Welcome to Oversight and Review

This lesson addresses the various oversight organizations that the life cycle logistician (LCL) will need to consider before and during the Materiel Solution Analysis phase. You will learn what you and major support organizations must do to ensure a system's logistics needs are identified and satisfied throughout its life cycle.

Objectives

By finishing this lesson, you will be prepared to:

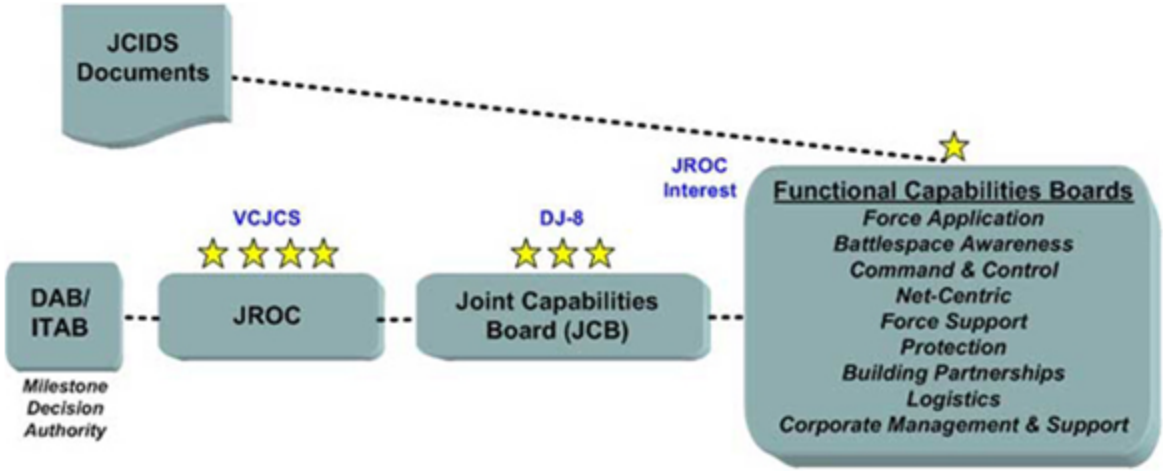
- Identify the roles of the oversight organizations that are involved in the Joint Capabilities Integration and Development System (JCIDS) process.
- Recognize the responsibilities of the program manager and life cycle logistician (LCL) in defining supportability objectives.
- Identify additional stakeholders in the Pre-Materiel Solution Analysis phase and their major supportability concerns.
- Define the Total Life Cycle Systems Management (TLCSM) concept .

This lesson will provide you with information regarding the LCL's role in oversight and review, associated with defining supportability objectives.

Relevant Organizations

The following oversight organizations are involved in the JCIDS process:

- Joint Requirements Oversight Council (JROC)
- Joint Capabilities Board (JCB)
- Functional Capabilities Boards (FCBs)
- Defense Acquisition Board (DAB)/Information Technology Acquisition Board (ITAB)



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Long Description

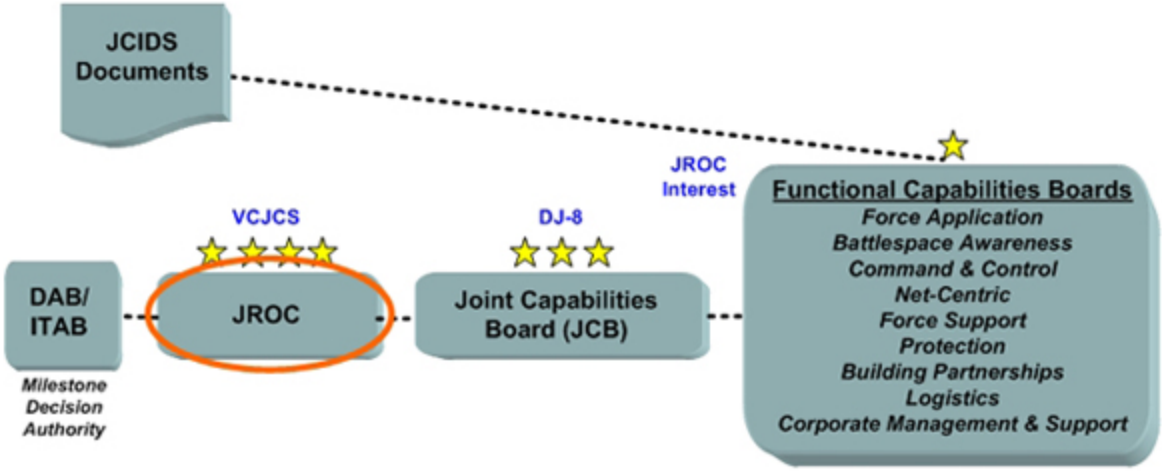
Flow chart depicting how relevant organizations interrelate:

1. JCIDS documents are inputs to and outputs from nine Functional Capabilities Boards. Boards are Force Application, Battlespace Awareness, Command and Control, Net-Centric, Force Support, Protection, Building Partnerships, Logistics, and Corporate Management and Support. The Boards are chaired by one-star General/Flag Officers from the Joint Staff, in related functional areas.
2. Functional Capabilities Boards feed information to the Joint Capabilities Board (JCB) which is where JROC interest begins. The JCB is chaired by the Director, J-8 (Force Structure, Resources, and Assessment), a three-star General/Flag Officer.
3. JCB passes information to the JROC. The JROC is chaired by the Vice Chairman of the Joint Chiefs of Staff, a four-star General/ Flag Officer.
4. The Defense Acquisition Board and the IT Acquisition Board provide reviews on critical acquisition decisions. The Milestone Decision Authority is the individual with overall responsibility for a program and approves entry of an acquisition program into the next phase of the acquisition process.

Responsibilities of the Joint Requirements Oversight Council (JROC)

The JROC oversees the JCIDS process for the Chairman of the Joint Chiefs of Staff (CJCS). JROC functions include:

- Identifying and assessing the priority of joint military capabilities (including existing systems and equipment) to meet the national military and defense strategies.
- Considering alternatives to any acquisition program that has been identified to meet military capabilities by evaluating the cost, schedule and performance criteria of the program and of the identified alternatives.
- Assigning joint priority among existing and future programs meeting valid capabilities, ensuring that the assignment of such priorities conforms to and reflects resource levels projected by the Secretary of Defense through the Joint Planning Guidance (JPG).



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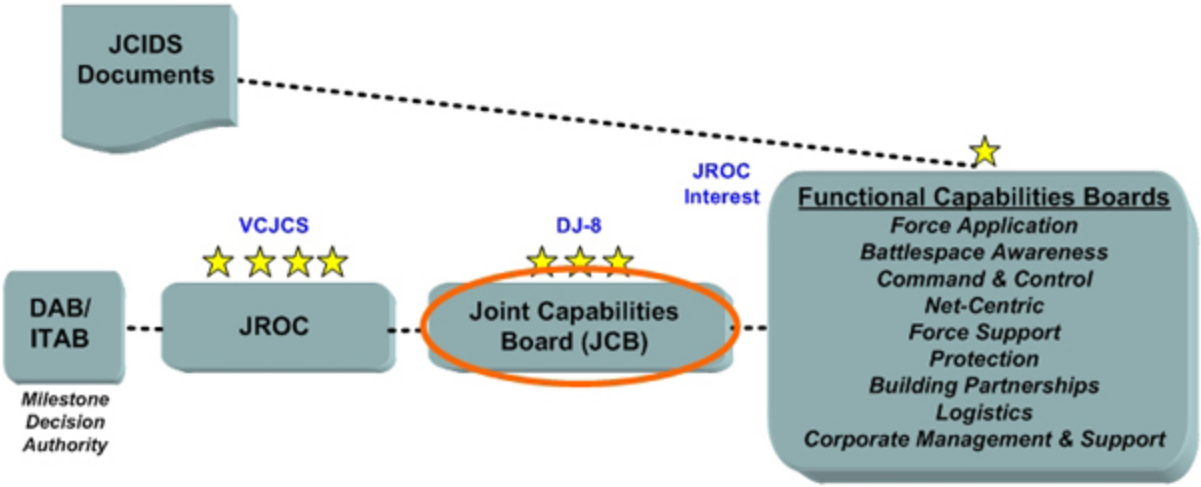
Long Description

Flow chart depicting how relevant organizations interrelate, with a circle around the JROC section (the JROC is chaired by the Vice Chairman of the Joint Chiefs of Staff, a four-star General/ Flag Officer.)

Responsibilities of the Joint Capabilities Board (JCB)

The JCB's mission, outlined in the JROC charter, is to assist the JROC in overseeing JCIDS. JCB functions include the following:

- Determine mission needs.
- Review and validate and/or approve Initial Capabilities Documents (ICDs).
- Review FCB insights, findings, and recommendations.
- Provide appropriate guidance, suggestions, and direction prior to final JROC review.
- Nominate topics for JROC consideration and advise the JROC Chairman on issues requiring council review.



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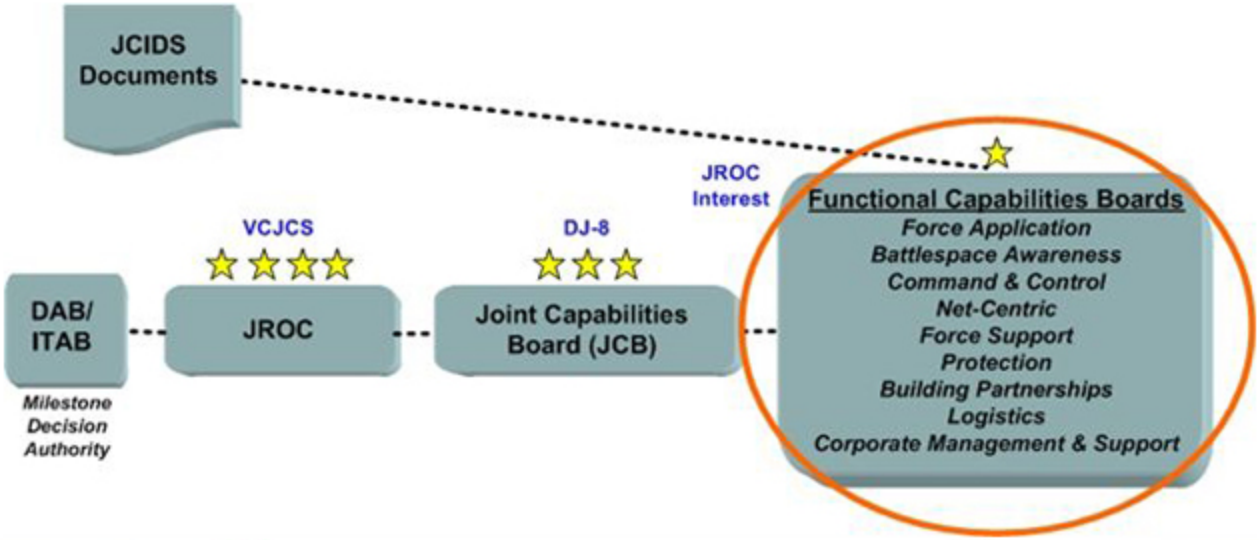
Flow chart depicting how relevant organizations interrelate, with a circle around the Joint Capabilities Board (JCB) which is where JROC interest begins. The JCB is chaired by the Director, J-8 (Force Structure, Resources, and Assessment), a three-star General/ Flag Officer.

Responsibilities of the Functional Capabilities Boards (FCBs)

The FCBs collectively support the JROC and JCB as advisory bodies. They integrate stakeholder views in concept development, capabilities planning, and force development to ensure execution. They provide assessments and recommendations that:

- Enhance capabilities integration and minimize duplication of effort.
- Examine joint priorities among existing and future programs.
- Assess program alternatives.
- Oversee the management of materiel and non-materiel changes that support the national defense and military strategies.



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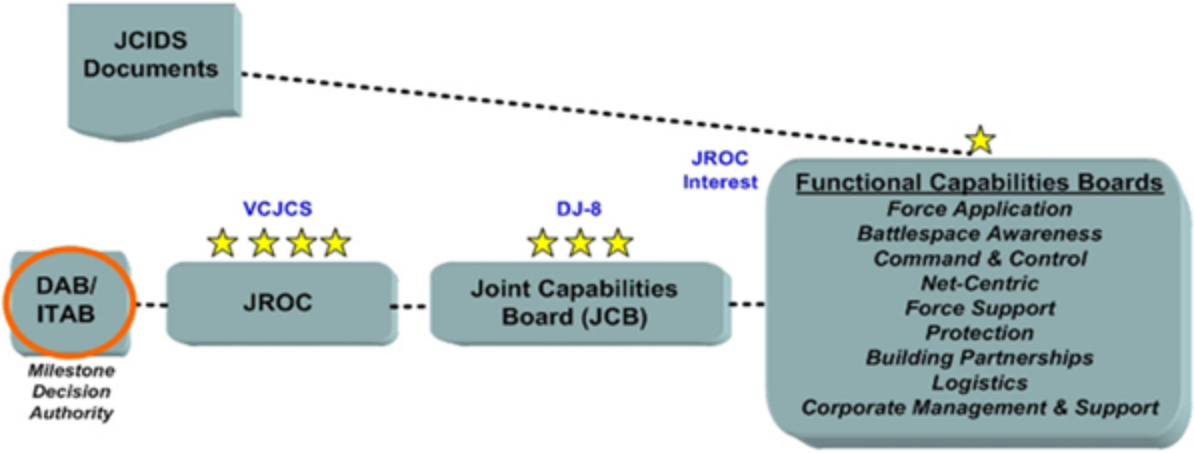
JCIDS documents are inputs to and outputs from nine Functional Capabilities Boards. Boards are Force Application, Battlespace Awareness, Command and Control, Net-Centric, Force Support, Protection, Building Partnerships, Logistics, and Corporate Management and Support. The Boards are chaired by one-star General/Flag Officers from the Joint staff, in related functional areas.

Responsibilities of the Defense Acquisition Board (DAB)

The DAB advises the USD(AT&L)/Defense Acquisition Executive (DAE) on critical acquisition decisions. It conducts reviews in the context of the existing integrated product team (IPT) and acquisition milestone decision review processes.

It is chaired by the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) and co-chaired by the Vice Chairman of the Joint Chiefs of Staff.



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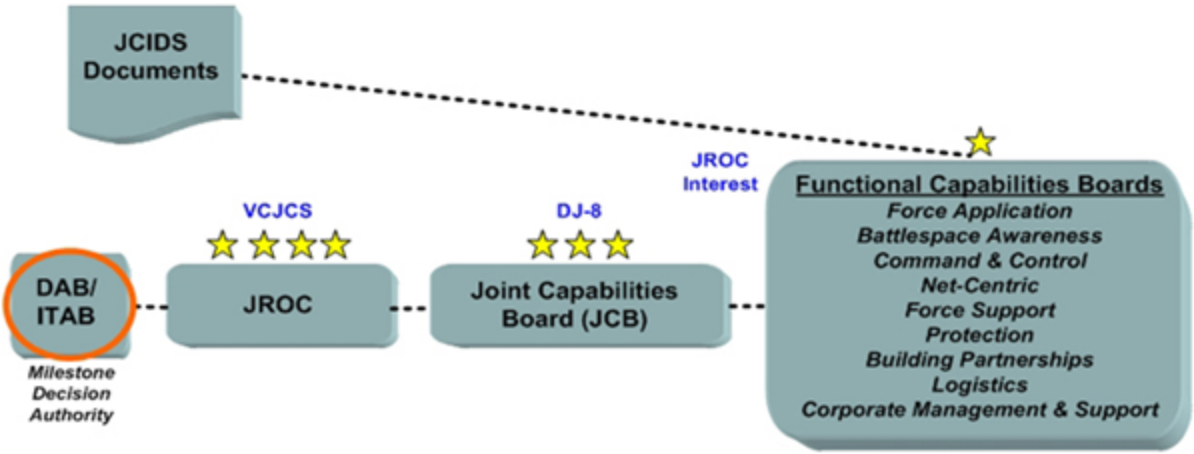
Long Description

The Defense Acquisition Board (DAB) and the IT Acquisition Board (ITAB) provide reviews on critical acquisition decisions. The Milestone Decision Authority is the individual with overall responsibility for a program and approves entry of an acquisition program into the next phase of the acquisition process. The DAB/ITAB is circled.

Responsibilities of the Information Technology Acquisition Board (ITAB)

The ITAB provides the forum for approving acquisition category IAM milestones; deciding critical acquisition category IAM issues when they cannot be resolved at the overarching IPT level; and enabling the execution of the DoD Chief Information Officer's acquisition-related responsibilities for information technology.

The ITAB conducts reviews in the context of the existing IPT and acquisition milestone review process. It focuses reviews on key principles such as support of mission needs as described in the Strategic Planning Guidance and the Joint Planning Guidance, Joint Vision 2020, the DoD Information Management Strategic Plan, the operational view of the approved Global Information Grid (GIG) Integrated Architecture, and the approved GIG Capstone Requirements Document.



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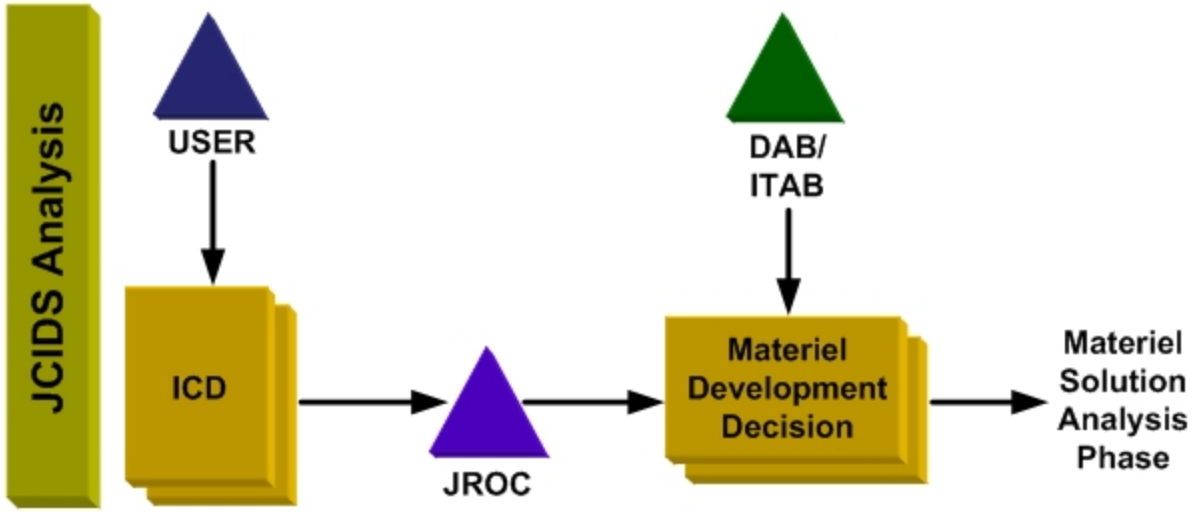
The Defense Acquisition Board and the IT Acquisition Board provide reviews on critical acquisition decisions. The Milestone Decision Authority is the individual with overall responsibility for a program and approves entry of an acquisition program into the next phase of the acquisition process. The DAB/ITAB is circled.

DAB/ITAB, Cont.

The Milestone Decision Authority (MDA) is the individual designated by the USD (AT&L), the Assistant Secretary of Defense (Networks and Information Integration), for Automated Information System acquisition programs, or by the Under Secretary of the Air Force, as the DoD Space MDA with the authority to approve entry of an acquisition program into the next phase of the acquisition process.

The DAB and the ITAB provide reviews on critical acquisition decisions. An Acquisition Decision Memorandum (ADM) (Page B-3) documents the decision(s) resulting from the DAB and ITAB reviews.



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Long Description

JCIDS Analysis Flowchart depicting ICD as output of the User Input phase and serves as input to the JROC review phase. The JROC approved ICD is then an input to the DAB/ITAB, whose output is the Materiel Development Decision documented in an Acquisition Decision Memorandum. This decision then moves the process into the Materiel Solution Analysis phase.

Organization Roles During the Pre-Materiel Solution Analysis Phase

In response to oversight and review requirements to promote supportability, LCLs should understand the roles of key DoD organizations in the JCIDS process. For detailed information on roles during the pre-Materiel Solution Analysis phase, select each of the organizations on the left.

- JROC
- JCB
- FCB
- DAB/ITAB

Popup Text

JROC

Additionally, the JROC provides suggested Chairman's Program Recommendations (CPR) and the Chairman's Program Assessment (CPA) issues and recommendations to the Chairman. The JROC may also review Joint Capability Technology Demonstration (JCTD) proposals prior to USD (AT&L) approval.

During pre-Materiel Solution Analysis, the JROC:

- Reviews and approves the program sponsor's joint capabilities assessment methodology
- Ensures service-proposed capabilities, forces, programs, and budgets are linked to DoD strategic guidance
- Validates and approves the Initial Capabilities Document (ICD)

JCB

During pre-Materiel Solution Analysis, the JCB:

- Reviews the program sponsor's joint capabilities assessment methodology
- Reviews Key Performance Parameters (KPPs)
- Reviews the Initial Capabilities Document (ICD)
- Make recommendations across all functional areas to JROC for approval

FCB

The FCBs ensure new capabilities are conceived and developed in a joint warfighting context and that JCIDS proposals are consistent with an integrated joint force. They organize, analyze, and prioritize capabilities proposals and oversee development and update of functional concept(s). During pre-Materiel Solution Analysis, the FCBs:

- Review the program sponsor's joint capabilities assessment methodology
- Review Key Performance Parameters (KPPs)
- Review the Initial Capabilities Document (ICD)
- Provide advice to JCB that integrates stakeholder views within functional areas

DAB / ITAB

The Milestone Decision Authority (MDA) is the designated individual with overall responsibility for a program. The MDA has the authority to approve entry of an acquisition program into the next phase of the acquisition process.

The DAB and the ITAB provide reviews on critical acquisition decisions. An ADM documents the decision(s) resulting from the DAB and ITAB reviews.

Knowledge Review

The Joint Requirements Oversight Council (JROC), Joint Capabilities Board (JCB), and Functional Capability Boards (FCBs) are all oversight organizations involved in which DoD decision support system?

- [ ] PPBE
- [x] JCIDS
- [ ] Defense Acquisition System
- [ ] Defense Acquisition Board

Check Answer

The Joint Requirements Oversight Council (JROC), Joint Capabilities Board (JCB), and Functional Capability Boards (FCBs) are all oversight organizations involved in the **JCIDS** system.

Acquisition Life Cycle Phases

Below are the five phases that the LCL will need to be familiar with during the life cycle of any project. Select each phase to read about key elements for the LCL.

- Materiel Solution Analysis Phase
- Technology Development Phase
- Engineering and Manufacturing Development Phase
- Production and Deployment Phase
- Operations and Support Phase

Materiel Solution Analysis Phase

- Begins with the Materiel Development Decision (MDD) review.
- Assesses potential materiel solutions through Analysis of Alternatives (AoA). The AoA will assess the potential materiel solutions to satisfy the capability need documented in the approved ICD.
- AoA focuses on the evaluation of the performance, operational effectiveness, operational suitability, and estimated costs of alternative systems to meet a mission capability. The AoA assesses the advantages and disadvantages of alternatives being considered.
- In order for Phase to end, the AoA must be completed and the materiel solution options for the capability need identified in the approved ICD have been recommended by the lead DoD Component.

Technology Development Phase

- Identify key performance and related support parameters for inclusion in the Capability Development Document (CDD)
- Description of the product support strategy as documented in the Acquisition Strategy
- Description of the appropriate logistics metrics, criteria, and funding requirements in the Acquisition Program Baseline (APB)
- Include appropriate logistics considerations and test points in the Test and Evaluation Master Plan (TEMP)
- Develop Rough Order of Magnitude (ROM) Life Cycle Cost estimates.

Engineering and Manufacturing Development Phase

- Support concept and strategy refined and potential PBL Product Support Integrator identified.
- Reliability and Maintainability objectives clearly documented and corresponding Availability metrics clearly defined.
- Iterative refinement of logistics support considerations corresponding with evolutionary acquisition strategy (when employed)
- Include logistics and overall sustainment requirements in the Capability Production Document (CPD)
- Demonstrate acceptable performance in development, test and evaluation, and operational

assessments
- Demonstrate system affordability and funding throughout the life cycle

Production and Deployment Phase

- Demonstrate satisfaction of sustainment criteria addressed in Initial Operational Test and Evaluation (IOT&E)
- Ensure performance based logistics agreements are in place
- Demonstrate a fully funded sustainment program
- Conduct pre-initial operational capability (IOC) review
- Confirm configuration control

Operations and Support Phase

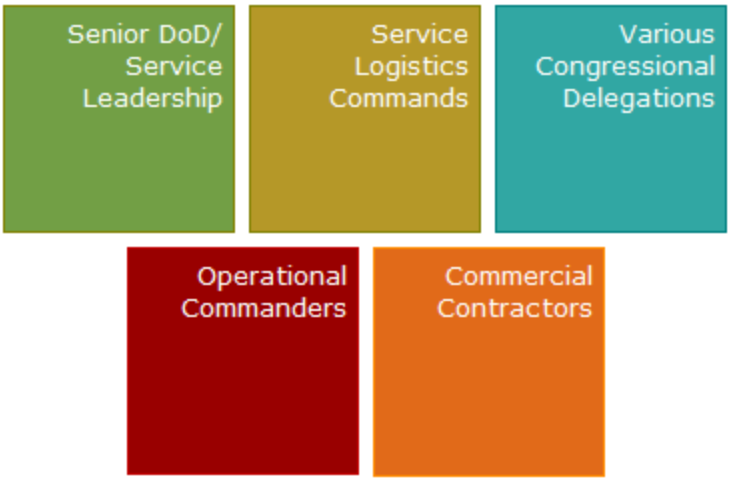
- Validate sustainment strategies for iterative production increments in an evolutionary acquisition strategy
- Participate in post-deployment reviews
- Evaluate Product Support Integrator/Provider performance
- Maintain strict configuration control procedures

The Program Manager and Life Cycle Logistician

The Program Manager's (PM) responsibilities for oversight and management of the product support function are typically delegated to the LCL (an overarching term characterizing the various Military Service function titles, i.e. Assistant Program Manager for Logistics, Product Support Manager, System Support Manager, etc.) who leads the development and implementation of the product support strategies, and ensures achievement of desired support outcomes during life cycle sustainment.

The PM and the LCL must ensure that supportability objectives are fully consistent with the goals of various stakeholders and customers.

To the right are five typical stakeholders. Select each to read about their major supportability concerns.



Popup Text

Senior DoD / Service Leadership

Major Supportability Concerns:

Applying departmental policies and new management concepts; reducing costs; meeting program schedules.

Service Logistics Commands

Ensuring effective product support using current DoD support policies, procedures and systems; reducing support costs; fully using organizational resources and facilities.

Various Congressional Delegations

Major Supportability Concerns:

Ensuring high level of military readiness; preserving or expanding program related jobs and protecting DoD facilities in their districts.

Operational Commanders

Major Supportability Concerns:

Improving system availability, reducing operations and support costs and reducing logistics footprints.

Commercial Contractors

Major Supportability Concerns:

Meeting terms of program contracts; maintaining profits; fully utilizing their own commercial facilities;

satisfying contract performance and cost reduction targets to ensure receipt of financial incentives.

Life Cycle Management (LCM)

The principles of the Total Life Cycle Systems Management (TLCSM) concept guide today's weapons system acquisitions. TLCSM is the implementation, management, and oversight, by the designated program manager, of all activities associated with the acquisition, development, production, fielding, sustainment, and disposal of a DoD weapon or materiel system across its life cycle as prescribed by DoD Directive 5000.01. TLCSM bases major supportability decisions on their effect on life cycle operational effectiveness and logistics affordability.

Implementation of the TLCSM business approach means that all major system alternative considerations, and all major acquisition functional decisions demonstrate an understanding of their effects on the Operations and Support phase system effectiveness and affordability.

Knowledge Review

Which of these statements best defines LCM?

- [x] The implementation, management, and oversight by a designated program manager of a DoD weapon or material system across its life cycle.
- [ ] The consideration of all system alternative considerations and all major functional decisions in a standard business approach.
- [ ] An assessment of the viability and practicality of supportability approaches.
- [ ] The acquisition, development, production, fielding, and sustainment (but not disposal) of a DoD weapon or material system.

Check Answer

The statement "**The implementation, management, and oversight by a designated program manager of a DoD weapon or material system across its life cycle.**", best defines LCM.

Oversight and Review Summary

You have completed Oversight and Review and should now be able to:

- Identify the roles of the oversight organizations that are involved in the Joint Capabilities Integration and Development System (JCIDS) process.
- Recognize the responsibilities of the program manager and life cycle logistician in defining supportability objectives.
- Identify additional stakeholders in the Pre-Materiel Solution Analysis phase and their major supportability concerns.
- Define the Total Life Cycle Systems Management (TLCSM) concept.

Lesson Completion

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