Logistics..."embraces not merely the traditional functions of supply and transportation in the field, but also war finance, ship construction, munitions manufacture and other aspects of war economy."

-- Lt Col George C. Thorpe, Pure Logistics, 1917

Product Support Analysis Tools: How Full is the Toolbox?
For BCAs to improve in effectiveness need to address, clarify, and codify analytical tools

Historical difficulties in selecting and executing appropriate analytical tools

Tools must align with the phase of life cycle

Expanding the analytical tools beyond BCAs
  - greater opportunity to satisfy BCA root-cause problems found by GAO auditors
  - consistent analytical tools approach will allow DoD to provide consistent responses to internal reviews and external audits

OSD should establish and facilitate a team of representatives to collect known available analytical tools to understand what is currently available within the community that supports decision making

This team should identify gaps between tools that are available, identify tools that should be available, and propose new analytical tools or models to fill gaps
Although DOD’s guidance recommends that BCAs be used to guide decision making regarding the implementation of PBL to provide weapon system support, the services are not consistent in their use of such analyses.

Most of the services have not established effective internal controls to ensure that the analyses are prepared or that they provide a consistent and comprehensive assessment of weapons system support options.

As a result, the Department of Defense (DOD) has implemented PBL arrangements to provide weapons system support without sound analyses that ensure that the chosen approach will provide the most cost-effective support option to the department.

While this GAO report and the DOD response focused on BCAs for PBLs, product support analysis is a key issue in carrying out the intent of the DOD Weapon System Acquisition Reform.

BCA guide provides details on the conduct and drafting of the BCA, but does not delve into the actual use of the various product support analysis tools.

PSM Guidebook addresses the different nature of the BCA at each milestone and post-fielding, but again does not provide any “drill down” to the actual product support analysis tools.
.....Demands a Response
OSD should establish and facilitate a team of representatives to collect known available analytical tools to understand what is currently available within the community that supports decision making.

The Team

- Mr. John Boyce – Office of DASD, Materiel Readiness
- Mr. Mike Bayer – Defense Acquisition University
- Mr. Bill Kobren – Defense Acquisition University
- Mr. Bob Houts – Office of DASD, Materiel Readiness
- Ms. Andrea Reese Hurst – Defense Acquisition University
- Ms. Mary Ryan – Defense Acquisition University
- Mr. Marty Sherman – Defense Acquisition University
The Research Piece

A Problem

• The use of product support analysis tools in support of business case analyses (BCAs) to determine the best product support option has been inconsistent
• There are several lists of product support analysis tools; but little guidance as to the applicability, appropriateness, and efficacy of the various tools
• There is no central repository with this information

A Purpose

• Identify what product support analysis tools are available and their applicability for BCAs conducted at various stages of the weapon system acquisition life cycle
• Establish a body of knowledge/data base to support weapon system program offices
• The results of the research can be used
  – as a foundation for a “Product Support Analysis e-Toolbox” accessible to the workforce through the Defense Acquisition Portal
  – as initial content for a Product Support Analysis Guide (if developed).
Where the Tools Came From

- A Survey Administered to Program Managers, Product Support Managers, System Engineers, and Financial Managers

- Other sources included previous efforts by Price Waterhouse, Logistics Management Institute, and previous Defense Acquisition University efforts
We Wanted to Know

• What product support tools are available?
• When in the product support life-cycle are the tools used?
• How “user-friendly” are the tools?
• Is there an overarching awareness of available tools?

The Survey Focused on 4 Areas
It’s All About Results

- It is unknown how many were sent out, but it was well over 100 – 54 individuals responded
- 23 tools were identified by survey; 246 were identified through other efforts
- User-Friendliness or ease of use – 33% of the respondents said they have never used the Supportability Analysis tools. 15% cited lack of expertise as the inhibitor.
- Knowledge of Availability
  - 30.3% cited not knowing Supportability Analysis tools were available
  - 35% for Decision-Making tools
  - 31% for Technical Tools
  - 43% for Financial Tools

Knowledge has to be improved, challenged, and increased constantly, or it vanishes.

--Peter Drucker
The Recommendation

- Results of this study support the recommendation to establish a repository of product support tools
- Maintain the ability to sort the tools by applicable service component, life-cycle phase and applicability, type of process
- Repository once developed must be marketed to the workforce and placed in an accessible area
- Provide tutorial as to the use of the repository
- Continued effort should be exerted to keep the repository up-to-date, and useful

The creative process involves getting input, making a recommendation, getting critical review, getting more input, improving the recommendation, getting more critical review... again and again and again.

-- Unknown Source
Phase Two
Practical Application

• Scrub the tool list for validity
• An initial repository of analytical tools filterable by
  – Type process it supports
  – Military Department applicability
  – Integrated Product Support Element(s) it supports
  – Any known licensing requirements
• Ms. Andrea Reese Hurst will provide the demonstration

Acc.dau.mil/psa-tools
Parting shots

• Living, breathing, growing

• Use it

• Add to it

• Update it

The creative process involves getting input, making a recommendation, getting critical review, getting more input, improving the recommendation, getting more critical review... again and again and again and again.

-- Unknown Source