to higher authority, including congressional reporting.
NSS	Defined in Section 3552 of Title 44, U.S.C.

REFERENCES

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Office of the Secretary of Defense Memorandum, "Collaboration Peripherals in Security Spaces," June 4, 2021[2]

United States Code, Title 10

United States Code, Title 40, Section 11101

United States Code, Title 41, Section 1323

United States Code, Title 44

[1] Available at https://www.esi.mil
[2] Available at https://public.cyber.mil