Welcome to Oversight and Review

As the life cycle logistician (LCL), you may participate in several program reviews conducted by the various oversight authorities. You need to know:

- Who the oversight authorities are and how they contribute to the program review process.
- The role of the LCL during the Materiel Solution Analysis phase to ensure appropriate product support.

Objectives

Upon completion of this lesson, you will be able to:

- Identify the roles of outside organizations involved in evaluating product support.
- Identify the key support areas and guiding principles that are used to develop product solutions.
- Identify the two key oversight authorities.
- Recognize product support plan documentation and what each document addresses.
- Recognize the relationship between focused logistics and product support capabilities.
- Identify the LCL's responsibilities in evaluating the product support function.

This lesson will provide you with information regarding the LCL's role in Oversight and Review as it relates to evaluating product support capabilities.

Program Manager (PM) Oversight Environment

Outside organizations, e.g. the Office of the Secretary of Defense (OSD), have various levels of involvement when evaluating product support. Select each ring of the bull's eye chart to learn more.

Popup Text

External Oversight

Includes the White House (Office of Management and Budget), Congress, and the Government Accountability Office.

Top OSD Officials

Includes the Secretary; Deputy Under Secretary; Under Secretary for Acquisition Technology and Logistics; Comptroller; Assistant Secretary for Command, Control, Communication, and Intelligence; Director, Operational Test and Evaluation; Assistant Secretary (Intelligence Oversight); Inspector General; and Joint Chiefs of Staff.

OSD Agencies

Includes the Defense Contract Audit Agency, Defense Contract Management Agency, Defense Finance and Accounting Service, Defense Information Systems Agency, and Defense Intelligence Agency.

Military Service

Includes the Secretary, Under Secretary, Comptroller, Acquisition Executive, and Operating Command Executive.

Program Manager / Product Support Manager

The Program Manager is responsible through the Product Support Manager for executing product support strategies that meet operational requirements while limiting the logistics footprint and driving down the Total Ownership Cost of weapons systems.

Key Support Areas and Guiding Principles

LCLs are expected to develop product support solutions based on guiding principles covering the broad spectrum of key support areas. Select each support area below to see its guiding principles.

- ENGINEERING & ASSET MANAGEMENT
- MATERIAL FLOW
- INDUSTRY & INNOVATION
- INTEGRATED KNOWLEDGE & LOGISTICS C3
- PEOPLE & TRAINING
- REDUCED TOTAL OWNERSHIP COSTS
- LOGISTICS SUPPORT/ SUSTAINABILITY
- RESOURCE MANAGEMENT
- OPERATIONAL CONCEPTS
- ENVIRONMENT & SAFETY

Popup Text

Engineering and Asset Management

Guiding Principle: The delivery of agreed upon levels of performance through high reliability and improved supply and maintenance support.

Material Flow

Guiding Principle: Creation of an integrated supply chain that offers speed, total asset visibility, certainty, timeliness and affordability.

Industry and Innovation

Guiding Principle: Having a relationship with industry to reduce costs and create value to defense through a flexible, intelligent supply chain.

Integrated Knowledge and Logistics Command, Control, and Communications (C3)

Guiding Principle: The integration of logistics data and development of knowledge from that data with minimal human intervention.

People and Training

Guiding Principle: The timely acquisition, retention and training of an effective logistics workforce.

Reduced Total Ownership Costs

Guiding Principle: Critical examination and reduction of weapon system and equipment long-term costs.

Resource Management

Guiding Principle: Management of logistics financial resources to ensure accountability and optimum use of resources.

Environment and Safety

Guiding Principle: Compliance with all legal and regulatory requirements.

Logistics Support / Sustainability

Guiding Principle: The ability to provide logistics support sufficient to generate, deploy, sustain and recover forces in the conduct of operations to levels of readiness and performance capability specified by the warfighter.

Operational Concepts

Guiding Principle: Application of the readiness driven current and future operational logistics procedures, doctrine and concepts Logistics Support.

Knowledge Review

Which of the choices below is the ability to provide logistics support sufficient to generate, deploy, sustain and recover forces in the conduct of operations to levels of readiness and performance capability specified by the warfighter?

- [ ] Engineering and Asset Management
- [ ] Reduced Total Ownership Costs
- [x] Logistics Support/ Sustainability
- [ ] Resource Management

Check Answer

Logistics Support/Sustainability is the ability to provide logistics support sufficient to generate, deploy, sustain and recover forces in the conduct of operations to levels of readiness and performance capability specified by the warfighter.

Knowledge Review

Which of the choices below can best be described as the delivery of agreed upon levels of performance through high reliability and improved supply and maintenance support?

- [ ] Resource Management
- [ ] Industry and Innovation
- [x] Engineering and Asset Management
- [ ] Materiel Flow

Check Answer

Engineering and Asset Management is the delivery of agreed upon levels of performance through high reliability and improved supply and maintenance support.

Oversight Authorities

LCLs may participate in several program reviews conducted by oversight authorities. Two of the key organizations likely to review a PM's planned weapon system or equipment acquisition program are:

1. **The Joint Requirements Oversight Council (JROC)** reviews and approves new capabilities conceived and developed in the joint warfighting context. The JROC is chaired by the Vice Chairman, Joint Chiefs of Staff (JCS) and supports the Chairman, JCS in executing his important Title 10 responsibilities to advise the Secretary of Defense on the establishment of required capabilities priorities and the assessment of military required capabilities for defense acquisition programs. A series of Functional Capabilities Boards in key areas including logistics have been established to assist the JROC in assessing Component proposals for new capabilities.
2. **The Defense Acquisition Board (DAB)**, chaired by the Under Secretary of Defense (Acquisition, Technology and Logistics), reviews major Military Component or Defense Agency acquisition programs. Each decision point results in a decision to initiate, continue, advance, or terminate a project or program work effort or phase. The review associated with each decision point typically covers program trade-offs, acquisition strategy, program progress and risk, affordability, schedule updates, and the development of exit criteria for the next phase or effort.

What about non-major programs delegated to Military Component responsibility?

Popup Text

What about non-major programs delegated to Military Component responsibility?

For non-major acquisitions or those programs delegated to Military Component responsibility, DoD Component Acquisition Executives will develop tailored procedures that meet statutory intent for programs under their cognizance. Generally, such programs follow similar guidance as that applied to major programs.

Product Support Documentation

Acquisition policy requires documentation of the product support plan throughout the program life cycle. Examples of basic logistics support documentation for product support reviews include:

1. **Life Cycle Sustainment Plan (LCSP):** DoD 5000.02 requires that an LCSP be developed to document how the sustainment strategy is being implemented. An evolutionary document begun during the Materiel Solution Analysis phase that initially provides a strategic framework for obtaining optimal sustainment at minimal life cycle cost, then evolves into an execution plan describing how sustainment is applied, measured, managed, assessed, and reported after system fielding.
2. **Acquisition Program Baseline (APB):** Documents the performance requirements, schedules, and program cost funding and estimates, including sustainment key performance parameter/key system attributes parameters, measurement metrics, and all programmatic direction affecting life cycle support strategy planning and execution.
3. **Logistics Support Budgeting & Funding Plan:** Breaks out logistics funding by support element, time frame and amount budgeted by appropriation.
4. **Business Case Analyses (BCA)** for performance based support decisions: Evaluates alternative solutions for obtaining best value product support while supporting operational requirements balancing cost, schedule, performance and risk.
5. **Supportability Analysis Summaries:** Provides information for planning, assessing program status and decision making by the government relative to the product support disciplines/elements.

Popup Text

Product Support Plan

Product (or Logistics) Support Plans (PSP) are documents that outline how product support and sustainment of a weapon system will be managed over its life cycle.

There are a variety of titles and formats for Product Support Plans used in DoD, including Supportability Strategies, Integrated Logistics Support Plans, Acquisition Logistics Support Plans, Users Logistics Support Summary, Post-Production Support Plans, Life Cycle Management Plans, and the Product Support Management Plan.

Changes to DoDI 5000.02 include the development of a Life Cycle Sustainment Plan (LCSP), as required documentation to support Milestone B, Milestone C and the Full-Rate Production Design Review, as well as a Replaced System Sustainment Plan, which supports Milestone B.

Product Support Documentation, Cont.

More examples of basic logistics support documentation for product support reviews are:

6. **Maintenance Plan:** Translates engineering data and analysis into executable maintenance actions. Provides a description of the concepts and approaches for operational maintenance, constraints and plans for support of items under development.
7. **Level of Repair Analysis:** Provides an analysis to determine whether an item should be repaired or discarded and, if repaired, at what maintenance level; may be part of the maintenance plan.
8. **Software Support/Sustainment Plan:** Describes the activities to ensure that implemented and fielded software continues to fully support the operational mission of the software.
9. **Configuration Management Plan:** Defines the technical and administrative documentation of the functional, allocated and physical characteristics of a weapon or equipment including components.
10. **Post Production Support Plan:** Identifies the plan to ensure continued economical logistical support and systems management of deployed systems after production cessation.

Focused Logistics as a Framework for Product Support Capabilities

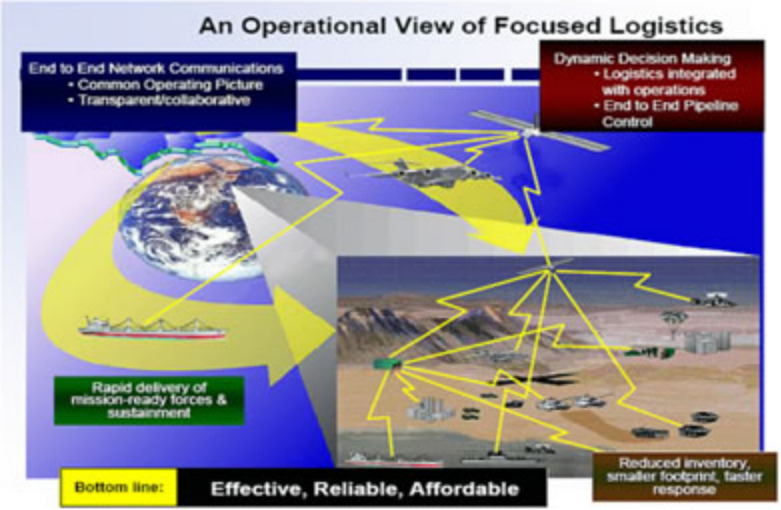
Future product support plans must emphasize satisfying warfighter/customer driven requirements. Therefore, product support strategies should be developed based on the operational customer's perspective of what is needed to accomplish the operational mission. The documentation of this customer perspective is embodied in the concept of "focused logistics."

To ensure that product support capabilities are consistent with warfighter requirements and DoD acquisition policy guidance, LCLs should apply the concepts inherent in the focused logistics strategy to their product support planning efforts.

The central idea of focused logistics is to build sufficient capacity into the deployment and sustainment pipeline, exercise sufficient control over the pipeline from end to end, and provide a high degree of certainty to the supported joint force commander that forces, equipment, sustainment, and support will arrive where needed and on time.

Operational View of Focused Logistics

Per Joint Vision 2020, "Focused Logistics is the ability to provide the joint force the right personnel, equipment, and supplies in the right place, at the right time, and in the right quantity, across the full range of military operations. This will be made possible through a real-time, web-based information system providing total asset visibility as part of a common relevant operational picture, effectively linking the operator and logistician across Services and support agencies. Through transformational innovations to organizations and processes, focused logistics will provide the joint warfighter with support for all functions."



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Long Description

An Operational View of Focused Logistics. Picture shows four quadrants. The upper left quadrant shows a globe and the US along with the words “End to End Network Communications: Common Operating Picture; Transparent/ collaborative”. The lower left quadrant shows a ship in an arrow pointed from the upper left quadrant to the lower right quadrant along with the words “Rapid delivery of mission-ready forces & sustainment”). The upper right quadrant shows a satellite and airplane in an arrow pointed from the upper left quadrant to the lower right quadrant along with the words “Dynamic Decision Making: Logistics integrated with operations; End to End Pipeline Control”. The lower right quadrant shows an in-theater battlefield along with the words “Reduced inventory, smaller footprint, faster response”. The satellite has lines connecting it to the US in the upper left quadrant, the ship in the lower left quadrant, the airplane in the upper right quadrant, and an in-theater satellite in the lower right quadrant. The in-theater satellite is connected to other elements of the in-theater battlefield (tanks, jeeps, helicopters, planes, ships, facilities, and soldiers). At the bottom of the chart is the phrase: “Bottom line: Effective, Reliable, Affordable”.

Logistics Functional Capabilities Boards (FCBs)

LCLs may be asked to develop product support plans for PMs of new, major weapon systems or equipment proposals. Product support strategies may be reviewed by the Logistics FCB to ensure full justification of planned program development and resource commitments.

The objectives of the FCBs are to:

- Ensure new capabilities are conceived and developed in a joint warfighting context.
- Ensure JCIDS logistics proposals are consistent with an integrated joint force.
- Organize, analyze and prioritize logistics capabilities proposals.
- Oversee development and update logistics functional concepts.
- Ensure integrated architectures reflect the logistics functional area.
- Leverage the application of the full range of logistics resources DoD wide.

FCBs

FCBs are permanently established bodies that are responsible for the organization, analysis, and prioritization of joint war fighting capabilities within an assigned functional area. FCBs support the Joint Requirements Oversight Council (JROC) by integrating stakeholder (Office of the Secretary of Defense (OSD), combatant commands, Services, Defense agencies, Joint Staff and other federal agencies) views in concept development, capabilities planning and force development to ensure the US military can execute assigned missions. FCBs provide assessments and recommendations that enhance capabilities integration, examine joint priorities among existing and future programs, assess program alternatives (including unclassified, collateral, compartmented and special access programs), minimize duplication of effort throughout the Services and provide oversight in the management of materiel and non-materiel changes that support the national defense and military strategies to achieve optimum effectiveness and efficiency of the Armed Forces. There are currently seven (7) FCBs chartered by the JROC:

1. Force Support
2. Battle space Awareness
3. Force Application
4. Logistics
5/6. C4/Cyber J-8
7. Protection

Knowledge Review

Ensuring new capabilities are conceived and developed in a joint warfighting context is a characteristic of which of the two items below?

- [ ] Objectives of Product Support Documentation
- [x] Objectives of the Functional Capabilities Boards (FCBs)

Check Answer

Ensuring new capabilities are conceived and developed in a joint warfighting context is a characteristic of the objectives of the **Functional Capabilities Boards (FCBs)**.

Integrated Product Teams (IPTs)

LCLs should make extensive use of IPTs to develop support solutions, to provide technical subject matter support and to serve as a liaison with outside groups and organizations. For many LCLs, the IPT becomes a significant source of resources and expertise in preparing issue resolutions for the Acquisition Authority.

Regardless of current issues, LCLs should adopt processes and organizational support mechanisms that emphasize risk reduction, knowledge-based decision making, discipline, collaboration, trust, commitment, consistency, realism and accountability.

Major Milestone Review Process

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Long Description

Pictorial representation of the Major Milestone Review Process. From left to right, the process is indicated by four arrow-connected diamonds: Program Engagement; Integrated Product Teams; Overarching Integrated Product Teams; and Defense Acquisition Board. Under the Integrated Product Teams diamond are the words “Strategy/ Resource Development-Coordination. Under the Overarching Integrated Product Teams diamond are the words “Major Issue Resolution.”

Updated Logistics Briefing

LCLs are frequently called on to support the PM by providing the status of the system's logistics elements to outside authorities, groups and organizations. Therefore, the LCL should conduct regular logistics briefings with the PM.

A basic structure of a logistics briefing includes:

- Structure and organization of the product support management team
- Product support schedule and milestones
- Status of product support documentation (e.g., approval status)
- Status of each of the support areas to be reviewed including funding issues
- Rationale for not reviewing a specific area (if applicable)
- Contract vehicle status
- Names and phone numbers of program office counterparts and POCs
- Any other needed information as required by the PM or Acquisition Authority

Life Cycle Logistician

The PM's responsibilities for evaluating the product support function are typically delegated to a LCL -- an overarching term for the various Service function titles, i.e. Assistant Deputy Program Manager for Logistics, System Support Manager, Product Support Manager, etc. – for the person who leads the development and implementation of the product support strategies and ensures desired support outcomes are achieved during sustainment. In ACAT I and II programs, this role is performed by a Product Support Manager, or PSM. Below are the LCL's responsibilities. Select each to read the details.

Popup Text

Influence

- Influencing the selection of major system equipment alternatives
- Influencing the detailed system design
- Participating in the configuration management process

Identification

- Identifying and assessing the logistics implications of each major system or equipment alternative
- Selecting and refining the life cycle support concept

Planning

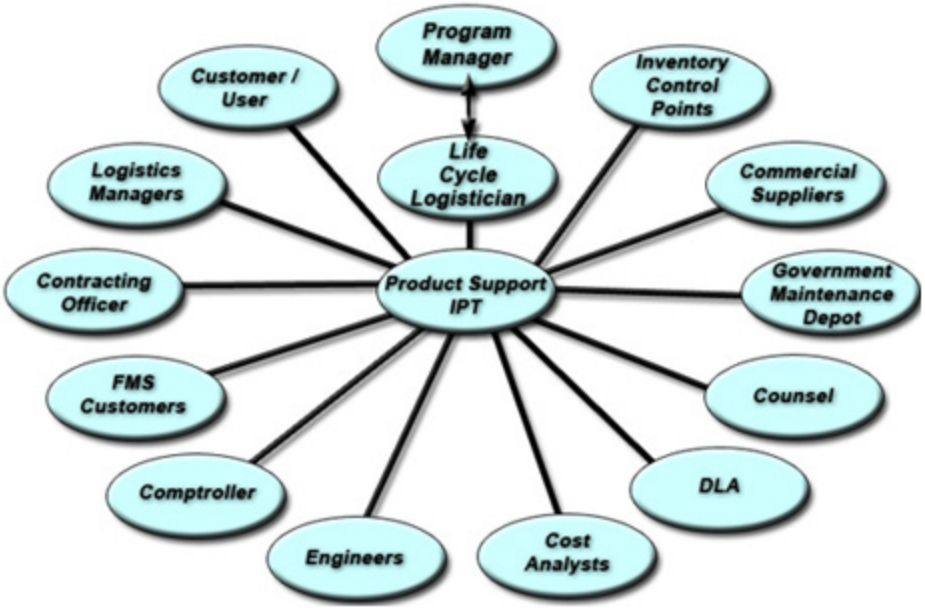
- Planning for, and participating in, all prototyping and testing
- Planning and providing logistics support for the test and evaluation program
- Beginning deployment planning
- Planning and acquiring resources for life cycle support
- Planning for demilitarization, recycling, and disposal

Completion and Delivery

- Completing a plan for support of fielded system
- Delivering logistics resources to initial operating sites
- Monitoring the operations and maintenance of the initial operating hardware
- Adjusting the support system to correct support system deficiencies

Life Cycle Logistician (LCL)

The LCL acts as the PM's subject matter expert for evaluating and developing product support capabilities. The LCL should organize a team of all support process participants to assist with establishing the scope and effectiveness of the LCSP. The organizational structure shown below provides a notional framework that should be tailored to fit the needs of each program.



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Long Description

A chart showing the relationship between the PM, the product support manager, and the product support IPT. There is a PM circle at the top of the chart. This circle connects to a product support manager circle below it by means of a double-headed arrow. The product support manager circle is connected to the product support IPT circle which is connected to 12 circles indicating members of the IPT. These circles are, clockwise: Inventory Control Points; Commercial Suppliers; Government Maintenance Depots; Counsel; DLA; Cost Analysts; Engineers; Comptroller; FMS Customers; Contracting Officer; Logistics Managers; and Customer/User.

Life Cycle Management (LCM)

The tenets of Life Cycle Management (LCM) emphasize an early focus on sustainment within the system life cycle. LCM is the implementation, management, and oversight, by the designated PM, of all activities associated with the fielding, sustainment, and disposal of a DoD weapon system across its life cycle. Select each life cycle phase below to read about some of the LCL's LCM-related considerations. Select each phase below to read the details.

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

Popup Text

Life Cycle Management (LCM)

From DoDD 5000.01:

E1.1.29. Total Systems Approach. The PM shall be the single point of accountability for accomplishing program objectives for life-cycle management, including sustainment. The PM shall apply human systems integration to optimize total system performance (hardware, software, and human), operational effectiveness, and suitability, survivability, safety, and affordability. PMs shall consider supportability, life cycle costs, performance, and schedule comparable in making program decisions. Planning for Operation and Support and the estimation of total ownership costs shall begin as early as possible. Supportability, a key component of performance, shall be considered throughout the system life cycle.

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 (EMD) 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 Capabilities Production Document (CPD).
- Demonstrate acceptable performance in development, test and evaluation, and operational assessment.
- 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.

Setting Support Requirements

When evaluating product support capabilities, the LCL should focus on ensuring that selected support strategies favorably reflect customer requirements within available resources. The following questions provide a perspective for initiating a support requirements evaluation:

- What does the warfighter need from the support system to meet sustained operational requirements?
- Do support capabilities address reduced footprint and total ownership costs as well as improved deployability and sustainability?
- Are warfighter needs reflected effectively in specific support plans such as performance agreements and contractual documents?
- Are performance measures/metrics (objectives and thresholds) specified to meet customer/user oriented performance requirements (e.g., reliability, operational availability, mission capable rate, customer wait time, cycle time, footprint, cost/operating cycle, life cycle cost), and the target price for the set level of performance?

Setting Support Requirements, Cont.

More questions that frame the perspective for initiating a support requirements evaluation include:

- Do the performance histories of prior systems of similar design/mission corroborate the operating and support objectives?
- Are key designs for support-related cost and performance parameters (e.g., availability, reliability, maintainability, manpower) included in the product support plan?
- Do requirements improve on logistics infrastructure reductions, limitations and deployment requirements compared to prior or similar systems?
- How do the requirements address multiple weapon/ equipment configurations?
- Do performance agreements reflect warfighter requirements, and are they linked to measurable objectives?

Assessing Product Support Factors

LCLs must also be prepared to assess the ability of product support plans to achieve required system supportability objectives. Examples of some useful assessment actions include:

- Reviewing the basic program requirements, including critical system parameters in the Initial Capabilities Document (ICD), Capability Development Document (CDD) and Capability Production Document (CPD), and Acquisition Strategy (AS), depending on program phase.
- Reviewing the logistics support strategy described in the LCSP to ensure the basic operational requirements have been translated into achievable logistics capabilities.
- Reviewing the primary support documentation for each product support factor (e.g., supply support, maintenance planning, facilities, etc.) to ensure logistics requirements are detailed and required analyses have been performed. This effort should include a review of the Logistics Requirements and Funding Summary (LRFS) (or similar document) and associated funding documents to ensure funding requirements for each support element are appropriately identified, funding is available, and shortfalls are identified.

Popup Text

LRFS

Logistics Requirements Funding Summary (LRFS). The LRFS is a breakdown of product support functions and sub-functions to establish a required level of product support. It identifies product support requirements and the funds available to meet those requirements. The summary displays requirements versus funding for all Integrated Logistics Support (ILS) elements and related disciplines, by fiscal year and appropriation, and is traceable to logistics support plans. During the independent logistics assessment (ILA), the assessors review the LRFS and associated funding documents to ensure support funding requirements for each ILS element are appropriately identified, funding is available, and shortfalls identified. Each ILS element is funded in the year contractually required to support the end item in the correct timeframe per the master ILS schedule. The LRFS helps identify, quantify and defend supportability requirements and the funds available to meet those requirements.

Assessing Product Support Factors, Cont.

Additional examples of useful assessment actions include:

- Reviewing contracts/Memorandum of Agreement (MOAs) to ensure appropriate requirements have been conveyed to the contractor and other support activities.
- Reviewing product support factors against the master program schedule. Review reasonableness and likelihood of completion.
- Determining if the performance agreements, specified supportability KPP/KSAs and critical system parameters in the ICD/CDD/CPD can be met from a supportability standpoint.
- Documenting risks/issues in the LCSP.

Knowledge Review

Documenting risks/ issues in the product support plan using the metrics of that document is an example of which of the following?

- [x] Assessing Product Support Factors
- [ ] Setting Support Requirements
- [ ] Updating a Logistics Briefing

Check Answer

Documenting risks/ issues in the product support plan using the metrics of that document is an example of **assessing product support factors**.

Oversight and Review Summary

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

- Identify the roles of outside organizations involved in evaluating product support.
- Identify the key support areas and guiding principles that are used to develop product solutions.
- Identify the two key oversight authorities.
- Recognize product support plan documentation and what each document addresses.
- Recognize the relationship between focused logistics and product support capabilities.
- Identify the LCL's responsibilities in evaluating the product support function.

Lesson Completion

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