

PRODUCT SUPPORT EXECUTIVE COUNCIL (PSEC) NEWSLETTER



PRODUCT SUPPORT PROGRESS

VOLUME 1, ISSUE 1

APRIL 8, 2010

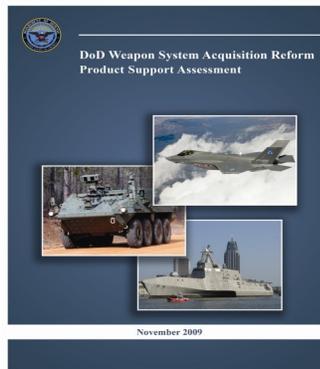
FRONTLINE: RANDY FOWLER ADUSD(MR)

Recognizing that your schedules are as busy as mine, we thought the last thing you wanted was another meeting. Therefore we're using this newsletter to provide Weapon System Acquisition Reform (WSAR) Product Support Assessment Team (PSAT) progress. We plan to send this newsletter out every six weeks, but will schedule PSEC meetings when detailed discussion and major decisions are required. We would greatly appreciate your feedback on this approach.

Your overwhelming support of the IPT charter was much appreciated. Thank you for providing such high caliber volunteers to support this

effort. Due to DC's historic snow-maggon, the IPT kick-off was held on 25 February. The meeting consisted of tremendously talented individuals who are excited to drive the WSAR-PSA implementation phase. Throughout this newsletter you will read about the ongoing progress of the three IPTs.

Since signing the report in November 2009, we have had a follow up meeting with Dr. Carter to discuss the progress and solicit his guidance. To summarize, Dr. Carter is extremely enthusiastic and committed to our effort. One of his top interests is a post IOC review process which IPT #2 is pursuing. We re-



cently made some revisions to the integrated master plan. We want to highlight one change that it is a direct result of your feedback. Our original intent was to provide a BCA and analytical tools guidebook by the end of the fiscal year. We have directed that the delivery of the BCA guidance be expedited to the summer. Thanks again for providing your organizational support to implementation, and we look forward to your feedback on this newsletter approach.

PRODUCT SUPPORT MANAGER (PSM) POLICY

Section 805 of the FY 2010 NDAA requires a product support manager (PSM) for all major weapon system programs. John (JB) Baranowski has been leading the effort to write policy that addresses this requirement. The final draft is being prepared for SD 106

staffing. The document provides specific information on qualifications, duties and responsibilities of a PSM. Additionally it provides clarification on key terms.

This initiative is driven by the need to improve prod-

uct support outcomes and control the total ownership cost of major programs. The policy plans to achieve this through:

- Identifying the PSM as a Key Leadership Position per DoDI 5000.66 CAP/KLP requirements...

SPECIAL POINTS OF INTEREST:

- NDAA section 805 draft policy being staffed
- "Sustainment Chart" incorporated for program reviews to give product support more visibility
- AT&L considering Post-IOC review on major programs
- Human Capital focus on product support competencies

INSIDE THIS ISSUE:

IPT # 1 Product Support Business Model: Focusing on PSM roles and responsibilities

IPT # 2 Governance: Sustainment Chart description and use as key metrics tool

IPT # 3 Human Capital: An integrated piece of the product support strategy

IPT 1– Product Support Business Model

FOCUS: Product Support Business Model (PSBM) PSM Guidebook (John Boyce)

The team has determined the attributes of the PSBM PSM Guidebook's vision and intended use. The guidebook will:

1. Provide Product Support Managers (PSMs) a common and consistent language, well-defined roles and responsibilities, and detailed guidance on how to execute against product support strategies and weapon system life cycle decisions
2. Provide guidance on fleet management across the full range of operational employment alternatives. For example, life cycle events such as modifications and upgrades, obsolescence management, and technology management
3. Redefine the full range of product support strategies from "PBL" and "non-PBL" to a more accurate and appropriate range of strategies that requires defined service level agreements for every product support element while allowing for differing levels of partnerships within those elements
4. Enable the PSM to objectively decide the appropriate solution strategy based on complete data, total costs, and measurable out-comes through Product Support Elements (PSEs)
5. Provide a means for PSMs to factor all constraints, boundary conditions, and enablers that affect support strategy decisions. This includes statutes (e.g. Core and 50/50), policy (e.g. Contractors on the Battlefield), Service preferences (e.g. organic operation of forward theater functions), and funding availability

The Product Support Elements (PSEs) are being evaluated and updated to provide a logical and complete list of the considerations the PSM must address and accomplish over the course of the weapon system life cycle. These PSEs are being derived from existing guidance from across the Services and OSD. The PSEs also serve as a checklist to help the PSM understand exactly what must be addressed with respect to product support. Since much of the PSEs are derived from existing Independent Logistics Assessment (ILA) guidance, the team has an agreed upon and maturing body of knowledge from which to draw.

Understanding the relationship between PSE's, Sustainment Readiness Levels (SRLs), and ILAs is critical for the Product Support Manager. PSEs identify the various elements of product support that must be considered in developing a life cycle sustainment plan. The SRLs address which elements need to be considered at different phases of a program and the level of fidelity the plan should have at a specific point in the program. Finally, the ILAs provide the mechanism to evaluate if the PSM has developed a plan that meets the intent of the SRLs.

Next Steps:

1. Finalize Product Support Elements and their component activities
2. Finalize PSM Guidebook table of contents and distribute knowledge compiling and writing assignments
3. Create initial draft of PSM Guidebook

Other Ongoing IPT 1 Efforts:

- *Industrial Integration:* The team of product support and industrial integration subject matter experts are developing content that enables partnering and other collaborative agreements that will feed into the PSBM GB. Part of the effort will be gathering depot workload "Partnering" data to facilitate PM/PSM analysis of support alternatives when evaluating product support integrators (PSI) and product support providers (PSP) as part of developing a performance based life cycle product support plan.
- *Joint Supply Chain Architecture (JSCA):* The proposed end-to-end top-level supply chain metrics have been developed and briefed to the Executive Advisory Committee. We are currently using the JSCA process reference model as part of the Weapon System Diagnostic process on the Close In Weapons System and plan to conduct similar diagnostics on the M1 Abrams and the C-130. (This team is being led by L&MR-SCI with participation by PSAT IPT members and facilitated by PRTM who is supporting both JSCA and PSBM guidebook efforts.)

Product Support Manager (PSM) Policy (Cont.)

- Improved decision making and comprehensive weapon system product support strategy development through the use of appropriate analytical tools
- Conducting periodic reviews of the product support strategies and revalidating the strategy every five years or sooner with a BCA if the strategy is changing
- Capitalizing on opportunities for competition to meet best value long term outcomes

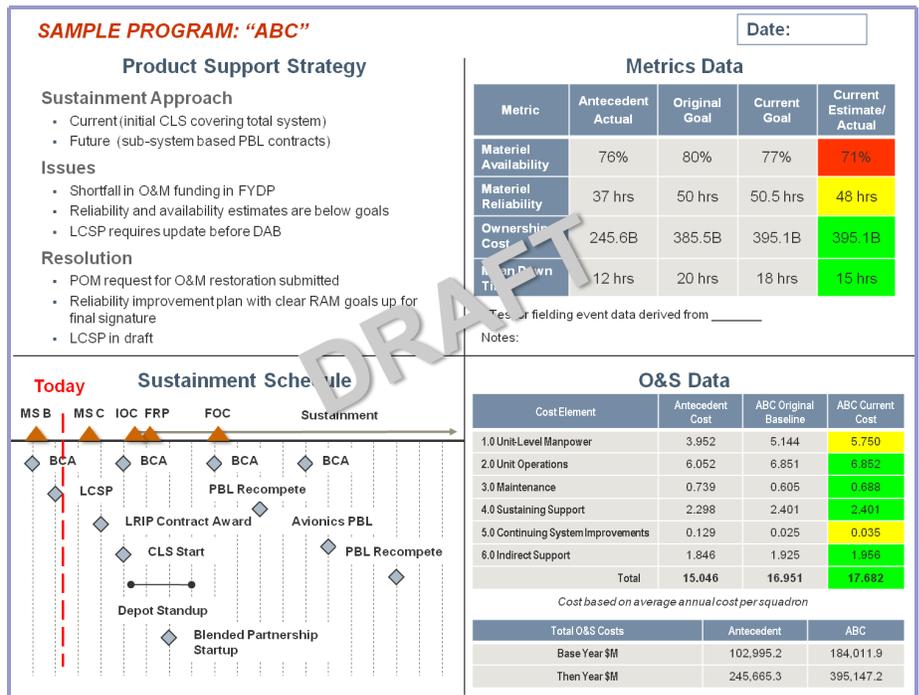
The PSAT IPT's efforts are aligned with these requirements and focus on providing the tools and processes to help the PSM perform his many important duties. Some of these products include the analytical tools guidebook and PSBM guidebook that are explained in more detail throughout the newsletter. Although NDAA requires DoD implementation guidance by 30 April 2010, we have maintained close coordination with congressional staffers and they seem pleased with DoD's implementation strategy and timeline. We expect the 805 policy to be released in late May.

IPT 2– Governance

FOCUS: Metrics Sustainment Chart (Tony Stampone)

One of the key objectives within the Governance initiative is to strengthen guidance and policy so that sustainment factors are sufficiently addressed and governed at key lifecycle management decision points. The Sustainment Chart is one critical step toward this recommendation’s success. It is created to ensure that strategy, performance, and cost sustainment information is addressed at the appropriate milestones and review points. This tool provides the Program Manager an opportunity to explain the weapon system’s product support business model, document its operating and support cost drivers, and evaluate the sustainment metrics data in an easy to read format. This governance tool has been piloted and received favorable reviews. Moreover, Dr. Carter directed the use of this chart via memo dated 5 April 2010, subject: “Strengthened Sustainment Governance For Acquisition Program Reviews”.

The Sustainment Chart is divided into four quadrants. The top left quadrant, *Product Support Approach*, summarizes the program’s current sustainment philosophy and depicts any future strategy changes. The sustainment strategy is developed by the product support manager and consistent with the Lifecycle Sustainment Plan (LCSP). This represents the PM’s affordable balance of product support elements to achieve the desired readiness objectives and appropriate risk tolerances. The bottom left quadrant, *Sustainment Schedule*, displays planned milestone reviews. This will highlight when key decisions need to be made and the efforts that support that process. The top right quadrant, *Metrics Data*, displays the current estimates of sustainment metrics versus the goals and antecedent systems. The data used to populate this quadrant comes from the sustainment metrics submission, which is submitted into DAMIR. Antecedent data, however, varies based on Service and platform. The colors red, yellow & green provide a visual as to the acceptability of the current performance. Finally, the bottom right quadrant, *O&S Data*, compares current program cost totals with the antecedent’s O&S cost totals. Data for this quadrant is structured using the format from the Selected Acquisition Report (SAR) O&S cost section.



With OSD’s use of the sustainment chart, sustainment strategies and supportability factors will have greater visibility throughout all phases of the acquisition process.

Other Ongoing IPT 2 Efforts:

- *Post IOC Review:* Looking to capitalize on Navy 2 pass/ 6 gate as a baseline and identify the commonalities among the Services to provide a recommendation for how to conduct a Post-IOC Review. The team will provide a recommendation on which programs to evaluate under an initial pilot per Dr. Carter’s instruction.
- *ILA:* Looking at the evaluation, certification, and reporting processes across all Services to recommend a common process. The team plans to meet 1 April to agree on the common process and determine next steps.
- *O&S Costs:* Working to increase O&S Cost Visibility by reviewing systems and methods used for tracking and assessing O&S costs, using test and evaluation data to forecast O&S costs, and researching how logistics engineering impacts subsequent O&S costs. The team will establish a Resources-to-Readiness issue team to review the consistency of POM funding and projected materiel readiness.

IPT 3– Human Capital

Focus: Implementation of Efforts (Bill Kobren)

Mission

The Human Capital IPT mission is to take the PSAT recommendations and, in conjunction with the PSBM (#1) and Governance (#2) IPTs, develop and implement an integrated approach to professionally develop a DoD and industry workforce capable of delivering outcome-based life cycle product support. To achieve this, the team is focusing on six major areas and will work to implement 28 specific projects and initiatives addressing the following six overarching Human Capital recommendations:

1. Identify new or modified product support competencies and proficiencies driven by proposed PSAT strategy, policy, and process changes
2. Incorporate new or modified product support competencies into DoD and industry logistics and acquisition workforce career field training, recruitment, and retention strategies
3. Identify potential assimilation requirements for supply management, maintenance support, and distribution/transportation workforce members into the acquisition life cycle logistics career field
4. Capitalize on Section 852 Defense Acquisition Workforce authorities to grow and develop the future product support workforce
5. Expand integrated life cycle management training at DoD universities, public universities and institutions, and corporate universities
6. Update key DoD guidebooks and handbooks to facilitate defense logistics and acquisition workforce professional development and workplace application

Many of the individual projects and initiatives will be addressed in parallel rather than in sequence, although given its foundational nature, the first recommendation is the highest priority and is underway. The team has set December 2010 target for completion of the four initiatives identified to implement Human Capital Recommendation #1.

Approach

Using the existing competency sets identified in current acquisition career fields per the AT&L competency studies performed by the Center for Naval Analysis (CNA) and logistics career fields per the May 2008 DoD Logistics Human Capital Strategy as a baseline, a gap analysis will be conducted to identify what strategic, functional, policy, processes, and related training/learning assets change in the future as a result of PSAT recommendations. This will require new competency sets to be incorporated into the training curriculum and other workforce management activities.

The four specific projects & initiatives identified to successfully address this recommendation are:

1. Conduct top-level gap-analysis between DAU's learning assets and the June 2008 DoD Logistics Human Capital Strategy competency set for all four workforce categories, including life cycle logistics, and identify new courseware/learning asset requirements, DAWIA certification requirements, and core plus training requirements.
2. Identify new or modified product support competencies driven by PSAT. Review proficiencies contained in the June 2008 DoD Logistics Human Capital Strategy "DoD Core Logistics Competencies and Proficiencies Booklet and Nov 2009 WSAR Product Support Assessment Report to identify any Product Support gaps, required additions, and/or elevation of proficiencies required to competency level.
3. Finalize list of executive level Product Support and Life Cycle Management competencies for future Defense Acquisition Workforce executive level/ 400-Level training (both horizontal across entire acquisition workforce, and vertical for the senior Life Cycle Logistician/Product Support Manager).
4. Finally, Conduct a detailed gap-analysis to the Terminal Learning Objective (TLO) level between its learning assets and the May 2008 CNA and June 2008 DoD Logistics Human Capital Strategy competency & proficiency sets.

Implicit in these competency identification efforts are tasks under other recommendations to translate these product support competencies into human capital professional development, training and tools/resources to ultimately support a more proficient workforce.

Calendar of Upcoming Events

April 2010						
SUN	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT
				1 IPT 1 Industrial Integration (II)	2	3
4	5 All IPT Leader Mtg	6 IPT 3 Human Capital	7	8 *PSEC Newsletter IPT 1 PSBM GB IPT 2 Governance	9	10
11	12 All IPT Leader Mtg	13	14	15 IPT 1 Industrial Integration (II)	16	17
18	19 All IPT Leader Mtg	20 IPT 3 Human Capital	21	22 IPT 1 PSBM GB IPT 2 Governance	23	24
25	26 All IPT Leader Mtg	27	28	29 IPT 1 Industrial Integration (II)	30 LOG FIPT; BCA Interviews Complete	
May 2010						
SUN	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT
						1
2	3 All IPT Leader Mtg	4 IPT 3 Human Capital	5	6 IPT 1 PSBM GB IPT 2 Governance	7	8
9	10 All IPT Leader Mtg	11	12	13 IPT 1 Industrial Integration (II)	14	15
16	17 All IPT Leader Mtg	18 IPT 3 Human Capital	19	20 *PSEC Newsletter IPT 1 PSBM GB IPT 2 Governance	21	22
23	24 All IPT Leader Mtg	25	26	27 IPT 1 Industrial Integration (II)	28	29
	31 All IPT Leader Mtg					