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Product Support Manager (PSM) and the Evolving Logistics Enterprise

Mar 2014



Overview



- **Catalyst for Change**
- **PSM Statutory Requirement**
 - **Product Support Manager Mandated**
 - **Product Support Management Institutionalized**
- **5-Center Construct Implementation**
 - **AFLCMC/LG-LZ Directorate Standup**
 - **Maturing Product Support Enterprise Model**
 - **AFLCMC Logistics Processes**
- **Product Support Tools**
- **Summary**
- **Questions**

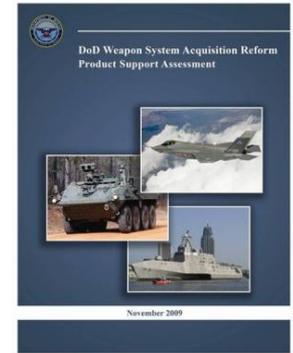


Catalyst for Change



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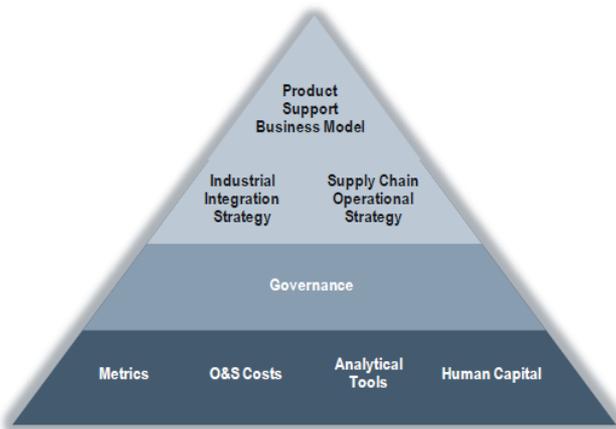
- Program costs “Out of Control”
- Service reporting not standardized
- Weak maturity assessments process
- Weak business case analysis



DoD DUSD (LM&R), Product Support Assessment Team Memorandum, 05 September 2008

Table 1: Summary of Study Findings

Figure 1: PSAT Recommendation Areas



<p>Maturity Assessments of Product Support Processes</p>	<ul style="list-style-type: none"> ▪ Maturity assessments reflected consistent weaknesses in virtually all key product support processes ▪ None of the areas studied achieved a maturity rating above average ▪ The most mature process areas were customer-facing metrics and performance outcomes ▪ The weakest areas were business case analysis process and cross-service alignment
<p>Root-Cause Analysis of Major Product Support Issue Areas</p>	<ul style="list-style-type: none"> ▪ Continued reliance on transactional based systems and processes ▪ Inadequate human capital ▪ Need for smart managers and smart buyers ▪ Organizational challenges ▪ Lack of shared goals
<p>Weapon System Data Analysis</p>	<ul style="list-style-type: none"> ▪ Performance-based (outcome-based) product support strategies, particularly when coupled with government-industry partnering approaches, have consistently delivered improved materiel readiness across numerous weapon system applications over the past decade ▪ Cost benefits are more difficult to assess; as cited in several GAO reports, many outcome-based support strategies have claimed cost reductions and cost avoidance, but DoD financial systems lack the visibility and fidelity to validate these benefits consistent with audit standards



Catalyst for Change (Con't)



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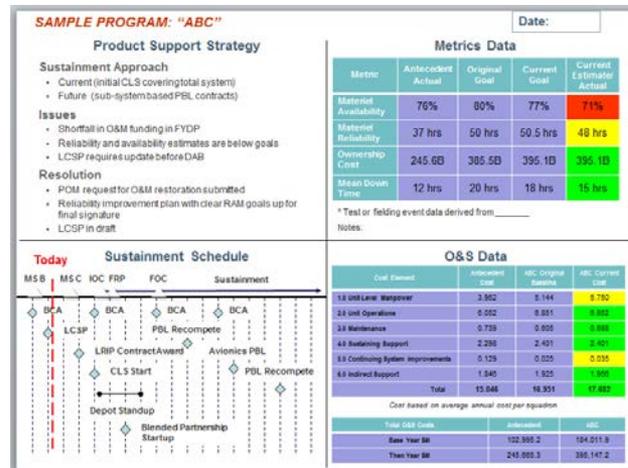
- **USD AT&L June 22, 2009 Action Memo “DoD Reliability, Availability, Maintainability, and Cost Rationale Report Manual”**
 - Sustainment Requirements Summary
 - These requirements include a Key Performance Parameter (KPP), Availability; and two Key System Attributes (KSA), Materiel Reliability and Ownership Cost

- **USD AT&L April 5, 2010 Policy Memo “Strengthened Sustainment Governance for Acquisition Program Reviews”**

- Implementing Product Support Reviews (PSR) & Sustainment Quad Charts

- Four quad chart focus areas :

- Product Support Strategy
- Metrics Data
- Sustainment Schedule
- O&S Data (O&S Costs; comparison of antecedent, baseline, & current costs)





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PSM Statutory Requirement



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- **Statutory**



- **10 USC 1706: Government performance of certain acquisition functions**
 - **–(7) Program lead Product Support Manager**
- **10 USC 2337: Life-cycle management and product support**
 - **Product Support Strategies (maximize: competition and value)**
 - **PSM (Requirement and Responsibilities)**



Product Support Manager Mandated



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- **Directive-Type Memorandum (DTM) 10-015 – Requirements for Life Cycle Management and Product Support, 6 Oct 10 ****
 - **Product Support Manager (PSM) position shall be identified and assigned for each ACAT I and ACAT II system**
 - **AFI 63-101_AFGM02 (Mar 11) -- AF Guidance for implementing PSM and further defining responsibilities (**Rescinded with AFI 63-101 update**)**
 - **AFMC Guidance Memorandum (Apr 11) – Established AFMC guidance for assigning/reporting PSM (**Rescinded with AFMC 63-101 Sup update**)**
- **Directive-Type Memorandum (DTM) 11-003 - Reliability Analysis, Planning, Tracking and Reporting, 21 Mar 11 ****
 - **Program Reliability and Maintainability (R&M) focusing planning, tracking, and reporting thru total life-cycle**
 - **Institutionalize R&M**

**** DTM 10-015 & 11-003 Cancelled with NOV 2013 update Interim DoDI 5000.02**



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Product Support Management Institutionalized



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- **Regulatory**
 - **Interim DoD Instruction 5000.02 (NOV 2013), “Operation of the Defense Acquisition Systems”**
 - **5 Acquisition Models**
 - **Technology Development Phase now Technology Maturation & Risk Reduction**
 - **New: Enclosure 6 Life-Cycle Sustainment Planning**
 - **AFI 63-101/20-101 Integrated Life Cycle Management (MAR 2013)**
 - **consolidates systems engineering, product support, and program management into one document**
- **Documents:**
 - **Life Cycle Sustainment Plan (LCSP) (SEP 2011)**
 - **Program Protection Plan (PPP) (JUL 2011)**
 - **Cyber Security & Supply Chain Risk Management**
 - **DoD Reliability, Availability, Maintainability-Cost (RAM-C) Report Manual (JUN 2009)**
 - **Multi-discipline (engineering, logistic, and financial)**



5-Center Construct Implementation



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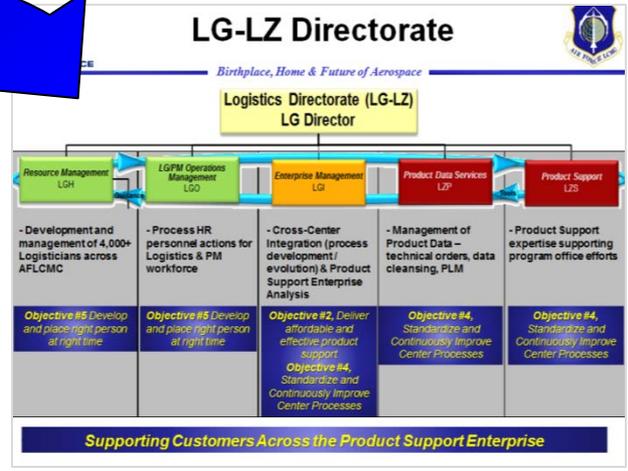
LCM WG Subteams

(✓ = going-in assessment of future role for LCMC/CC)

	Own Process	Provide Tools & Enablers	Provide Direction	Provide Inform Function	Follow-up Team Lead
Develop Human Capital* (DHC)	✓	✓	✓		SNYDER
Developmental Planning* (DP)	✓	✓	✓		GARRETT
Product Support BCAs (PS BCA)	✓	✓		✓	EVISTON
Repair Sources*	✓	✓		✓	ESTEP
CAM & WSS Prioritization*	✓	✓	✓		ESTEP
Logistics Health Assessments (LHA)	✓	✓	✓		BEIERLE
Analysis*	Added as a result of multiple Subteam observations				MOORE
Product Data Acquisition (PDAQ)	Added as a natural complement to WG scope				OVALLES

LCM WG reviewed over 160 process – identified 6 key areas

* = LCMC/CC already possesses "Executive" role
= Work still in progress; recommendations under review



AFLCMC Logistics Processes

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- Developing AFLCMC Standardized Processes to support 5 Center Construct
- AFLCMC Logistics Processes**
 - ✓ Logistics Health Assessment (LHA)
 - ✓ Product Support Business Case Analysis (PSBCA)
 - ✓ Technical Order Emergency & Urgent Change Requests
 - ✓ Weapon System Enterprise Review (WSER)
 - Centralized Asset Management (CAM)
 - Organic Supportability Assessment (OSA) (joint AQ/LG effort)

Maturing Product Support Enterprise Model

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- Working Towards Single, Time-Phased Framework:
 - PSEV
 - ELS
 - WSS SECAF Tasks
 - CER
- Objective:** Pursuing Most Impactful Areas First to Achieve Cost Effective results

Integrating PSEV Desired Strategic Outcomes with Other Strategic Frameworks and Initiatives



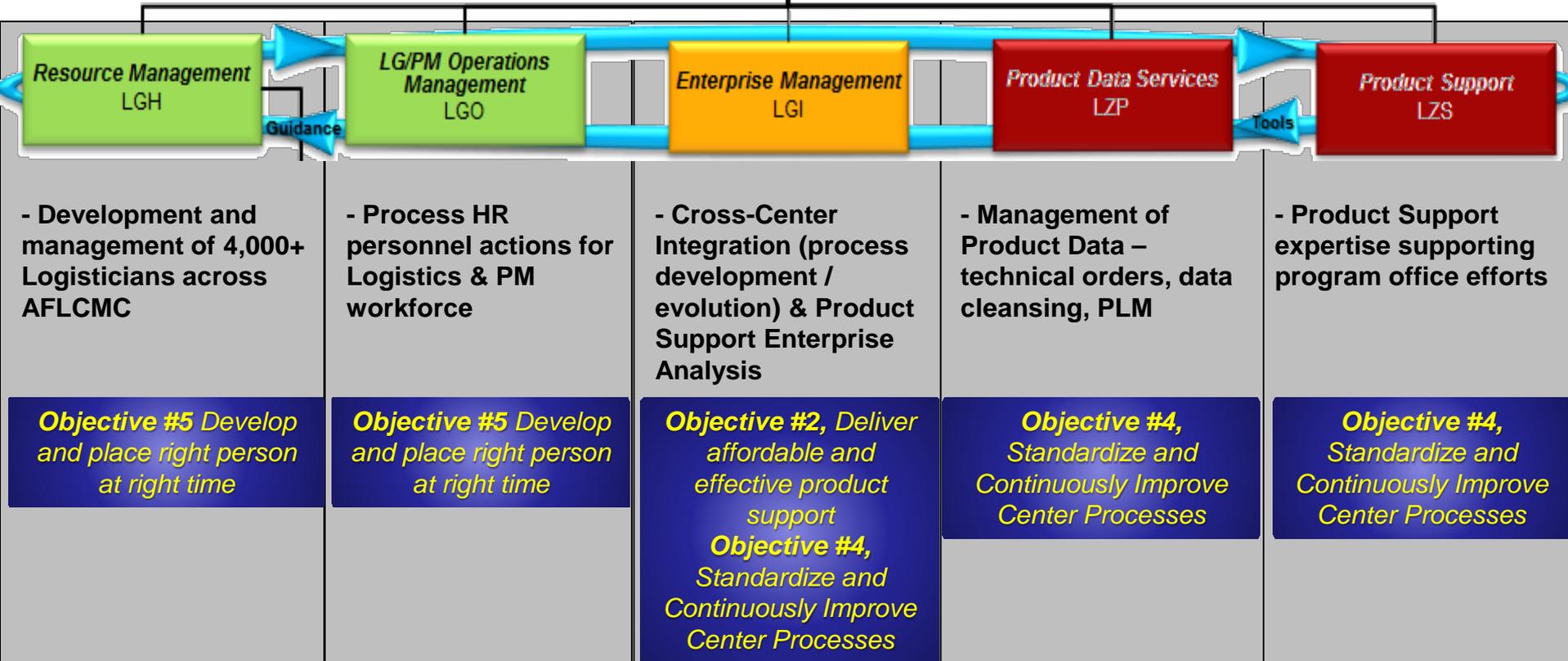
AFLCMC/LG-LZ Directorate Standup



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Logistics Directorate (LG-LZ) LG Director



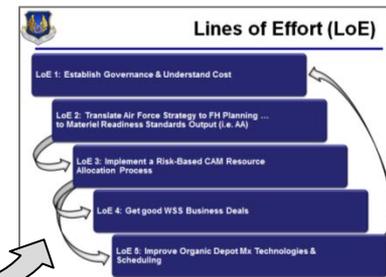
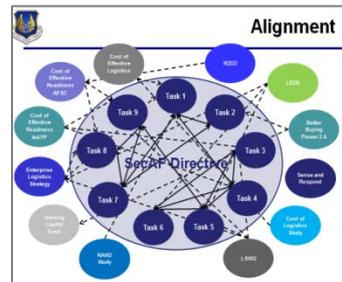
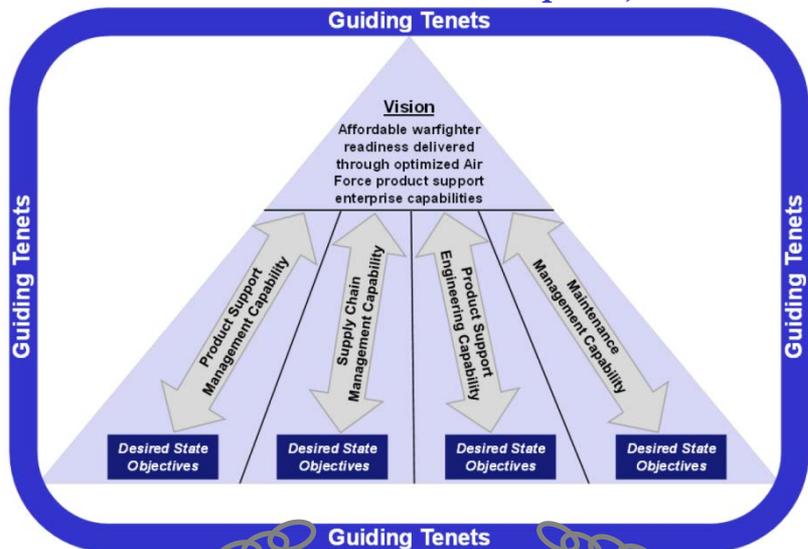
Supporting Customers Across the Product Support Enterprise



Maturing Product Support Enterprise Model

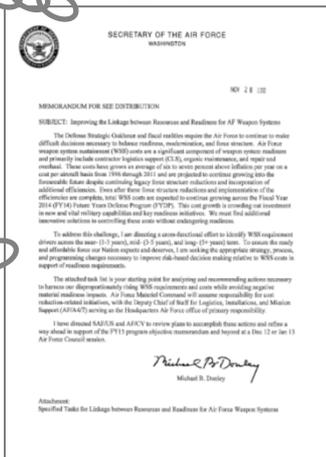


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- Working Towards Single, Time-Phased Framework:
 - PSEV
 - ELS
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Objective: Pursuing Most Impactful Areas First to Achieve Cost Effective results



Integrating PSEV Desired Strategic Outcomes with Other Strategic Frameworks and Initiatives



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AFLCMC Logistics Processes



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- **Developing AFLCMC Standardized Processes to support 5 Center Construct**

AFLCMC Logistics Processes

- ✓ **Logistics Health Assessment (LHA)**
- ✓ **Product Support Business Case Analysis (PSBCA)**
- ✓ **Technical Order Emergency & Urgent Change Requests**
- ✓ **Weapon System Enterprise Review (WSER)**
- ❑ **Centralized Asset Management (CAM)**
- ❑ **Organic Supportability Assessment (OSA) (joint AQ/LG effort)**

<https://cs4.eis.afmc.af.mil/sites/1534/ProcDir/default.aspx>



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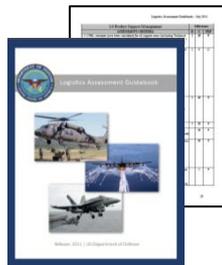
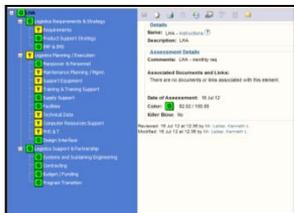
LHA "As Is" and "To Be"

From 2012 LCM WG Efforts

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Current State

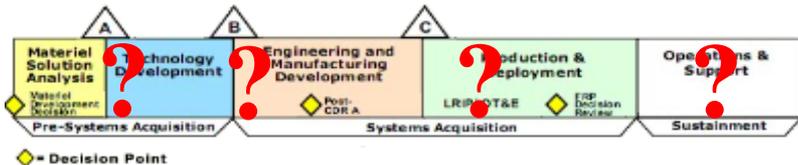


Program Assessments

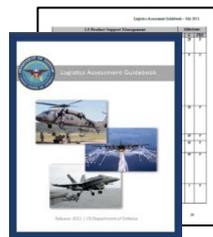
- Ad hoc in nature and tempo
- Lack of pre MS-A and O&S criteria
- Lack of objective & phase tailored criteria



No single enterprise review/report or standard rhythm for Product Support health



Future State



Additional Tailored / Objective PS Criteria

Selectable MS / Phase Capability

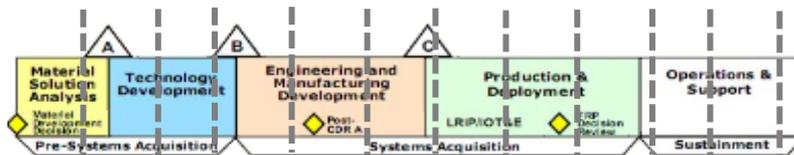


True Lifecycle Assessment Tool

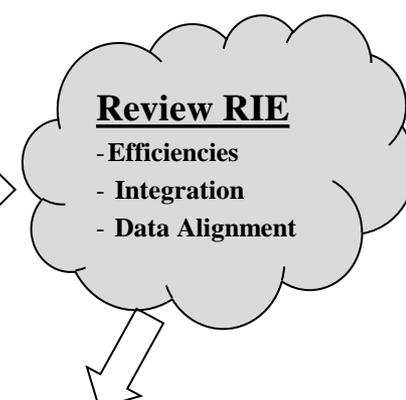
- Supports standard process
- Built on 12 PS Elements
- MS / Phase tailored criteria across lifecycle



Enterprise View



Standard Battle Rhythm of Reporting / Assessments





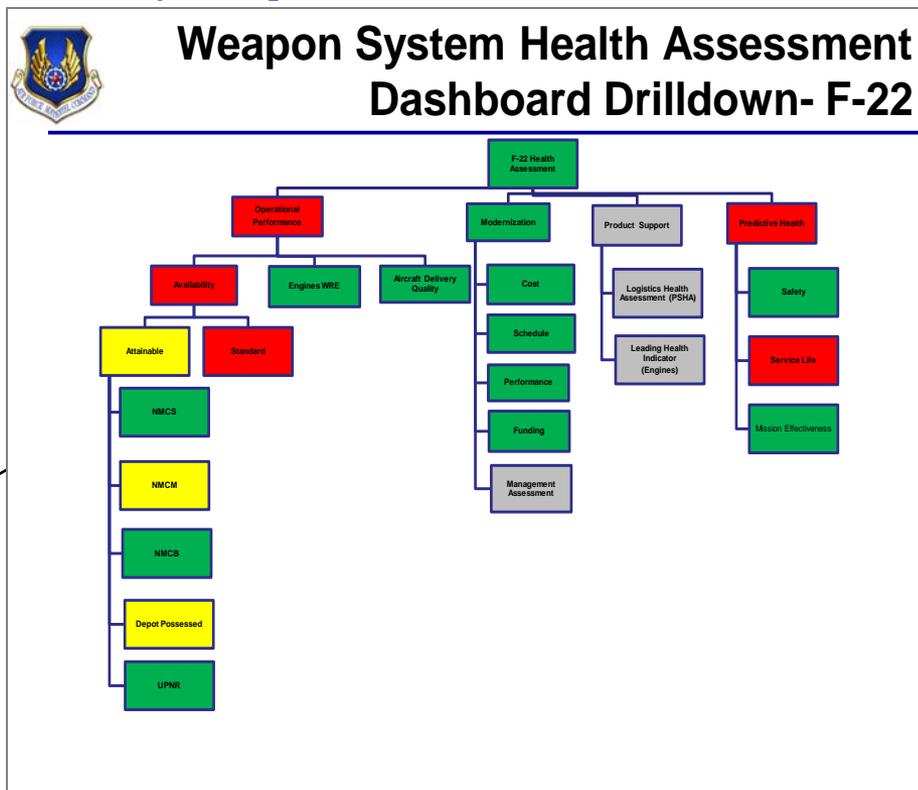
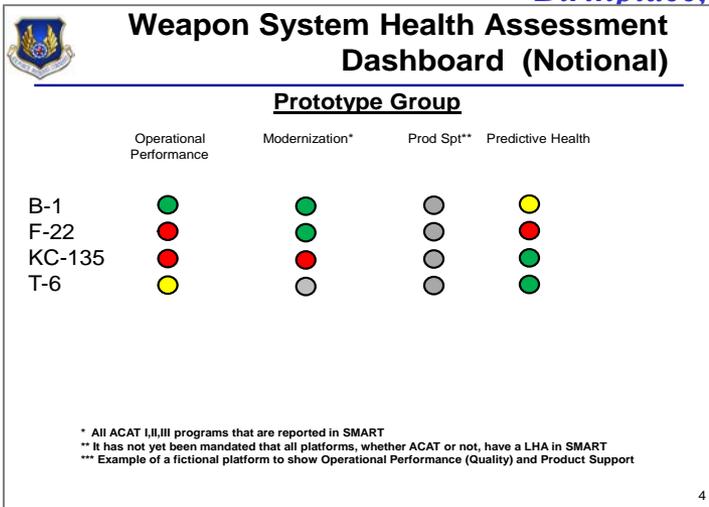
WSR To WSER

From 2012 WSR RIE Efforts

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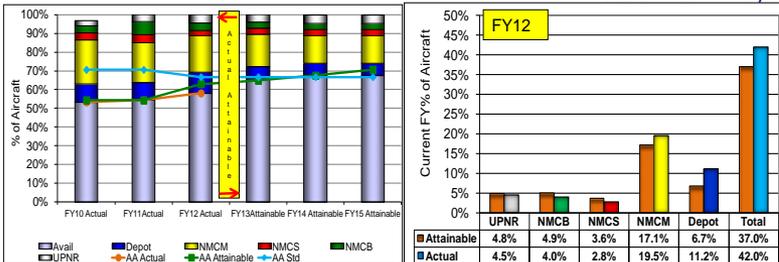
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F-22 Aircraft Availability

BRIEFER: Mr Larsen Conley



- FY12 actual AA impacted by
 - Life Support System mitigations and O2 sensor retrofit
 - Air to air interrogation cables
- A-BOS retrofit will impact AA Dec 2012
- Expedited F119 engine low pressure turbine blade retrofit continues – robust SSE prevents holes during retrofit
- JROC KPP requires 70.6% AA by 2015
 - 19 significant Reliability Availability and Maintainability Maturation Program (RAMMP) initiatives funded and in work
- Aircraft 4012 grounded for corrosion at Palmdale

TAI: 187 Grounded: 1 Msn Limited: 0 WRE: F119-100 Avg A/C Age: 5.12 Op CPFH: \$53,662.00

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Product Support Tools



- **Defense Acquisition Guidebook (JUL 2012)**
- **DoD Product Support Manager (PSM) Guidebook (APR 2011)**
- **Integrated Product Support (IPS) Element Guidebook (DEC 2011)**
- **Logistics Assessment Guide Book (JUL 2011)**
- **Air Force Product Support Enterprise Vision (JUL 2013)**
- **Air Force Life Cycle Logistics (LCL) Workforce Guidebook (OCT 2013)**
- **DoD Product Support BCA Guidebook (APR 2011)**



<https://acc.dau.mil/CommunityBrowser.aspx?id=470930>



Summary



- **Product Support Managers mandated since Oct 2010**
- **Numerous initiatives focused toward evolving the PS Enterprise**
- **AFLCMC putting processes in place to enable PS across the enterprise**
- **Tools available to help meet statutory / regulatory requirements**



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Questions?



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