PRODUCT SUPPORT EXECUTIVE COUNCIL (PSEC) NEWSLETTER

PRODUCT SUPPORT PROGRESS

VOLUME II, ISSUE 3

THE NEXT GENERATION PRODUCT SUPPORT JOURNEY — WE ARE MAKING PROGRESS WHAT DO YOU THINK?

As a summary update with Product Support Assessment Team (PSAT) Implementation - OSD, the Services, Industry and Academia have been developing a broad range of solutions in response to eight major Product Support initiatives labeled the Next Generation Product Support Strategy. We continue to thank all for the expertise and talent applied to the PSAT effort — truly a remarkable undertaking. I'm happy to report in this PSEC update that we are making progress in many areas, including the application of PSAT products, development initiatives underway, and the overarching alignment of Life Cycle Product Support Policy. All of these efforts directly support Dr. Carter's Better Buying Power initiative and the empowerment of the Product Support Manager (PSM), which includes enabling tools to assist the Program Offices/PSM's, including the PSM and Business Case Analyses and Logistic Assessment Guidebooks. We have been participating in various conferences, assisting Services to get the PSAT message out this year and have received high interest in the PBL Proof Point Study currently underway. Also this past year, the PSAT core team developed a PSAT Strategic Plan which will be unveiled at the October 12, 2011, PSEC meeting to determine PSAT effectiveness and what's next. We could use your/your staffs' assistance in providing feedback on the usefulness and affectivity for making product Support changes within your organizations and how we, the DASD-Materiel Readiness Team, can be of service.

WRITTEN BY JOHN BARANOWSKI

ACTING DASD (MATERIEL READINESS)

INSIDE ARTICLES

LAST ALL-HANDS:

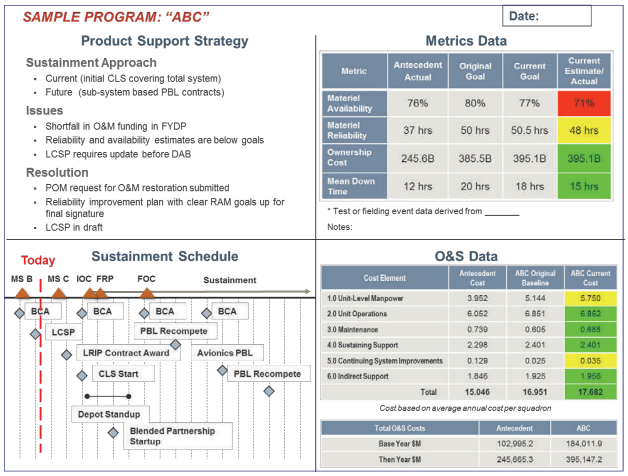
Conducted on July 14, 2011 at DAU

FRONTLINE: IMPLEMENTING THE SUSTAINMENT QUAD CHART

Have you participated in an OSD OIPT, DAB, or DAES review recently? If so, have you noticed anything different? That's right; our emerging fiscal environment demands that we pay much more attention to sustainment requirements, strategy, cost and, especially, affordability. Within OSD we have been striving to do so during acquisition program reviews through the application of PSAT recommendations; most notably, the sustainment KPP/KSAs and mandatory sustainment metrics reporting in DAES.

Despite this good start at improving our tradecraft, substantive and consistent sustainment focus and discussion at OSD acquisition
decision-making forums was often lacking. As Mr. Randy Fowler (former DASD(MR)) often stated, "We were lucky if sustainment was the last bullet on the last slide in backup!" This changed in April 2010, when Dr. Ashton Carter (USD (AT&L)) directed the use of the Sustainment Quad chart, making it a mandatory decision tool for all program reviews.

The Sustainment Quad chart highlights an acquisition program's four key sustainment-related areas: Product support strategy and corresponding issues and resolutions,
sustainment schedule and related milestones, requirements and performance metrics, and, finally, operating and support (O&S) costs per the CAPE cost estimating structure, in both per system/unit annual, and program total O&S costs. The Sustainment Quad chart also compares a program's performance and cost to its antecedent program.



Application of the Sustainment Quad chart has allowed senior leaders and decision makers to assess the product support planning and execution of programs immediately. No longer is sustainment an afterthought during program reviews; something only discussed if a serious materiel readiness problem developed. Rather, through L&MR's guidance, the chart provides Program Managers and Product Support Managers an opportunity to highlight sustainment risks before they became issues. Doing so broadened the focus of the program reviews and led to scores of action-oriented discussions to ensure that programs have solid requirements, sound business strategies, and sufficient resources to meet sustainment objectives. Other OSD stakeholders, including Systems Engineering, Acquisition Resources & Analysis, and Strategic and Tactical Systems, interrogate elements of the chart to better understand the relationships between system performance and overall cost and affordability throughout the life cycle. This enables leaders to make informed decisions that better integrate materiel readiness objectives at each major program milestone.

An additional benefit of the Sustainment Quad chart is the experience that Program Teams are gaining from preparing and briefing this chart. In concert with the Better Buying Power initiatives (procurement and O&S affordability targets/requirements, for example), these leaders are building a greater understanding of sustainment and the impacts that drive program cost, performance, and schedule earlier in the life cycle, becoming proactive in addressing and responding to issues.

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One year has passed since the chart became a mandatory program review tool, and its use and application continue to grow. Service acquisition processes are adapting to use the chart as the standard for addressing sustainment before OSD reviews. In this time of fiscal constraint, Services and OSD leaders demand that we wring every bit of value out of our limited resources. The Sustainment Quad chart is one tool that we can use to raise issues or share successes, while giving us better insight and decision-making knowledge over an acquisition program's critical O&S resource requirements.

WRITTEN BY JIM KELLY
ODASD (MATERIEL READINESS)

Product Support Manager (PSM) Conference November 2 & 3, 2011

The Office of the Deputy Assistant Secretary of Defense (Materiel Readiness) will host a Product Support Manager (PSM) Conference in the Fall 2011. The PSM Conference is scheduled to begin Wednesday, November 2, 2011, at 1300 and conclude on Thursday, November 3, 2011, at 1700 at Fort Belvoir, Virginia, Scott Hall, Howell Auditorium. Detailed planning for the PSM Conference is underway and when finalized, a formal invitation with registration details will be distributed.

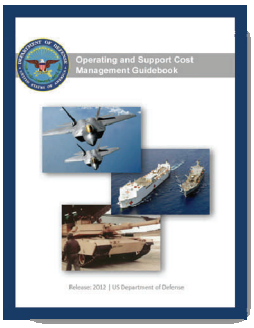
The intended audience for this PSM Conference is PSMs as well as Program Managers (subsequent PSM Conferences will include industry counterparts). The purpose is to provide a common baseline in policy, guidance, tools, roles, responsibilities, and expectation for the PSM.

Speakers include the Honorable Mr. Alan F. Estevez, Assistant Secretary of Defense (Logistics and Materiel Readiness), with a presentation on Day One of the challenges of the PSM in the current environment. Day Two will begin with a presentation on Better Buying Power by Mrs. Katrina McFarland, President DAU.

(Conference points of contact are Lisa P. Smith, ODASD(MR), (703) 614-8339 or DSN 224-8339, Lisa.Smith@osd.mil or Mr. John Boyce, ODASD(MR), (571) 256-7070 or DSN 260-7070, John.Boyce.CTR@osd.mil).

OPERATING AND SUPPORT (O&S) COST SUB-IPT UPDATE

The year 2011 has shown that the world of DoD Major Weapons Systems cost can move at lightening pace. From adjustments for six months of Continuing Resolutions to USD(AT&L) memorandums and articles concerning Better Buying Power, the subject of cost analysis integrating with program management has never been hotter. The Product Support Assessment Initiative Operating and Support (O&S) Sub-IPT has been
busily working not only to adjust to changes throughout the Acquisition community but also to retool the Department's guidance and direction of Life Cycle Cost management. Throughout this work, the team's target remains true to the WSAR-PSA Initiative's vision statement of "Aligned and synchronized operational, acquisition, and sustainment communities that deliver required and affordable Warfighter outcomes."



The team's composition represents the enabling portion of the vision statement. Representatives include all four Services, the Joint Staff, and other OSD offices, as well as industry associations. Furthermore, these organizations cut across functional and subject matter expertise, including logistics, maintenance, supply, business, cost, and budgeting. This cross-pollinated group injects diversity and interoperability into every discussion and deliverable and, indeed, has even shaped the types of deliverables on which the team continues to work.

Mechanically, the finished final target for calendar year 2011 is the Department of Defense Operating and Support (O&S) Cost Management Guidebook. This guide represents a suite of O&S Cost management products primarily designed to assist Product Support Managers (PSMs) with their responsibilities and influences on their program's Life Cycle Cost (LCC). The three key guide components are: the Guidebook's main body, a Rosetta Stone for work breakdown structures (WBS) applicable to O&S Costs, and a Glossary of Terms.

This Operating and Support Cost Management Guidebook is the companion guide to a similar update and re-write effort underway with the Cost Analysis group within CAPE. While the O&S Cost Management Guidebook targets supporting the PSM's responsibilities for managing O&S Cost and related activities, the CAPE's Cost Estimating Guide targets the functional experts and mechanisms specific to cost estimates.

Additionally, the Guidebook's Glossary and Rosetta Stone provide two useful tools. The Glossary attempts to standardize terminology in a field with disparate commodities types, functional communities, and organizations. After finding 18 different descriptions and definitions of "Total Ownership Cost," the importance of addressing this fundamental step elevated the Glossary as the team's number one priority. Similarly, the multi-functional SMEs indicated the uniqueness of three key WBSs. The Rosetta Stone effort attempts to map and translate the Integrated Product Support (IPS) Elements, the CAPE O&S Cost Element Structure (CES), and the corresponding budgeting appropriations. This tool will allow a PSM to simultaneously identify his/her functional activity (the IPS Element) with its associated cost estimate (the CAPE CES), and how/where they plan to budget for it (appropriation/funding category).

By synchronizing functional experts and agencies, the O&S Cost team is delivering focused products supporting Life Cycle Management. These tools will help in the Department's quest for optimizing Operating and Support activities by integrating affordability considerations (such cost and funding) with warfighter outcomes (presented by Product Support actions).

WRITTEN BY JOSEPH "COLT" MURPHY
ODASD (MATERIEL READINESS)

THE JOINT STRIKE FIGHTER (JSF) BUSINESS CASE ANALYSIS (BCA)

The convergence of Product Support decision making statute, guidance, and processes recently manifested itself within the Product Support arena of the Department's preeminent aviation acquisition program. The F-35 Lightening II Joint Program Office (JPO) has begun the update of its Sustainment Business Case Analysis effort mandated by recent legislation, while building upon recent lessons learned from similar BCA efforts conducted by the USAF.

In April, 2011, The Weapons System Acquisition Reform – Product Support Assessment Initiative and the Office of the Assistant Secretary of Defense for Logistics and Materiel Readiness (OASD(L&MR)) delivered the DoD Product Support BCA Guidebook to the acquisition community. The F-35 JPO and the F-35 BCA team are using this guidebook as the cornerstone of their BCA process and methodology. Additionally, the PSM Guidebook and its discussion regarding the Integrated Product Support (IPS) Elements is further shaping the strategy and business models evaluated in this BCA.

The F-35 program has a number of notable facets that increase the complexity of any decision making or governance forum supporting it. First, the partnering relationship among 9 nations and the associated 13 Services introduces variables into configuration management, information sharing, foreign technology sales, spares, supply chain, training, among others. While few of these issues individually may be unique or precedential, the sheer magnitude of this complexity is unmatched by any Major Weapons Program Office or previous DoD Sustainment BCA. Second, the timing of this comprehensive Product Support Sustainment Strategy BCA is noteworthy from a life cycle phase perspective. Earlier large aircraft Sustainment BCAs were for post-production programs. These BCAs enjoyed historical data of actual Operating and Support (O&S) costs and performance. Sustainment strategies and activities were already in place, working, and had some level of maturity.

These notable complexities show up in two key areas of the study: the assumptions, and the BCA documentation. The Ground Rules and Assumptions (GR&A) portion of the BCA methodology has taken on an extremely high level of importance. Given the lack of historical data and experience with the program, the GR&A section provides two benefits to the Department's decision makers. Foremost, this section affords the data, material, and substance to fill in the gaps and holes in our knowledge base of the system. Once these cracks are smoothed over, the BCA team can lay out a logically flowing analysis and story to explain and present alternative courses of action that the decision makers may pursue. Secondly, the physical action of placing so much emphasis on the GR&As has elevated many stakeholder's understanding and awareness of these constraints, assumptions, and operating direction. Many of these are foundational to the program's philosophy and direction itself. The added information sharing and comprehension will provide benefits beyond the BCA effort and extend throughout the review, insight, oversight, and management of the other programmatic activities.

While certainly this BCA is not unique in that it has challenges, the challenges mentioned above also point out potential good that can come of this effort. The intensity and thoroughness of the BCA plan will result in a truly comprehensive overview of more than 50 years of operating and support activities that represent the backbone of the democratic world's aviation military capability. With such an extensive BCA effort, the workload is divided into two time periods. *(Continued on the next page)*

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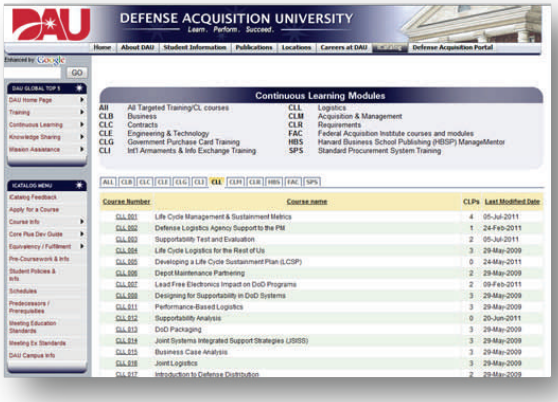
Initial assessments of supply chain, sustaining engineering and fleet management are scheduled for delivery this winter. The full and comprehensive Sustainment Strategy analysis and recommendation are targeted for the end of the next calendar year. While the entire portfolio of product support elements will be assessed, the most notable second phase items are depot maintenance, software management, support equipment, and training.

Never has such an in-depth, independent assessment of the product support strategy of a pre-IOC program been conducted for a program with the level of influence on our nation's ability to deliver affordable warfighter outcomes. The F-35 will be the first major program performing a Sustainment BCA this early in the life cycle and should have the best opportunity, to date, to influence and save life cycle costs (LCC). The lessons learned through this BCA establish the baseline analysis for continuous life cycle management activities, ensuring the taxpayer's dollars are optimized for the warfighter's requirements.

WRITTEN BY JOSEPH "COLT" MURPHY
ODASD (MATERIEL READINESS)

HUMAN CAPITAL IPT (IPT 3) UPDATE

Collaboratively working with the other Product Support Assessment Implementation IPTs and the Defense Acquisition University (DAU) Logistics & Sustainment Center, the Human Capital IPT continues to aggressively move forward on a wide range of workforce professional development resources, references, learning assets, and initiatives, including:



Continuous Learning Module (CLM) Development: Working with a range of subject matter experts from across the Office of the Secretary of Defense, the Services, US Transportation Command, defense agencies, the Joint Staff, industry, and academia, DAU has deployed six new product support-focused web-based continuous learning modules, including: CLL001 Life Cycle Management & Sustainment Metrics, CLL018 Joint Deployment & Distribution Operations Center, CLL054 Joint Task Force Port Opening, CLL055 Joint Deployment & Distribution Metrics, CLL057 Level of Repair (LORA) Fundamentals, and CLL058 LORA Theory and Principles. Seven additional modules are in various stages of programming for deployment in the coming months, including, but not limited to: CLL005 Developing A Life Cycle Sustainment Plan, CLL012 Supportability Analysis, CLL036 Product Support Manager, CLL062 Counterfeit Prevention Awareness, CLL043 Green Logistics: Planning for Sustainability, CLL120 Shelf Life, and CLL056 Sustainment of Software Intensive Systems. Further information on these and other logistics CL modules can be found in the DAU iCatalog at http://icatalog.dau.mil/onlinecatalog/tabnavcl.aspx?tab=CLL.

Rapid Deployment Training (RDT): Developed and deployed Rapid Deployment Training focusing on Life Cycle Management and the Product Support Manager in response to Directive-Type Memorandum 10-015, along with preparing separate RDT focused on the DoD Life Cycle Sustainment Plan (LCSP) Outline/Template. DAU staff and faculty have also been delivering the LCM/PSM rapid deployment training to Component personnel at a range of locations nationwide. Further information is available at http://www.dau.mil/images/Pages/RDT.aspx

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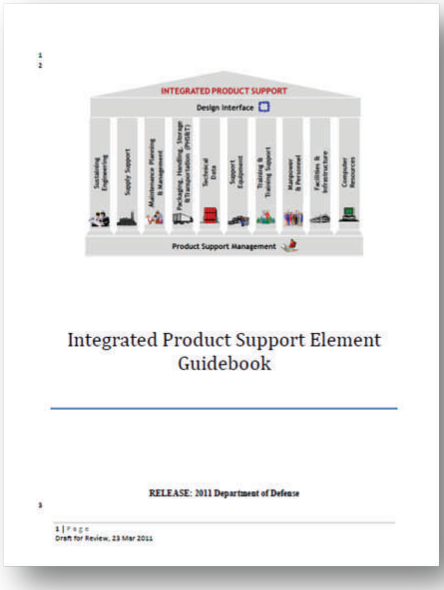
Product Support Wall Chart Update: The Product Support Wall Chart development team led by the DAU Global Learning & Technology Center, is making great strides forward. The team has not only completed the top-level framework for the new Product Support Wall Chart but also continues to map the tasks and activities at multiple sub-levels. The team remains on schedule to complete the Wall Chart content by the end of 2011, with development of an interactive, web-enabled version to begin in early 2012.

Product Support Policy, Guidance & Tools Site: To provide the defense acquisition workforce with a single "one-stop" shop for product support-related policy, tools, and guidance, the team has established a new Product Support Policy, Guidance & Tools repository on the DAU Logistics Community of Practice (LOG CoP) at https://acc.dau.mil/productsupport. In addition to a range future tools, the site will also serve as the repository for new Product Support Assessment guidance, including both downloadable PDF and hyperlinked web-based versions of a range of new products, including the Product Support Manager (PSM), Business Case Analysis (BCA), and Logistics Assessment (LA) Guidebooks.

Product Support Manager (PSM) Reference Repository: IPT 3 has also established a PSM site on the DAU Logistics Community of Practice at https://acc.dau.mil/psm. The site serves as a central repository for all things PSM, including links to PL 111-84, DTM 10-015, and Service implementation guidance, white papers, articles, briefings, and references, as well as frequently asked questions and links to the PSM rapid deployment training mentioned earlier.



Integrated Product Support (ISP) Element Guidebook: Development of the Integrated Product Support (IPS) Element Guidebook discussed in the last edition of this Newsletter continues to move forward at a breakneck pace. To ensure alignment with the Product Support Manager and Defense Acquisition Guidebooks, the DAU development team has been working closely with OSD and Component subject matter experts to finalize content development. We anticipate this new reference document to be completed and deployed by the end of the year.

Cross-Functional Training: In addition to the deployment of a new DAU LOG 340 Life Cycle Product Support course in October 2011, updates to LOG 101 Acquisition Logistics Fundamentals, LOG 103 Reliability, Availability, and Maintainability, LOG 235 Performance-Based Logistics, and LOG 206 Intermediate Systems Sustainment courses are either complete or currently underway. In addition, development of a new LOG 211 Supportability Analysis course is just getting underway. Development or updates to these courses, including LOG 103 and LOG 211, are collaborative ventures of both the logistics and systems engineering communities.

Increased Focus on Interdisciplinary Competencies: Beginning in FY12, DoD Life Cycle Logisticians will be required to complete SYS 101 Systems Planning, Research Development, and Engineering (SPRDE) Fundamentals as part of their Level I certification training, as well as choosing one of four interdisciplinary courses at Level III (RQM 110 Core Concepts for Requirements Management, ACQ 265 Mission-Focused Services Acquisition, LOG 204 Configuration Management, or BCF 215 Operating and Support Cost Analysis). Additionally, LOG 103 Reliability, Availability, and Maintainability (RAM) is being added to the Program Management certification track.

WRITTEN BY BILL KOBREN
DIRECTOR, LOGISTICS & SUSTAINMENT CENTER
DEFENSE ACQUISITION UNIVERSITY

PBL AND PROJECT PROOF POINT

There has been much debate over the years regarding Performance-Based Logistics (PBL) as a sustainment strategy with a range of claims relative to the positive and negative merits of PBL, usually based on strongly worded opinion vice facts. To address this, the Principal Deputy Assistant Secretary of Defense for Logistics and Materiel Readiness (PDASD(L&MR)) chartered a study to perform an independent, fact-based analysis. The study is called "Proof Point" and is intended to provide conclusive evidence of the effectiveness and affordability of PBL. Proof Point is not intended to be a flattering endorsement of PBL; it is intended to be an honest assessment – the good, bad, and ugly – about how these outcome-based strategies have performed compared to more traditional transactional approaches. Proof Point Phase 1 is complete and provides the initial results of an objective financial and statistical analysis of the merits of PBL. The analysis was performed by a team from Deloitte Consulting, SC Visions, and Auburn University in conjunction with the Office of the Deputy Assistant Secretary of Defense (Materiel Readiness) (ODASD(MR)).

Phase I Summary Findings

Program	Description	Service	Type	Cost	Performance
E-8 Joint STARS	Command and control aircraft: Tracks ground vehicles & aircraft, collects imagery, relays tactical pictures to theater commanders.	Air Force	System	↓	↑
AN/ALQ-126B ECS	Radar Deception Electronic Counter Measure : Air-to-Air and Surface-to-Air Missile Jammer.	Navy	Sub-System	↓	↑
ALR-67 RWR	Threat warning system for tactical aircraft system: Detects, identifies and displays radars and radar-guided weapon systems, coordinates its operation with onboard radars, data links, jammers, etc.	Navy	Sub-System	↓ ■	→ * ■
H-60 FLIR	Forward Looking Infrared System for H-60: Detects, tracks, classifies, identifies and targets fast patrol boats, mine-laying craft, etc.	Navy	Sub-System	↓ ■	↑ ■
F/A-18 Displays	Head Up Display (HUD): dashboard providing easy-to-read situational awareness, navigation, and sensor data.	Navy	Component	↓ ■	↑ ■
F404 Engine	Powers multiple aircraft from low-level attack to high-altitude interceptors.	Navy	Sub-System	↓ ■	↑ ■
AH-64D Apache	Multi-mission attack helicopter with advanced, accurate battlefield weapon-delivery platform.	Army	Sub-System	↓	↑
HIMARS	High-Mobility Artillery Rocket System: Multiple-launch rocket system on a wheeled chassis.	Army	System	↓	→ *
ITAS	Improved Target Acquisition System: Anti-tank missile targeting system w/Forward-Looking Infrared technology.	Army	Sub-System	↓	→ *
Shadow 200 Tactical UAS	Unmanned Air Vehicle System: Locates and identifies targets and transmits data back to ground control.	Army	System	↓	↑

Deep Dive PBL ■ Data Received Not Validated, will be completed in Phase II No Pre-PBL Support / Performance Exceeding PBL expectations

Before discussing the Proof Point results, it is useful to define PBL and summarize the PBL journey. Performance-Based Logistics (PBL) is defined as an outcome-based support strategy that plans and delivers an integrated, affordable, performance solution designed to optimize system readiness. Its original intent was to improve readiness that was severely degraded. More recently, attention has been on achieving the optimal balance between warfighter readiness and affordability. It is important to note that PBL is not contactor logistics support (CLS). PBL is about ***how*** a system is supported and success is measured. *CLS* is about ***who*** provides the support (whether it is performance-based or not). PBL started in 1998 with the DoD report to Congress on Product Support Re-engineering. The first official use of the term PBL was in the 2001 Quadrennial Defense Review (QDR). In 2003, the DoD 5000 identified it as the preferred support strategy (which it remains today). Since then it has been addressed in a number of instructions, guides, and reports.

Regarding Proof Point, the team's approach to the analysis was to prove or disprove the following hypothesis: *Sustaining materiel via Performance-Based Logistics arrangements delivers improved readiness at reduced life cycle costs*. That is, the cost per unit of performance to the Department of Defense is lower when a system, sub-system, or component is maintained via a PBL agreement rather than through traditional, transactional maintenance arrangements. The initial results of their analysis supports this hypothesis. The PBL arrangements that were analyzed did reduce DoD's costs per unit of performance while simultaneously driving up the absolute levels of system, sub-system, and component readiness/availability. Of the ten programs evaluated, seven began under a non-PBL support strategy, and all seven realized improved operational readiness at a reduced cost in comparison to their pre-PBL support. The remaining three programs were supported from inception by a PBL strategy and had no pre-PBL data to evaluate. Even so, all three programs experienced improved performance and lower cost over time. All ten programs met or exceeded their operational requirements under PBL.

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(Continued from previous page) Although tasked to perform a quantitative analysis, the team was able to capture a number of qualitative observations as well. These included:

- PBLs can deliver significant value with less than perfect implementation.
- PBL providers align performance to DoD-established incentives.
- PBLs manufacture competition in a non-competitive market.
- PBL contract length matter. The contractor's ability to realize a ROI increases the government's opportunity to realize improved performance at a lower cost.
- PBLs do not necessarily outsource or degrade DoD's organic capability. Many PBLs include public-private partnering and have improved organic capability and increased workload.

Phase 2 of Proof Point is now underway and will be complete later this fall. It will ensure that between Phase 1 and Phase 2 there is a sufficient sample size to generalize the results of the study across the PBL domain. Additionally, it is intended to mitigate any sample bias inherent in Phase 1.

A detailed report covering all aspects of the analysis will be issued at the completion of Phase 2.

WRITTEN BY JOHN BOYCE
ODASD (MATERIEL READINESS)

TACTICAL IMPLEMENTATION OF LIFE CYCLE PRODUCT SUPPORT

The efforts of WSAR-PSAT and DoD leadership during these last several years with policy, guidance and directive-type memorandums comes at a critical time of required change. It has created the perfect storm for both systems engineering and life cycle product support convergence. But to attain the effectiveness, better buying power, and affordability efficiencies, a major culture shift must happen for this to be inculcated throughout the everyday workforce. With the advent of the Product Support Manager (PSM) comes an accountable individual responsible for this change, but it will take a team of skilled sustainment strategists to develop critical product support elements, life cycle sustainment plans, and key performance outcomes that meet materiel readiness requirements.

At the US Army's Communication Electronics Command (CECOM), this cultural change is happening through its Life Cycle Sustainment Initiatives (LCSI) program. The LCSI focuses on three interactive "gears" – Processes, Tools, and People. These gears align the product support processes into standard operating procedures for everyday use. These processes will be accompanied by tools that, when applied together, provide decision-making analytical capabilities for developing the life cycle sustainment plan, an objective performance-based product support strategy and reliability, availability, maintainability and cost efficiencies. Both the processes and the tools are applied to our human capital to

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optimize their ability to develop, analyze, implement, monitor and affect long-term life cycle product systems engineering performance.

Highlights of our LCSI initiatives are:

PROCESSES:

- Product Support Manager Crosswalk: An analysis of how CECOM supports the PM throughout each IPS Element.
- Technical Data Management Strategy: Evaluating the cost/benefit risks to not having data to work the IPS elements.
- Enterprise Product Life Cycle Management Integrated Data Environment (ePLM-IDE): A suite of life cycle product system engineering processes/tools designed to support RAM-C, Life Cycle Sustainment Plan and "Should" Cost Analysis.
- Supply Chain Management: Optimizing key Supply Performance Indicators related to supply availability, backorder management, and development of good supply chain metrics.
- Industrial Base Planning—optimize Public-Private Partnerships.

TOOLS:

- Performance-Based Product Support: Assessing analytical decision tools for use at all levels of acquisition and sustainment; defined by flexible, standard, repeatable processes and practices.
- Life-Cycle Analysis Capability: A suite of the best software analytical tools to support processes involving BCA preparation, milestone decisions and life cycle cost reduction opportunities, including "Will and Should" Costs.
- Condition-Based Maintenance+: Leveraging CBM+ solutions into early acquisition design influenced opportunities. Developing/delivering analytics tools and processes to support CBM+ integration to support IPS Elements, LCSP, and performance-based outcomes and metrics.

PEOPLE:

- Full integration and synchronization of product support strategic plans that align processes, tools and people. Potentially deliver this through an integrated data environment, such as ePLM-IDE so that all participants on the PSM/PM weapon system team are working collaboratively and cohesively towards mission objectives.
- Development of Human Capital Development Roadmap that includes a determining product support skills set, rotational assignments, and a career development path towards product support management.

CECOM's Life Cycle Sustainment Initiatives are continuously updated to stay current with and adapt to the newest policies and guidance being put forth by OSD/DoD at this dynamic time of change. The LCSI is driven on tactically implementing that guidance into our everyday workforce to ensure optimized product support, long-term life cycle management and fiscal stewardship of taxpayer dollars.

Regardless of the funding challenges we face, this new product support business model, the efforts of our Product Support Assessment Teams, and guidance being put forth provides "laser focus" on the changes we must make to provide the best support to our airmen, sailors, soldiers and marines. Continuous combat operations, providing the best to our warfighter, can only come from fully integrated combat sustainment capability. This can only happen through improving processes and tools, investing and empowering the everyday workforce, and implementing excellence as a standard across our Materiel Enterprise.

WRITTEN BY ROBERT LAMANNA
HEADQUARTERS LOGISTICS & READINESS CENTER,
COMMUNICATIONS ELECTRONICS COMMAND, US ARMY

LIFE CYCLE SUSTAINMENT PLAN (LCSP) IMPLEMENTATION

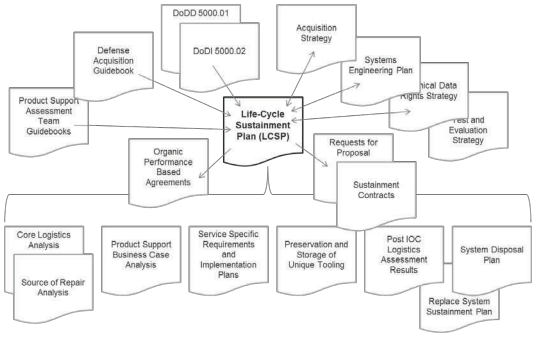
How many of you who've worked in an acquisition program ever wrestled with the following sentiment?

"I can't wait to finish this (fill in the blank) document in preparation for the upcoming milestone (A, B, C…), review (IIPT, OIPT, DAB…), so that I can get back to my day job! Glad I was able to get a start using a version from another program…it will certainly speed things up."

Now if the (fill in the blank) document had the word "plan" in it, how closely did that document represent reality? More importantly, was that document actively used by your program to manage its efforts?

Last question…how valuable do you think the Milestone Decision Authority finds a "plan" that was produced for the sole purpose of satisfying a review but which fails to capture critical program information needed to support the decision at hand?

After reviewing numerous documents which offered little in the decision making process but which clearly consumed substantial resources to produce, the USD(AT&L) initiated an effort in August, 2010, to improve this situation. The effort initially targeted four prominent acquisition documents: the Acquisition Strategy (AS), Systems Engineering Plan (SEP), Program Protection Plan (PPP), and the Life Cycle Sustainment Plan (LCSP). The effort was termed "document streamlining" but, in fact, was more focused on making these documents relevant for both the Program Manager and the Milestone Decision Authority.



The document streamlining effort aimed to produce outlines for these documents that defined the minimum information needed by the MDA to support the most critical acquisition decisions, while affording programs the flexibility to tailor the document in the context of their unique requirements and management needs. The PDUSD(AT&L) approved the outlines for the AS, SEP and PPP earlier this year, and, as of this writing, the LCSP is in the final stages of review with approval imminent.

You may be thinking, "Why are you talking about the LCSP separate from the AS?" This is a policy change that the PDUSD (AT&L) articulated in the release memo for the AS and SEP and which is expected to be formalized in the update to the DoDI 5000.02. Among these documents, the LCSP is unique. It is the one document that, if it is to be relevant in managing the program, must be maintained throughout the system's entire life-cycle…yes, that means it must transcend acquisition milestones and be continually updated as operations and sustainment needs evolve!

If your job description includes words like "logistics," "sustainment," or "product support," our hope, in ODASD(Materiel Readiness), is that you'll find the LCSP outline useful. But making the LCSP a useful tool for programs to manage life-cycle sustainment and for MDA's during milestone decisions will require much more than the release of an outline. We expect to work closely with programs to implement the LCSP and will use feedback to continually improve the outline. Our collaboration with the Service Acquisition Communities and DAU is also a key mechanism in encouraging adoption of the LCSP outline.

Stay tuned for more to come on the LCSP!

WRITTEN BY TERRY EMMERT
ODASD (MATERIEL READINESS)

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This newsletter is intended to keep you informed of the progress. If you have comments or concerns please contact Mark Gajda at Mark.Gajda@osd.mil