DoD Life Cycle Management (LCM) & Product Support Manager (PSM) Rapid Deployment Training

Learn.
Perform.
Succeed.

“Never lose sight of who the ultimate customer is”
– GEN David Petraeus

June 2011
Overview

• Section I – Life Cycle Management (LCM)
  – Life Cycle Management Challenge
  – Life Cycle Cost (LCC)
  – Life Cycle Sustainment Outcome Metrics
  – Life Cycle Sustainment Plan (LCSP)
  – Life Cycle Sustainment Governance
  – Linkage to USD AT&L 14 Sep 10 “Better Buying Power” Memo

• Section II – Product Support Initiatives
  – DoD Weapon System Acquisition Reform: Product Support Assessment (PSA)
  – Performance Based Life Cycle Product Support (PBL)

• Section III – Product Support Manager (PSM)
  – Public Law 111-84, Section 805 and Implementing Policies
  – PSM Professional Development
  – PSM Roles, Responsibilities, Expectations
  – PSM Resources & Enablers

• Section IV – Life Cycle Logistics
  – DoD Life Cycle Logistics (LCL)
  – LCL Workforce
  – LCL Professional Development
  – LCL Tools, Resources, References
Section I – Life Cycle Management (LCM)

- Life Cycle Management Challenge
- Life Cycle Cost (LCC)
- Life Cycle Sustainment Outcome Metrics
- Life Cycle Sustainment Plan (LCSP)
- Life Cycle Sustainment Governance
Life Cycle Management (LCM)

• “Life Cycle Management is the implementation, management, and oversight, by the designated Program Manager (PM), of all activities associated with the acquisition, development, production, fielding, sustainment, and disposal of a DOD system across its life cycle.” (JCIDS Operation Manual)

• “The PM shall be the single point of accountability for accomplishment of program objectives for total life cycle systems management, including sustainment” (DoDD 5000.01, Para E1.29.)
Why is Life Cycle Management so Critical?

Typical DoD Acquisition Program with a Service Life of 30+ Years

Nominal Life Cycle Cost Distribution

20-40%

60-80%

30+ YEARS
Managing DoD Total Ownership Cost (TOC)

National Interest:
- WSARA – May ’09
- CAPE Report to Congress
- GAO Study - ongoing
- WSAR PSA – Nov ’09
- Service Initiatives/BCAs
- QDR
- Budget Pressures
- Proposed HR 5013 IMPROVE Acquisition Act – Apr ‘10

- Long track record of real annual growth
- O&S costs tend to increase with greater weapon system complexity
- 60-80% O&S costs as percentage of TOC remained fairly steady for many years

Source: CAPE, June 2009 Data
Mandatory Sustainment KPP & KSAs

• A Sustainment KPP (Availability) & two mandatory supporting KSAs (Materiel Reliability and Ownership Cost) will be developed for all JROC Interest programs involving materiel solutions
  – In the case of mandated Sustainment KPP (Materiel Availability), the supporting Materiel Reliability and Ownership Cost KSAs require changes to be documented in the subsequent update to the APB.

• Definitions:
  – KPPs are those system attributes considered most critical or essential for an effective military capability”
    • Failure to meet a KPP threshold may result in reevaluation or reassessment of the program or a modification of the production increments
  – KSAs are system attributes considered most critical or essential for an effective military capability but not selected as a KPP.
    • KSAs provide an additional level of capability prioritization below the KPP but with senior sponsor leadership control (generally 4-star level, Defense agency commander, or Principal Staff Assistant)

Four DoD Life Cycle Sustainment Outcome Metrics

- **Availability (Materiel & Operational Availability) (KPP*)**
  - A Key Data Element Used In Maintenance & Logistics Planning
- **Materiel Reliability (KSA*)**
  - Provides A Measure Of How Often The System Fails/Requires Maintenance
  - Another Key Data Element In Forecasting Maintenance/Logistics Needs
- **Ownership Cost (KSA*)**
  - Focused On The Sustainment Aspects Of The System
  - An Essential Metric For Sustainment Planning And Execution
  - Useful For Trend Analyses – Supports Design Improvements/Modifications
- **Plus Mean Downtime**
  - A Measure Of How Long A System Will Be Unavailable After A Failure
  - Another Key Piece Used In The Maintenance/Logistics Planning Process
- **Other Sustainment Outcome Metrics May Be Critical To Specific Systems, And Should Be Added As Appropriate**
- **Established in 10 Mar 07 DUSD (L&MR) Policy Memo**

* Sustainment KPP & KSAs Included in CJCSM 3170

These 4 Life Cycle Sustainment Outcome Metrics Are Universal Across All Programs And Are Essential To Effective Sustainment Planning
Life Cycle Sustainment Plan (LCSP)

• "DoD Instruction 5000.02 requires LCSP be developed and included as a part of the Acquisition Strategy to document how sustainment strategy is being implemented” (DAG para 5.1.2.2.)

• …LCSP is an evolutionary document begun during the Materiel Solution Analysis Phase as a strategic framework for obtaining optimal sustainment at minimal LCC. It evolves into an execution plan for how sustainment is applied, measured, managed, assessed, and reported after system fielding.." (DAG para 5.1.2.2.)

• “System sustainment is enabled by effective planning, development, implementation, and management. To accomplish this, the PM needs to adequately plan for the long-term supportability and sustainment through the aggressive application of performance-based life-cycle product support strategies. The plan for implementing these strategies seamlessly spans the entire life cycle and is spelled out in the Life-Cycle Sustainment Plan (LCSP).” (DAG para 11.7)

• References
  – LCSP Template – Coming from OSD by Summer 2011
USD AT&L April 5, 2010 Policy Memo “Strengthened Sustainment Governance for Acquisition Program Reviews”

- “…. to improve program life cycle management (and) strengthen sustainment governance by conducting detailed reviews of…sustainment planning for all ACAT ID weapons systems…at decision and other review points in the acquisition process.”
- To increase visibility of sustainment factors to ensure delivery of “a program that meets Warfighter materiel readiness objectives with long-term affordability consideration.”
- To facilitate a comprehensive review and provide the required information in a standardized format, program managers are to use the sustainment quad chart to report status of sustainment planning at OIPT and Defense Acquisition Board reviews.”

- Four quad chart focus areas:
  - Product Support Strategy (current sustainment philosophy & future differences)
  - Metrics Data (current estimates of sustainment metrics vs. goals and antecedents)
  - Sustainment Schedule (planned sustainment schedule milestones)
  - O&S Data (status of O&S Costs; comparison of antecedent, baseline, & current costs)

**SAMPLE PROGRAM: “ABC”**

**Product Support Strategy**

**Sustainment Approach**
- Current (initial CLS covering total system)
- Future (sub-system based PBL contracts)

**Issues**
- Shortfall in O&M funding in FYDP
- Reliability and availability estimates are below goals
- LCSP requires update before DAB

**Resolution**
- POM request for O&M restoration submitted
- Reliability improvement plan with clear RAM goals up for final signature
- LCSP in draft

**Sustainment Schedule**

**Metrics Data**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Antecedent Actual</th>
<th>Original Goal</th>
<th>Current Goal</th>
<th>Current Estimate/Actual</th>
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<tbody>
<tr>
<td>Materiel Availability</td>
<td>76%</td>
<td>80%</td>
<td>77%</td>
<td>71%</td>
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<tr>
<td>Materiel Reliability</td>
<td>37 hrs</td>
<td>50 hrs</td>
<td>50.5 hrs</td>
<td>48 hrs</td>
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<tr>
<td>Ownership Cost</td>
<td>245.6B</td>
<td>385.5B</td>
<td>395.1B</td>
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<td>Mean Down Time</td>
<td>12 hrs</td>
<td>20 hrs</td>
<td>18 hrs</td>
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* Test or fielding event data derived from ________

**Notes:**

**O&S Data**

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<tr>
<th>Cost Element</th>
<th>Antecedent Cost</th>
<th>ABC Original Baseline</th>
<th>ABC Current Cost</th>
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<tr>
<td>1.0 Unit-Level Manpower</td>
<td>3.952</td>
<td>5.144</td>
<td>5.750</td>
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<tr>
<td>2.0 Unit Operations</td>
<td>6.052</td>
<td>6.851</td>
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<td>3.0 Maintenance</td>
<td>0.739</td>
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<tr>
<td>4.0 Sustaining Support</td>
<td>2.298</td>
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<td>5.0 Continuing System Improvements</td>
<td>0.129</td>
<td>0.025</td>
<td>0.035</td>
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<td>6.0 Indirect Support</td>
<td>1.846</td>
<td>1.925</td>
<td>1.956</td>
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<td><strong>Total</strong></td>
<td><strong>15.046</strong></td>
<td><strong>16.951</strong></td>
<td><strong>17.682</strong></td>
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</table>

*Cost based on average annual cost per squadron*

**Total O&S Costs**

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<th>Antecedent</th>
<th>ABC</th>
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<tr>
<td>Base Year $M</td>
<td>102,995.2</td>
<td>184,011.9</td>
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<tr>
<td>Then Year $M</td>
<td>245,665.3</td>
<td>395,147.2</td>
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MEMORANDUM FOR ACQUISITION PROFESSIONALS

SUBJECT: Better Buying Power: Guidance for Obtaining Greater Efficiency and Productivity in Defense Spending

On June 28, I wrote to you describing a mandate to deliver better value to the taxpayer and warfighter by improving the way the Department does business. I emphasized that, next to supporting our forces at war on an urgent basis, this was President Obama’s and Secretary Gates’ highest priority for the Department’s acquisition professionals. To put it bluntly, we have a continuing responsibility to procure the critical goods and services our forces need in the years ahead, but we will not have ever-increasing budgets to pay for them. We must therefore strive to achieve what economists call productivity growth: in simple terms, to DO MORE WITHOUT MORE. This memorandum contains specific Guidance for achieving the June 28 mandate.

Secretary Gates has directed the Department to pursue a wide-ranging Efficiency Initiative, of which this Guidance is a central part. This Guidance affects approximately $400 billion of the $700 billion defense budget that is spent annually on contracts for goods (wepons, electronics, fuel, facilities etc., amounting to about $280 billion) and services (IT services, knowledge-based services, facilities upkeep, weapon system maintenance, transportation, etc., amounting to about another $200 billion). We estimate that the efficiencies targeted by this Guidance can make a significant contribution to achieving the $100 billion reduction in defense budget dollars that are unproductive to more productive purposes that is sought by Secretary Gates and Deputy Secretary Lynn over the next five years.

Since June, the senior leadership of the acquisition community – the Component Acquisition Executives (CAEs), senior logistics executives and systems command leaders, OSD officials, and program executive officers (PEOs) and program managers (PMS) – has been meeting regularly with me to inform and craft this Guidance. We have analyzed data on the Department’s practices, expenditures, and outcomes and examined various options for changing our practices. We have sought to base the specific actions I am directing today on the best data the Department has available to it. In some cases, however, this data is very limited. In these cases, the Guidance makes provision for future adjustments as experience and data accumulate so that unintended consequences can be detected and mitigated. We have conducted some preliminary estimates of the dollar savings anticipated from each action based on reasonable and gradual, but steady and determined, progress against a clear goal and confirmed that they can indeed be substantial.

Changing our business practices will require the continued close involvement of others. We have sought out the best ideas and initiatives from industry, many of which have been adopted in this Guidance. We have also sought the input of outside experts with decades of experience in defense acquisition.

More Information:
https://acc.dau.mil/bbp

Better Buying Power Initiative – USD AT&L 14 Sep 2010 Memo

Five “High Grounds”

- Target Affordability and Cost Growth
- Incentivize Productivity and Innovation In Industry
- Promote Real Competition
- Improve Tradecraft in Services Acquisition
- Reduce Non-Productive Processes and Bureaucracy

Better Buying Power: Guidance for Obtaining Greater Efficiency and Productivity in Defense Spending
Guidance Roadmap
(23 Principal Actions)

Target Affordability and Control Cost Growth
- **Mandate affordability as a requirement**
  - At Milestone A set affordability target as a Key Performance Parameter
  - At Milestone B establish engineering trades showing how each key design feature affects the target cost
- Drive productivity growth through Will Cost/Should Cost management
- Eliminate redundancy within warfighter portfolios
- Make production rates economical and hold them stable
- Set shorter program timelines and manage to them

Incentivize Productivity & Innovation in Industry
- **Reward contractors for successful supply chain and indirect expense management**
- Increase the use of FPIF contract type where appropriate using a 50/50 share line and 120 percent ceiling as a point of departure
- Adjust progress payments to incentivize performance
- Extend the Navy’s Preferred Supplier Program to a DoD-wide pilot
- Reinvigorate industry’s independent research and development and protect the defense technology base

Promote Real Competition
- Present a competitive strategy at each program milestone
- **Remove obstacles to competition**
  - Allow reasonable time to bid
  - Require non-certified cost and pricing data on single offers
  - Require open system architectures and set rules for acquisition of technical data rights
- Increase dynamic small business role in defense marketplace competition

Improve Tradecraft in Services Acquisition
- Create a senior manager for acquisition of services in each component, following the Air Force’s example
- Adopt uniform taxonomy for different types of services
- **Address causes of poor tradecraft in services acquisition**
  - Assist users of services to define requirements and prevent creep via requirements templates
  - Assist users of services to conduct market research to support competition and pricing
  - **Enhance competition by requiring more frequent re-compete of knowledge-based services**
  - Limit the use of time and materials and award fee contracts for services
  - Require that services contracts exceeding $1B contain cost efficiency objectives
- Increase small business participation in providing services

Reduce Non-Productive Processes and Bureaucracy
- Reduce the number of OSD-level reviews to those necessary to support major investment decisions or to uncover and respond to significant program execution issues
- Eliminate low-value-added statutory processes
- Reduce by half the volume and cost of internal and congressional reports
- Reduce non-value-added overhead imposed on industry
- Align DCMA and DCAA processes to ensure work is complementary
- Increase use of Forward Pricing Rate Recommendations (FPRRs) to reduce administrative costs

Direct Applicability to LCM, LCC Optimization, Product Support Strategies
Section II – Product Support Initiatives

- DoD Weapon System Acquisition Reform: Product Support Assessment (PSA)
- Performance Based Life Cycle Product Support (PBL)
Purpose

- Recommends to senior leadership improvement of existing weapon system sustainment strategy
- Encompasses operational, acquisition, and sustainment communities
- Complements Weapon System Acquisition Reform Act with perspectives attentive to life cycle management and sustainment
- Provides recommendations to improve weapon system readiness and control life cycle cost
- Important reference for new PSMs

✓ DoD Senior Steering Group strongly endorsed report and way ahead
✓ Final report signed by USD(AT&L) on November 12, 2009
✓ Implementation actions underway

- Implementation Guidelines
  - Ruthlessly separate needs from appetites
  - Understand portfolio of alternatives
  - Tie metrics directly to Warfighter outcomes

- Demonstrate and Enforce Life Cycle Focus
  - Aligned and synchronized operational, acquisition, and sustainment communities working together to deliver required and affordable Warfighter outcomes

- Start and End with the Warfighter’s Objectives
  - Incentivize Accountability for Performance

- Build Mutually Beneficial Partnerships
  - Implementation Guidelines
    - Optimize public and private product support capabilities
    - Leverage core competencies
    - Partnerships are effective, equitable, transparent, bilateral, and long term

- Implementation Guidelines
  - Exhaust opportunities for joint economy and reduce unnecessary redundancy
  - Build the capability to make good enterprise decisions
  - Enforce consistency in product support processes and infrastructure

- Implementation Guidelines
  - Govern sustainability as part of the life cycle
  - Design for sustainability, and integrate acquire-to-retire processes
  - Manage predictable costs throughout the life cycle
  - Integrate human capital planning into life cycle focus
**Product Support Assessment (PSA) Key Focus Areas**

**Product Support Business Model:**
Provide Program Managers a model template for a weapon system support strategy that drives cost-effective performance and capability for the Warfighter across the weapon system life cycle and enables most advantageous use of an integrated defense industrial base.

**Industrial Integration Strategy:**
Align and expand the collaboration between Government & Industry that produces best value partnering practices.

**Governance:**
Strengthen and develop organization and mgmt processes to deliver the right sustainment information to decision-makers.

**Supply Chain Operational Strategy:**
Connect platform product support strategies to enterprise supply chain approaches that produces best value across the DoD components.

**Analytical Tools:**
Build a toolbox of analytical approaches (including BCA).

**Human Capital:**
Integrate Product Support competencies across the Logistics and Acquisition workforce domain to institutionalize successful traits of an outcome-based culture.

**Metrics:**
Use existing metrics to catalyze sustainment strategies and trigger continuous supportability analysis.

**O&S Costs:**
Improve O&S cost visibility and influence.

**Weapons System Data:**
Define, collect, report, and manage the data we need to drive effective Life Cycle Product Support.
Although Policies & Processes are Evolving, DoD Commitment to PBL is Clear

• DoD Directive 5000.1 (May 2003)

**Total Systems Approach.** The PM shall be the single point of accountability for accomplishment of program objectives for total life cycle systems management, including sustainment.

**Performance-Based Logistics.** PMs shall develop & implement performance-based logistics strategies that optimize total system availability while minimizing cost and logistics footprint.

• DoD Instruction 5000.02 (Dec 2008)

**Performance-Based Life-Cycle Product Support.** The PM shall employ effective Performance-Based Life-Cycle Product Support (PBL) planning, development, implementation & management. Performance-Based Life-Cycle Product Support represents the latest evolution of Performance Based Logistics. Both can be referred to as “PBL”.

**Performance-Based Life-Cycle Product Support.** PBL offers the best strategic approach for delivering required life cycle readiness, reliability, and ownership costs. Sources of support may be organic, commercial, or a combination…
### Range of Product Support Solutions

Addresses Enterprise Portfolio

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<tr>
<th>Industry Capabilities</th>
<th>Partnerships</th>
<th>Organic Capabilities</th>
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</thead>
<tbody>
<tr>
<td><strong>Platform</strong></td>
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<td></td>
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<tr>
<td>1.1 Industry-Centric Platform Strategy (Example: C-12 Huron)</td>
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<tr>
<td>1.2 Blended DoD-Industry Platform Strategy (Example: C-17)</td>
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<td>1.3 DoD-Centric Platform Strategy (Example: Common Ground System)</td>
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<tr>
<td><strong>Subsystem</strong></td>
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<tr>
<td>2.1 Industry-Centric Subsystem Strategy (Example: HIMARS)</td>
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<td>2.2 Blended DoD-Industry Subsystem Strategy (Example: APU)</td>
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<tr>
<td>2.3 DoD-Centric Subsystem Strategy (Example: M119-A2 Howitzer)</td>
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<td><strong>Component</strong></td>
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<td>3.1 Industry-Centric Component Strategy (Example: Military Tires)</td>
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<td>3.2 Blended DoD-Industry Component Strategy (Example: USAF IPV)</td>
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<tr>
<td>3.3 DoD-Centric Component Strategy (Example: War Reserve, Contingency Stock)</td>
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</table>

Analysis of Weapon Systems Programs Supports targeting Performance Based Partnerships – an “Integrated Industrial Base”

A wider range of Industry-to-organic as well as Component-to-Platform enables you to take an Enterprise, Life Cycle Perspective
PBL & Product Support Guidance Evolution
1998-2011

- Fiscal Year 1998 Section 912(c) of the National Defense Authorization Act
- “Secretary of Defense Report to Congress: Actions to Accelerate the Movement to the New Workforce Vision” in Response to Section 912(c) of the NDAA for FY 1998 *(Apr 98)*
- Product Support for the 21st Century: Report of the Department of Defense (DoD) Product Support Reengineering Implementation Team Section 912(c) *(Jul 99)*
- Product Support for the 21st Century: A Year Later *(Sep 00)*
- Product Support for the 21st Century: A Program Manager’s Guide to Buying Performance *(Nov 01)*
- DoDD 5000.1 Defense Acquisition System *(May 2003)* and DoDi 5000.2 Operation of the Defense Acquisition System *(May 03)*
- Defense Acquisition Guidebook (DAG), Chapter 5 *(2004 & After)*
- Performance Based Logistics: A Program Manager’s Product Support Guide *(Mar 05)*
- DoDI 5000.02 Operation of Defense Acquisition System Update *(Dec 08)*
- DoD Weapon System Acquisition Reform: Product Support Assessment (PSA) *(Nov 09)*
- Product Support Manager’s (PSM) Guidebook *(Apr 11)*
- Business Case Analysis (BCA) Guidebook *(Apr 11)*
- Logistics Assessment (LA) Guidebook *(ECD: Jul 11)*
- DoD Cost Management Guidebook *(ECD: Dec 11)*
<table>
<thead>
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<th>Level</th>
<th>Program</th>
<th>Service</th>
<th>Commercial Partner</th>
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<td>System</td>
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<td>USAF</td>
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<td></td>
<td>Sub-System</td>
<td>F-404 Engine</td>
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<td>General Electric</td>
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<td></td>
<td>Component</td>
<td>Navy APU</td>
<td>USN</td>
<td>Honeywell</td>
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<td>Shadow 200 Tactical UAS</td>
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<td>AAI</td>
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<td>H-46 Sea Knight / H-53 Sea Stallion APU</td>
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Existing Twelve-Step PBL Implementation Model will be replaced by new DoD Product Support Strategy Process Model (and web-based PBL Toolkit will be replaced with new PSM Toolkit)

Existing 2005 DoD “Performance Based Logistics: A Program Manager’s Product Support Guide” will be replaced by a new DoD Product Support Manager (PSM) Guidebook

Existing Twelve-Step PBL Implementation Model will be replaced by new DoD Product Support Strategy Process Model (and web-based PBL Toolkit will be replaced with new PSM Toolkit)

Existing 2003 “Designing & Assessing Supportability in DoD Weapon Systems” Guidebook will be incorporated into Defense Acquisition Guidebook (DAG) Chapter 5
New DoD Product Support Strategy Process Model
New PSM Guidebook Objectives

- Provide a philosophy and a process for executing product support strategies and making weapon system life-cycle decisions

- Define a common and consistent product support language and define key organizational roles and responsibilities

- Ensure a consistent approach to enterprise level supply chain considerations as well as cost and performance measurement concerns

- Use (provide) DoD guidance on business case analysis that specifies comparison criteria and standards

Focus on the Product Support Manager
PSM Guidebook Describes
Product Support Business Model and Execution Mechanisms

Introduction
- Background
- Purpose
- Major tasks of the PSM
- Relationship to Policy and Other Guidance

Product Support Business Model
- Product Support Business Model Overview
- PSM, PSI, PSP Roles and Responsibilities
- Product Support Agreements
- Product Support Strategy and Implementation

Life-Cycle Management Tools
- Sustainment Readiness Levels
- Logistics Assessments
- Metrics
- Enterprise Synergies and IPS Elements
- Business and Variance Analysis
- Supply Chain Management
- LCSP
- Product Support Package Update
- Funding Alignment

Developing or Transitioning to a New Product Support Strategy

Sustainment in the Life-Cycle Phases
- Materiel Solution Analysis
- Technology Development
- Engineering and Manufacturing Development
- Production and Deployment
- Operations and Support

Appendices

Frames the product support discussion & puts the document in context

Delineates roles and responsibilities, product support relationships, and codification of those relationships

Describes major product support activities and tools that the PSM manages or uses to drive sustainment outcomes

Provides a 12-step process for developing and implementing a product support strategy

Provides phase specific guidance on using select life-cycle management tools and activities
Document describing how product support will be developed and implemented, including how tasks identified in the PSM Guidebook will be completed over the weapon system life cycle and who will complete those tasks

Assessment of the LCSP’s quality, execution, and effectiveness

Note:
- LHA = Logistics Health Assessment
- LA = Independent Logistics Assessment
- SMLs = Sustainment Readiness Levels
Section III – Product Support Manager (PSM)

- Public Law 111-84, Section 805 & PSM Policies
- PSM Professional Development
- PSM Roles, Responsibilities, Expectations
- PSM Resources & Enablers
FY10 NDAA Section 805
Product Support Manager (PSM)

• Congress passed, and President Obama signed FY10 National Defense Authorization Act (NDAA) into law (Public Law 111-84), Oct 2009

• The legislation contained a provision in Sec 805 entitled “Life Cycle Management and Product Support” requires:
  – the Secretary of Defense issue comprehensive guidance on life-cycle management and development/implementation of product support strategies for major weapon systems;
  – each major weapon system be supported by a product support manager (PSM); and
  – each PSM position be performed by a properly qualified member of the armed forces or full-time employee of the Department of Defense.

“The Secretary of Defense shall require that each major weapon system be supported by a product support manager…” to “maximize value to the Department of Defense by providing the best possible product support outcomes at the lowest operations and support cost.” -- FY10 NDAA, Section 805
Just to Be Clear What Product Support Is…

• Product Support: “the application of the package of integrated logistics elements and support functions necessary to sustain the readiness and operational capability of the system”

--- (DAG Paragraphs 5.1.1.1. & 5.1.3.2)

Note: Traditional ten ILS Elements evolving into twelve Integrated Product Support (IPS) Elements depicted on next page
A product support manager for a major weapon system shall-

- develop and implement a comprehensive product support strategy for the weapon system;
- conduct appropriate cost analyses to validate the product support strategy, including cost-benefit analyses as outlined in Office of Management and Budget Circular A-94;
- assure achievement of desired product support outcomes through development and implementation of appropriate product support arrangements;
- adjust performance requirements and resource allocations across product support integrators and product support providers as necessary to optimize implementation of the product support strategy;
- periodically review product support arrangements between the product support integrators and product support providers to ensure the arrangements are consistent with the overall product support strategy; and
- prior to each change in the product support strategy or every five years, whichever occurs first, revalidate any business-case analysis performed in support of the product support strategy.
Two Basic Objectives of a PSM

1. Weapons system should be designed, maintained, and modified to continuously reduce demand for logistics.

2. Logistics support must be effective and efficient; resources required to provide life cycle product support must be minimized while meeting warfighter needs.

Bottom Line: Achieving Optimized, Affordable Readiness!
Product Support is enabled by a package of 12 Integrated Product Support (IPS) Elements designed to deliver system readiness & availability while optimizing system life cycle cost.
PSM is the Warfighter’s Principle Product Support Agent Responsible for Incentivizing PSI(s) to Achieve Warfighter Requirements
• “In general, the "program lead" positions are expected to be filled by military members at the lieutenant colonel/colonel or commander/Navy captain levels or by the civilian equivalent”

• “Program leads advise the PM/DPM and may be matrixed to the program office”

• “Although program leads may report to a higher-level functional (i.e., command/center functional lead or his or her direct report), these positions must be designated as KLPs”

• “Program lead KLPs must be designated in the position category associated with the lead function. For example, "lead logistician" positions must be designated as positions in the "Life Cycle Logistics" position category.”

• Further information on KLPs can be found in DoDD 5000.52 including:
  – CAPs... are senior acquisition positions specifically designated by the CAEs (Para 4.2.1.)
  – KLPs are selected CAPs specifically designated by the CAEs and approved by the USD (AT&L) (Para 4.2.2.)
  – KLPs may also include selected staff positions, as well as any CAP that, by the criticality of the duties, warrants special management attention to qualification and tenure requirements. (Para 4.2.2.3.)
Key Leadership Positions (KLPs)

Defense Acquisition Workforce (DAW)

Acquisition Corps

Critical Acquisition Positions (CAP)

Key Leadership Positions (KLP)

FY10 NDAA Section 805 includes provision identifying Product Support Manager (PSM) as a Key Leadership Position (KLP) on ACAT I MDAP Programs

Key Leadership Positions (KLP) are a subset of Critical Acquisition Positions (CAP), the Acquisition Corps, & Defense Acquisition Workforce
Directive-Type Memorandum 10-015 – Requirements for Life Cycle Management & Product Support

- DTM 10-015 issued by USD(AT&L) on October 6, 2010 (Change 1 issued April 29, 2011)
- Establishes Policy to implement & institutionalize requirements of Section 805 of Public Law 111-84
- Applies to ACAT I & II programs, and fielded post-IOC former ACAT I & II programs
- Outcome-based (readiness-based) strategies at best-value costs
- Balanced use of DoD and industry resources via stable and robust partnerships
- Maximize competition, or the option of competition for long-term product support effectiveness
- Assist PMs in LCM responsibilities via establishment of mandatory product support manager (PSM) positions
- Assign properly qualified military or DoD employee to PSM positions
- Specifies PSM duties

“It is DoD policy that a mandatory Product Support Manager (PSM) position shall be identified and assigned for each ACAT I and ACAT II System and filled by a properly qualified Military Service Member or full-time employee of the Department of Defense.”
DTM 10-015 Applicability

- OSD, Military Departments, Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, Combatant Commands, Office of the Inspector General of the Department of Defense, Defense Agencies, DoD Field Activities, and all other organizational entities within the Department of Defense

- Major Defense Acquisition Programs (ACAT I)

- Major weapon systems (ACAT II) programs

- Former ACAT I/II programs that are post-Initial Operational Capability (IOC) or no longer have program managers (PMs) reporting to Component Acquisition Executives (CAE)
CAEs shall designate and assign a PSM within every ACAT I and ACAT II program, prior to but no later than program initiation and to former ACAT I/II programs that are post-IOC or no longer have PMs reporting to CAEs.

The position of PSM shall be performed by a properly qualified Military Service member or full-time employee of the Department of Defense.

PSM will be designated as a key leadership position (KLP) for all Major Defense Acquisition Programs and major weapon systems and designated a critical acquisition position (CAP) for all other major weapon systems.

The PSM will be an integral part of the program management team and will report directly to the PM.

Incumbents are required to meet the requirements of the position within the prescribed timeframe for CAPs.

PSM positions must be filled based on the criteria identified in DoDI 5000.66 and not later than 180 days after DTM issuance.
Army PSM Implementation Guidance

• ASA(ALT) Memo “Product Support Manager (PSM) Implementation”, 5 Nov 10
  – “…establishment of the PSM highlights the important role logistics plays in the acquisition process”
  – “…PSM will provide our program managers the expertise necessary to develop and implement a comprehensive, outcome-based product support strategy”
  – “The position will be filled by our best, most qualified and motivated DAWIA Level III certified and experienced Life Cycle Logisticians, and will report directly to the Program Manager”

• Additional Guidance is being Incorporated into next Revisions of AR 700-127 Integrated Logistics Support and DA Pam 700-56 Logistics Supportability Planning and Procedures in Army Acquisition
• DASN (Acquisition & Logistics Management) Memo “Product Support Manager (PSM) Implementation” Memo, 18 May 11
  – “...all Department of Navy (DON) major weapon systems shall designate a PSM”
  – “...PSM to be the lead logistician and an integral part of the program management team reporting directly to the PM...”
  – DON PSM Requirements Matrix:

<table>
<thead>
<tr>
<th>PROGRAM CATEGORY</th>
<th>DAWIA Level 3 LCL</th>
<th>PSM</th>
<th>CAP</th>
<th>KLP</th>
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</thead>
<tbody>
<tr>
<td>ACAT I (MDAP/MAIS)</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>ACAT II</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
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<tr>
<td>POST – IOC ACAT I/II</td>
<td>YES</td>
<td>YES</td>
<td>Optional</td>
<td>NO</td>
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</tbody>
</table>

• SAF/AQ “Air Force Guidance Memorandum to AFI 63-101, Acquisition and Sustainment Life Cycle Management ” Memo, 27 Apr 11
  – “AF Guidance Memorandum changes AFI 63-101, Acquisition and Sustainment Life Cycle Management and is effective immediately…”
  – “…PSM is an individual with responsibility to lead the development, implementation, and top-level integration and management of all sources of support to meet Warfighter sustainment and readiness requirements ”
  – “…PSM shall develop and implement a comprehensive product support strategy for each applicable program.”
  – “…PSM reports directly to, and is accountable to, the PM for the execution of all product support requirements within PM’s scope of responsibilities”
  – “…PSM has the responsibility to interface directly with lead and supporting commands’ logistics, installation, and mission support functional authorities to ensure execution of readiness requirements”
DAWIA Level II Life Cycle Logistician
- Training: ACQ 201, LOG 200, 201, 206, 235, 236
- Experience: Minimum 2 years (4 years desired)
- Education: None Required (Bachelors Desired)

DAWIA Level III Life Cycle Logistician
- Training: LOG 350, 340 (future), 2 CL Modules
- Experience: Minimum 4 years (6 yrs desired)
- Broadening across Acq & Logistics Domains

Senior Program Logician
- Designated KLP & CAP Position
- Training: New 400 Level Courses?
- Exp: Min 8 yrs (10+ yrs desired)?
- Education: Masters and/or SSS?

Laser-Focus on Grooming Superstars
- Training: PMT 352, ACQ 405
- Experience: Acquisition and Sustainment

DAWIA Level II Life Cycle Logistician
- Training: ACQ 201, LOG 200, 201, 206, 235, 236
- Experience: Minimum 2 years (4 years desired)
- Education: None Required (Bachelors Desired)

DAWIA Level I Life Cycle Logistician
- Training: ACQ 101, LOG 101, 102, 103, 2 CL Modules
- Experience: Minimum 1 year (2 yrs desired)
Targeted New PSM Resources

• Available Now
  – Extensive DAU Life Cycle Logistics Training and Knowledge Sharing Resources
  – Enhanced LOG 350 “Enterprise Life Cycle Logistics Management” Course
  – PSM Rapid Deployment Training (RDT) (http://www.dau.mil/images/Pages/RDT.aspx)
  – PSM Reference Repository on DAU Logistics Community of Practice (https://acc.dau.mil/psm)

• Available Soon (end of CY11)
  – Defense Acquisition Guidebook (DAG) Update
  – Logistics Assessment (LA) Guidebook
  – Integrated Product Support (IPS) Element Guidebook
  – Web-based PSM Toolkit
  – LOG 340 “Life Cycle Product Support” Course
  – CLL 036 “PSM Fundamentals” Continuous Learning Module
  – Cost Assessment & Program Evaluation (CAPE) O&S Cost Estimating Guidebook
  – DoD Cost Management Guidebook

• Available in the Future/Proposed (CY12-13)
  – Joint Service Product Support Wall Chart
  – Post-Level III LOG 3xx (or 4xx) Product Support Manager’s Course
  – Collaboratively Developed ICAF Level Life Cycle Management (LCM) Elective
Section IV – Life Cycle Logistics

- DoD Life Cycle Logistics (LCL)
- LCL Workforce
- LCL Professional Development
- LCL Tools, Resources, References

DTM 10-015 Guidance: “The PSM must be designated in the Life Cycle Logistics position category” and “PSM positions for all major weapon systems must be certified at Defense Acquisition Workforce Improvement Act (DAWIA) Level III in the Life Cycle Logistics career field”
DoD Logistics Human Capital Strategy

• Document signed by DUSD (L&MR) on May 12, 2008
• Available at http://www.acq.osd.mil/log/sci/hcs.html
Includes procurement to disposal of defense system material, and integration of multiple material sources and processes to meet war fighter requirements.

Includes planning and executing maintenance, both scheduled and unscheduled, to defense system equipment.

Includes transportation, packaging, cargo scheduling, and dispatching of materials, support services, and personnel in response to customer requirements to move and sustain the force.

Includes planning, development, implementation, and management of a comprehensive, affordable, and effective systems support strategy.

Four Logistics Workforce Categories & Fifteen Technical Competencies

**SUPPLY MANAGEMENT**
- Forecasting and Demand Planning
- Supply Planning
- Sourcing
- Inventory Management

**MAINTENANCE SUPPORT**
- Maintenance Operations (includes depot maintenance)
- Production & Support

**DEPLOYMENT/ DISTRIBUTION/ TRANSPORTATION**
- Physical Distribution/ Transportation Operations
- Deployment Planning

**LIFE CYCLE LOGISTICS**
- Logistics Design Influence
- Integrated Logistics Support Planning
- Product Support & Sustainment
- Configuration Management
- Reliability & Maintainability Analysis
- Technical/Product Data Management
- Supportability Analysis

Bottom line: Support the Warfighter!
Life Cycle Logistics: At Nexus of DoD Acquisition & Logistics Communities

DoD Logistics Community ~615K+ personnel

LCL Community ~16K personnel

DoD Acquisition Community

Property Mgt
Purchasing
Contracting
Program Mgt
PQM
BCEFM
SPRDE – S&T
SPRDE - SE

Life Cycle Logistics
Deployment/Distribution/Transportation
Supply Management
Maintenance Support

T&E
IT Mgt
FE
Audit

KEY FOCUS: DoD Product Support Assessment & PL 111-84 Sec 805 driving toward greater horizontal & vertical integration
FY 11 Life Cycle Logistics Certification Training

Level I Certification

- 2 CL Modules: PBL & Designing for Supportability
  - ACQ 101: Fundamentals of Systems Acquisition Management
    - 25 hrs, on-line
  - LOG 101: Acquisition Logistics Fundamentals
    - 3 hrs ea, on-line
  - LOG 102: Systems Sustainment Management
    - 30 hrs, on-line
  - LOG 103: Reliability, Availability & Maintainability
    - 28 hrs, on-line

  - Knowledge based
  - GS 5-9 & E7-O3
  - Experience: 1 yr

P = Prerequisite

Level I “Core Plus” Courses & CL Modules
(See DAU catalog for details)

Level II Certification

- 2 CL Modules from Core Plus List
  - P = Prerequisite
  - LOG 235: Performance Based Logistics
    - 40 hours, online
  - LOG 236: Performance Based Logistics
    - 4.5 days classroom

P = Prerequisite

Level II “Core Plus” Courses & CL Modules
(Includes LOG 204 CM Course)

Level III Certification

- 2 CL Modules from Core Plus List
  - LOG 350: Enterprise Life Cycle Logistics Management
    - 8.5 days classroom

P = Prerequisite

Level III “Core Plus” Courses & CL Modules
(See DAU catalog for details)

NOTE: There are NO prerequisites for LOG 235

• Strategic Imperative
  – “Product support considerations, germane to both acquisition and logistics, are necessary throughout the DoD life cycle framework, beginning with early requirements determination and continuing through system design, development, operational use, retirement, and disposal.”
    – DoD Product Support Assessment (Nov 2009)

• Drivers
  – Life Cycle Sustainment Outcome Metrics (Availability KPP, Reliability/Cost KSAs, Mean Down Time) (Mar 2007)
  – DoD Logistics Human Capital Strategy (June 2008) & Subsequent Competency Reviews and Refinement
  – USD AT&L Better Buying Power Memos (June, Sept & Nov 2010)
  – Product Support Manager (PSM) Guidebook and New 12 Integrated Product Support (IPS) Elements

• Integrated Life Cycle Logistics/Product Support Competencies
  – Logistics Design Influence
  – Integrated Logistics Support Planning
  – Product Support & Sustainment
  – Configuration Management
  – Reliability, Availability & Maintainability Analysis
  – Technical/Product Data Management
  – Supportability Analysis

“As DoD moves forward with weapon system acquisition reform, attention to product support must be increased, and life cycle management must be better focused to achieve affordable operational Warfighter outcomes” -- Dr Ashton Carter, USD(AT&L) November 2009
FY12 Life Cycle Logistics Certification Training

Level I “Core Plus” Courses & CL Modules
(See DAU iCatalog for details)

Level II “Core Plus” Courses & CL Modules
(See DAU iCatalog for details)

Level III “Core Plus” Courses & CL Modules
(See DAU iCatalog for details)

P = Prerequisite

Level I Certification

LOG 101 Acquisition Logistics Fundamentals
30 hrs, on-line

LOG 102 Systems Sustainment Management
28 hrs, on-line

LOG 103 Reliability, Availability & Maintainability
26 hrs, on-line

ACQ 101 Fundamentals of Systems Acquisition Management
25 hrs, on-line

SYS 101 SPRDE Fundamentals
35 hrs, on-line

ACQ 201A Intermediate Systems Acquisition
35 hours, on-line

ACQ 201B Intermediate Systems Acquisition
4.5 days classroom

LOG 200 Intermediate Acquisition Logistics
35 hours, on-line

LOG 201 Intermediate Acquisition Logistics
4.5 days classroom

LOG 235 Performance Based Logistics
40 hours, online

LOG 206 Intermediate Systems Sustainment
25 hours, on-line

LOG-206 Intermediate Systems Sustainment
25 hours, on-line

LOG-206 Intermediate Systems Sustainment
25 hours, on-line

LOG 340 Life Cycle Product Support
4.5 days classroom

LOG 350 Enterprise Life Cycle Logistics Management
9.5 days classroom

New Certification Rqmts

P = Prerequisite
Future Executive Level PSM Course

- 300 or 400 Level Course
- 1-to-2 week-long classroom course
- Targeted to Sitting/Selected PSMs
- Extensive, Broad Breadth of Life Cycle Logistics Experience
- What must a successful PSM know?

What do you want to see in such a course?
<table>
<thead>
<tr>
<th>Module</th>
<th>Title</th>
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<tr>
<td>CLL002</td>
<td>DLA Support To The PM</td>
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<tr>
<td>CLL004</td>
<td>Life Cycle Logistics for the Rest of Us</td>
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<td>CLL006</td>
<td>Depot Maintenance Partnering</td>
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<td>CLL007</td>
<td>Lead-Free Electronics</td>
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<td>CLL008</td>
<td>Designing for Supportability in DoD Systems</td>
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<td>CLL011</td>
<td>Performance Based Logistics (PBL)</td>
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<td>CLL013</td>
<td>Defense Packaging</td>
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<td>CLL014</td>
<td>Joint Systems Integrated Support Strategies</td>
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<td>CLL015</td>
<td>Business Case Analysis (BCA)</td>
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<td>CLL 016</td>
<td>Joint Logistics</td>
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<td>CLL017</td>
<td>Defense Distribution &amp; Transportation</td>
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<td>CLL019</td>
<td>Technology Refreshment Planning</td>
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<td>CLL020</td>
<td>Independent Logistics Assessments (ILA)</td>
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<td>CLL022</td>
<td>Title 10 Depot Maintenance Statute Overview</td>
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<td>CLL023</td>
<td>10 USC 2464 Core Statute Implementation</td>
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<td>CLL024</td>
<td>10 USC 2466 “50-50” Statute Implementation</td>
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<td>Depot Maintenance Interservice Support Agreements (DMISA)</td>
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<td>CLL029</td>
<td>Condition Based Maintenance (CBM+)</td>
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<td>CLL032</td>
<td>Preventing Counterfeit Parts from Entering the DoD Supply System</td>
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<td>CLL034</td>
<td>US Army SSN-LIN Automated Management &amp; Integrating System (SLAMIS)</td>
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<td>CLL054</td>
<td>Joint Task Force Port Opening (JTF-PO)</td>
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<td>CLL055</td>
<td>Joint Deployment &amp; Distribution Metrics</td>
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<td>CLL119</td>
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<td>DMSMS Fundamentals</td>
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<td>DMSMS Executive Course</td>
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<td>Supportability Test &amp; Evaluation (T&amp;E)</td>
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<td>Developing a Life Cycle Sustainment Plan (LCSP)</td>
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<td>CLL012</td>
<td>Supportability Analysis</td>
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<td>CLL043</td>
<td>Green Logistics: Planning for Sustainability</td>
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<td>CLL057</td>
<td>Level of Repair Analysis (LORA) Fundamentals</td>
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<td>CLL058</td>
<td>Level of Repair Analysis Theory &amp; Principles</td>
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DAU Supporting the Defense Acquisition Workforce...

Providing a Constant Support Presence in DoD Acquisition Careers
AT&L Performance Learning Model enables better workforce performance

- Award-winning Knowledge Mgt capability
- LOG CoP is most robust, most visited site
- Largest of 17 acquisition communities, with extensive sustainment resources

Tools & Templates

- Access Latest LCL Resources
- Supportability Best Practices
- Logistics Lessons Learned
- Sustainment Issues and Initiatives

Life Cycle Logistics Resource Center

- Logistics Training & Education
- Latest OSD Policy and Direction
- Logistics Conferences/Events
- Link to Top DoD Web sites

Accessible online at https://acc.dau.mil/log
Other Sources for Current, Up-to-Date Information

- Defense Acquisition Portal (DAP)  
  https://dap.dau.mil

- Logistics Career Field Gateway  
  https://dap.dau.mil/career/log

- DAU Logistics & Sustainment Center Director’s Blog  
  https://dap.dau.mil/career/log/blogs
References & Resources

- Defense Acquisition Guidebook (DAG) Chapter 5 - [https://acc.dau.mil/dag_5](https://acc.dau.mil/dag_5)
- DAU Logistics Community of Practice (LOG CoP) - [https://acc.dau.mil/log](https://acc.dau.mil/log)
- Product Support Manager (PSM) Homepage - [https://acc.dau.mil/psm](https://acc.dau.mil/psm)
- Life Cycle Sustainment Plan (LCSP) - [https://acc.dau.mil/lcsp](https://acc.dau.mil/lcsp)
- Logistics Career Field Gateway - [https://dap.dau.mil/career/log](https://dap.dau.mil/career/log)
- Joint Life Cycle Logistics Framework Chart – Will be posted on the LOG CoP
- Product Support Manager’s (PSM) Guidebook - [https://acc.dau.mil/psm-guidebook](https://acc.dau.mil/psm-guidebook)
- Logistics Assessment (LA) Guidebook - Will be posted on the LOG CoP
- Integrated Product Support (IPS) Element Guidebook - Will be posted on the LOG CoP
Summary

- **Goal:** Genuine Life Cycle Management Delivering Sustained Long-Term Weapon System Readiness/Availability to the Warfighter While Optimizing Life Cycle Costs
- **While PM is Ultimately Responsible for LCM, PSM will be Key to Sustainment Planning and Execution**
- **Think (Very) Long Term, Best Value, “Life of Program” Product Support Perspective**
- **Performance Based Life Cycle Product Support (PBL) is a Powerful Enabler**
- **Operational Perspectives, Early Sustainment Planning, Investment in Reliability, Availability & Maintainability (RAM) and a Life Cycle Focus are Paramount**
- **Congressional Mandate for Product Support Manager (PSM) is a Game Changer**
- **Policy Evolving Rapidly; PL 111-84, Sec 805 Implementation & DoD Product Support Assessment will drive next round**
- **By including Section 805 in FY 2010 NDAA, Congress made it clear where it stands on these issues -- and who is responsible for addressing them**