Welcome to Oversight and Review

This lesson addresses the various support systems and organizations with which the Life Cycle Logistician (LCL) should be familiar to ensure there is sufficient support for a product. The LCL will work together with key product support providers during the System Capability and Manufacturing Process Demonstration effort.

Objectives

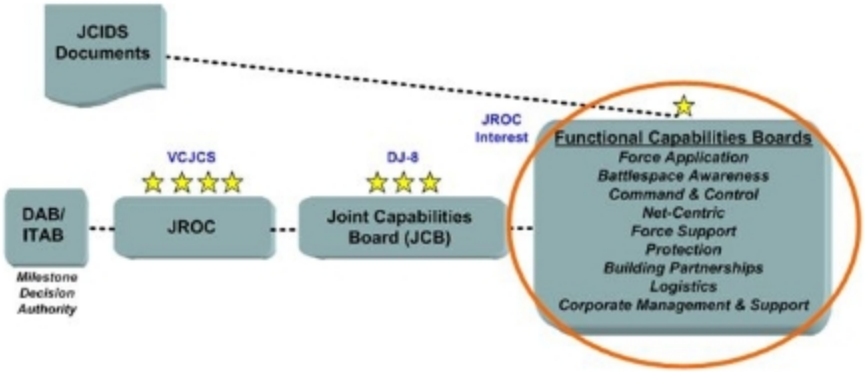
Upon completion of this lesson, you will be able to:

- Recognize the responsibilities of Functional Capabilities Boards (FCB).
- Identify the acquisition priority sequence the LCL will follow when determining the products and services to include in a product support plan.
- Recognize key logistics support providers within the DoD that the LCL should utilize to support the product.
- Identify the three modes of transportation in the Defense Transportation System (DTS).
- Identify alternative supply chain management (SCM) strategies that may be incorporated into the product support plan.

Functional Capabilities Boards (FCB)

LCLs should be aware of the role of the FCBs established under Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3170.01H, Joint Capabilities Integration and Development System, (JCIDS), 10 January 2012.

Each FCB is responsible for a requirements review of all aspects, materiel and non-materiel, of its assigned functional area(s). Each FCB works as the lead coordinating body to ensure that the joint force is best served throughout the JCIDS and acquisition processes. Click here to read more about the roles and responsibilities of FCBs.



Select image for an enlarged view

The Joint Logistics FCB is a permanently established body that is responsible for the organization, analysis, and prioritization of joint warfighting capabilities within its assigned functional area, i.e., logistics.

As part of the FCB review process, LCLs may be required to demonstrate compliance with the JROC-approved "Focused Logistics Joint Functional Concept," December 2003

D

Popup Text

Focused Logistics Joint Functional Concept

Focused Logistics is the ability to provide the joint force the right personnel, equipment, supplies, and support in the right place, at the right time, and in the right quantities, across the full range of military operations. 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. This will be made possible through a real-time, net-enabled information system providing accurate, actionable visibility as part of an integrated operational picture, effectively linking the operator and logistician across joint forces, Services, and support agencies, the commercial sector, and coalition partners. Through transformational innovations to processes, systems, and organizations, Focused Logistics will provide the joint warfighter with support for all functions.

The Focused Logistics Joint Functional Concept (FL JFC) defines capabilities and attributes that are required to effectively project and sustain U.S. forces. The FL JFC identifies these seven key joint logistics capability areas:

- Joint Deployment/Rapid Distribution
- Agile Sustainment
- Operational Engineering
- Multinational Logistics
- Force Health Protection
- Information Fusion
- Joint Theater Logistics Management.

The FL JFC also identifies these nine key joint logistics attributes:

- Fully Integrated
- Expeditionary
- Networked

- Decentralized
- Adaptable
- Decision Superiority
- Effective
- Reliable
- Affordable

Click here to read more about the Focused Logistics Joint Functional Concept.

Long Description

Flow chart depicting how relevant organizations in the JCIDS process interrelate:

JCIDS documents are inputs to and outputs from nine Functional Capabilities Boards (FCBs). Boards are Force Application, Battlespace Awareness, Command and Control, Net-Centric, Force Support, Protection, Building Partnerships, Logistics, and Corporate Management & Support. The FCB step is circled in red. The FCBs are chaired by one-star Generals/Flag Officers in related functional areas from the Joint Staff.

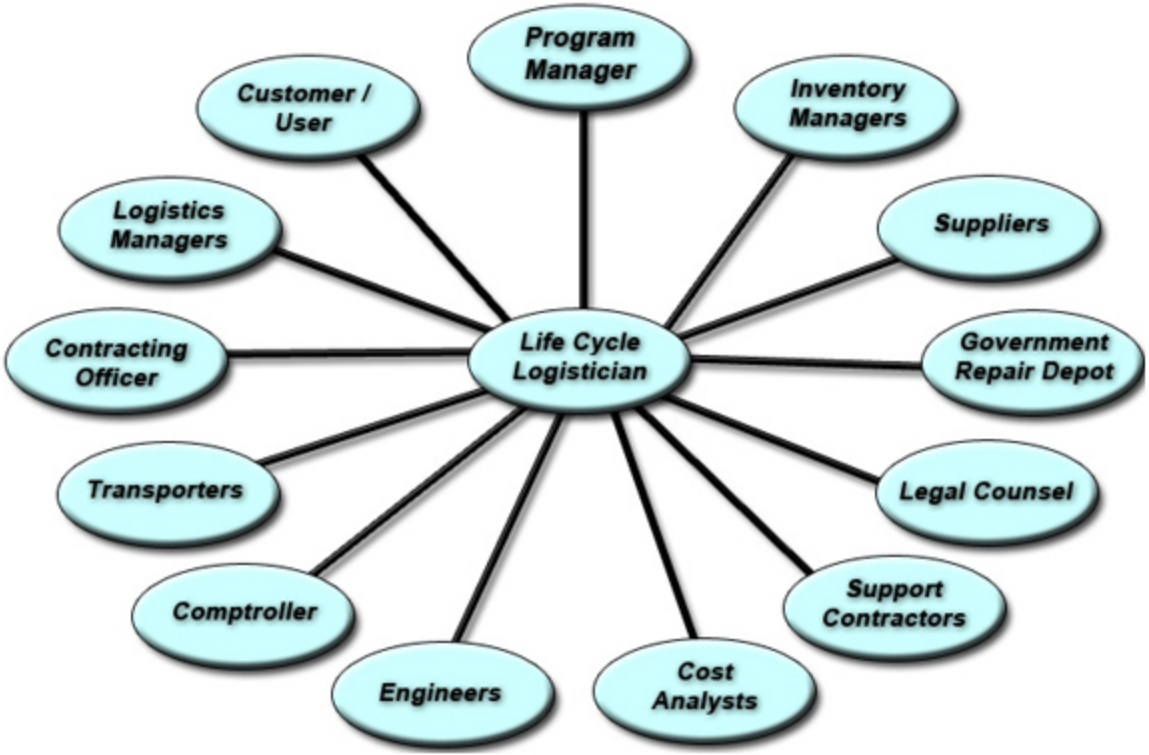
FCBs feed information to the Joint Capabilities Board (JCB) which is where Joint Requirements Oversight Council (JROC) interest begins. The JCB is chaired by the Director, J-8 (Force Structure, Resources, and Assessment), a three-star General/Flag Officer.

The 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.

The JROC turns to the Defense Acquisition Board (DAB) and/or the Information Technology Acquisition Board (ITAB) as the Milestone Decision Authority.

Relevant Outside Organizations

The LCL must interact with numerous internal and external people and organizations to successfully demonstrate effective and reliable product support capabilities.



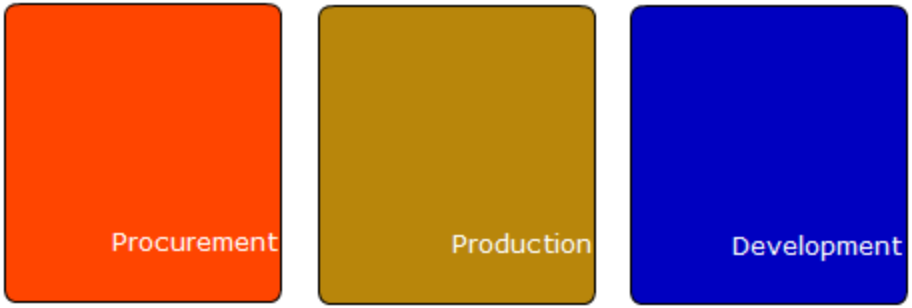
D

Long Description

Graphic depicting the numerous interactions that the LCL has to make in order to properly demonstrate product support capability. In the graphic, “Life Cycle Logistician” is in an oval at the center of the graphic. The following thirteen outside organizations are pictured in ovals in a “hub and spoke” arrangement – Program Manager, Inventory Managers, Suppliers, Government Repair Depot, Legal Counsel, Support Contractors, Cost Analysts, Engineers, Comptroller, Transporters, Contracting Officer, Logistics Managers, and Customer/User.

Acquisition Priority of Product Support

LCLs/PSMs should work with users and suppliers to demonstrate that the product support plan will provide support products and services based on the acquisition priority sequence shown below. Select each step to see the sequence.



Development of new products or a new service program is the least desirable product support approach.

Popup Text

Procurement

First, the LCL will choose between procurement or modification of commercially available products, services, and technologies, from domestic or international sources, or the development of dual-use technologies.

Production

Next, the LCL will need to consider the additional production/modification of previously-developed U.S. and/or Allied military support systems or equipment.

Development

Development will involve:

- A cooperative support development program with one or more Allied nations;
- A new joint component or government agency support development program; or
- A new DoD component-unique support program.

Key Logistics Support Providers

In order to demonstrate product support capabilities, the LCL must establish Performance Based Agreements (PBA) with key logistics support providers such as military service and Defense Logistics Agency Inventory Control Points.

Capabilities provided by these activities include:

- Acquiring material from vendors
- Arranging for storage of material
- Developing maintenance requirements
- Processing material orders
- Managing packaging and shipping material
- Managing disposals

Popup Text

PBA

PBAs are a critical element in implementing Performance Based Life Cycle Product support (i.e., Performance Based Logistics or PBL). PBA's clarify support expectations by accomplishing the following:

- They define the expectations of the Force Provider.
- They define roles and responsibilities.
- They define the range of support requirements.
- They are the basis for negotiating support contracts.
- They ensure accountability in meeting warfighter requirements.

One of the most significant aspects of PBL is the concept of a negotiated agreement between the major stakeholders (e.g., the Program Manager, the Warfighter/force provider(s), Product Support Integrator, and/or Product Support Provider(s)) that formally documents the performance and support expectations, and commensurate resources, to achieve the desired PBL outcomes. Per DoDI 5000.02, Enclosure 2, para 8.c.(1)(d), “The PM shall work with the users to document performance and support requirements in performance agreements specifying objective outcomes, measures, resource commitments, and stakeholder responsibilities.”

The term “performance agreements,” as cited in DoD 5000 series policy, is an overarching term suitable for policy guidance. In actual PBL implementation guidance, the more specific term “Performance Based Agreements” is used to ensure clarity and consistency.

Click here to read more about PBAs.

Military Service and Defense Logistics Agency Inventory Control Points

Army

- AMCOM LCMC: Aviation and Missile Life Cycle Management Command

- CECOM LCMC: Communications and Electronics Command Life Cycle Management Command
- JM&L LCMC: Joint Munitions and Lethality Life Cycle Management Command
- TACOM LCMC: Tank-automotive and Armaments Command Life Cycle Management Command

Navy

- NAVSUP Weapons System Support (WSS) (Mechanicsburg and Philadelphia, PA)

Marine Corps

- MCLC: Marine Corps Logistics Command

Air Force

- OC-ALC: Oklahoma City Air Logistics Center
- OO-ALC: Ogden Air Logistics Center
- WR-ALC: Warner-Robins Air Logistics Center

Defense Logistics Agency Inventory Control Points

- DESC: Defense Energy Support Center (now DLA Energy)
- DSCC: Defense Supply Center Columbus (now DLA Land and Maritime)
- DSCP: Defense Supply Center Philadelphia (now DLA Troop Support)
- DSCR: Defense Supply Center Richmond (now DLA Aviation)

DoD Maintenance Depots

DoD maintenance depots provide essential maintenance support to satisfy the LCL's material repair requirements. Support can include maintenance activities for planning, executing, and assessing as shown below. Select each type of maintenance to read details.

PLAN MAINTENANCE

EXECUTE MAINTENANCE

ASSESS MAINTENANCE

Popup Text

Plan Maintenance

Maintenance concept definitized through reliability-centered maintenance

- Maintenance Plan
- Maintenance Policy
- Maintenance Processes

Execute Maintenance

IPS resources, policy, processes are applied to accomplish required maintenance IAW the Maintenance Plan.

- Scheduled
- Unscheduled
- Depot-level
- Field-level

Assess Maintenance

Results of maintenance effort are measured and assessed.

- Material Condition
- Operational Readiness
- Repair Costs

The DoD Distribution System

As part of the product support capability, LCLs should demonstrate support arrangements with the DoD distribution system to ensure availability of material storage and physical asset management of equipment and support material. The United States Transportation Command (USTRANSCOM) is the executive agent for DoD distribution. Below are three key steps in arranging support for a product.

Popup Text

Receive

Deliveries from commercial suppliers

Customer returns

- Unserviceable
- Serviceable

Miscellaneous

- Maintenance depot
- Reutilization & marketing
- Other depots

Store

- Receipt and storage processing
- Physical custodian & care of material
- Inventory & maintenance of accountable record
- Re-warehousing
- Packaging, packing, marking
- Secure storage for classified items

Issue

- DoD retail supply activities/customer (CONUS & OCONUS)
- Collocated maintenance depots
- Other Government activities (e.g., USCG)

- Excess disposal

Defense Transportation System (DTS)

LCLs should be able to demonstrate that the product support plan has provisions for effectively using the DTS to deliver products and services to the warfighter on-time, anytime, anywhere. The DTS is "That portion of the Nation's transportation infrastructure which supports Department of Defense common-user transportation needs across the range of military operations. It consists of those common-user military and commercial assets, services, and systems organic to, contracted for, or controlled by the Department of Defense." (From Joint Publication 1-02)

Click on the graphic for more details:

AMC

Airlift, Refueling, En-route Support

MSC

Logistics & Prepo Ships, Charters

SDDC

Truck, Rail, Intermodal

Popup Text

Air Mobility Command (AMC)

AMC's mission is to provide airlift, air refueling, special air mission, and aeromedical evacuation for U.S. forces. AMC also supplies forces to theater commands to support wartime tasking. As the Air Force component of the United States Transportation Command, AMC is the single manager for air mobility.

Military Sealift Command (MSC)

MSC's mission is to support our nation by delivering supplies and conducting specialized missions across the world's oceans.

Surface Deployment and Distribution Command (SDDC)

Surface Deployment and Distribution Command (SDDC). Provides global surface deployment and distribution services to meet the nation’s objectives.

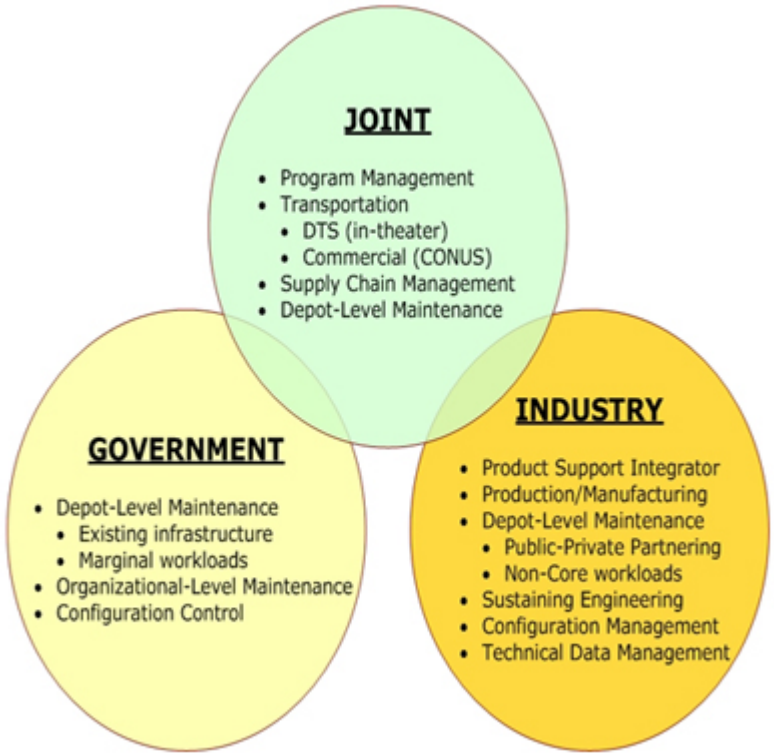
Private Sector Support

DoD weapons systems have always been supported by a combination of organic and commercial/private sector product support providers. LCLs should demonstrate that the product support plan leverages the core competencies of both the public and private sectors to deliver the "best value" product support to the warfighter. Below are some of the private sector product support capabilities/opportunities that should be considered for inclusion and demonstration in the product support plan:

- Depot Maintenance Partnerships
- Virtual Supply Depots and Third Party Logistics (3PL) Providers
- Original Equipment Manufacturer Repair/Return Processing
- Supply Chain Management
- Time Definite Supply Support
- Direct Vendor Delivery (DVD)
- Web-enabled Distance Support, Training
- Total Asset Visibility (TAV) and In-transit Asset Visibility (ITAV)
- Technology Refreshment to Avoid Diminishing Manufacturing Sources/Material Shortages (DMS/MS) and Increase Availability
- Maintenance Free Operation Design Motivated By Performance-By-the-Hour Fixed Price Contracting
- Contractor Support Deployed In the Theater of Operations

Popup Text

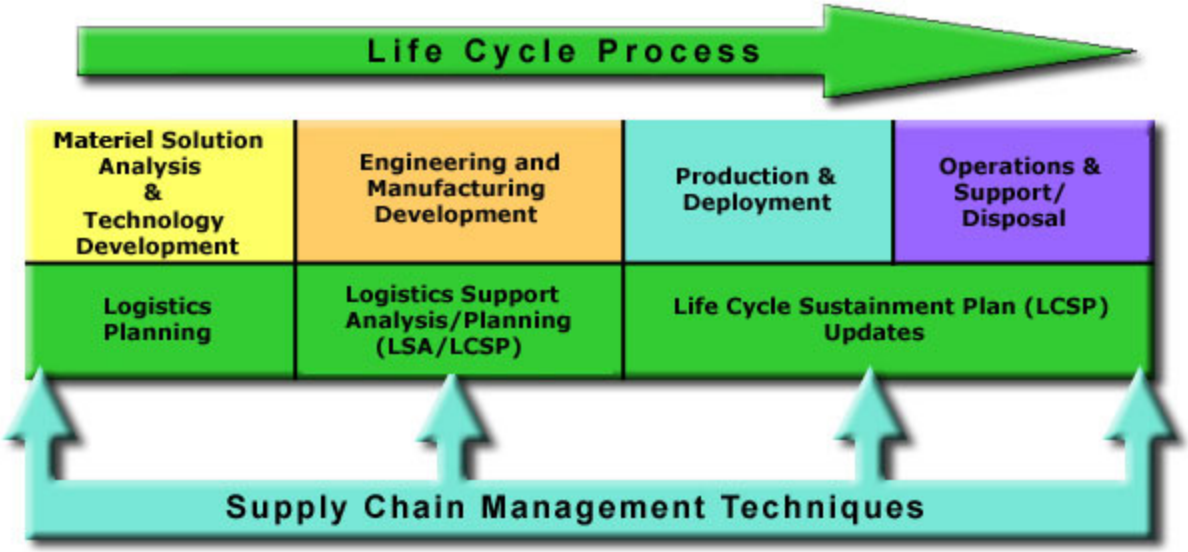
Core Competencies



Here is a notional representation of some potential competency alignments based on requirements and expertise. While the Government may want to or be required to maintain various maintenance capabilities, and be responsible for in-theater transportation of materials, there may be an opportunity for Industry to assume responsibility for Sustaining Engineering, Technical Data Management, and CONUS transportation. Jointly, the “team” may be responsible for overall Program Management of the product support environment.

Internal Management Strategy

Within the program manager's office, management strategy should be based on a structured vision of the key logistics processes across the phases of the life cycle: Materiel Solution Analysis & Technology Development, Engineering & Manufacturing Development, Production & Deployment, and Operations and Support/Disposal. Effective use of supply chain management techniques can help implement this strategy.



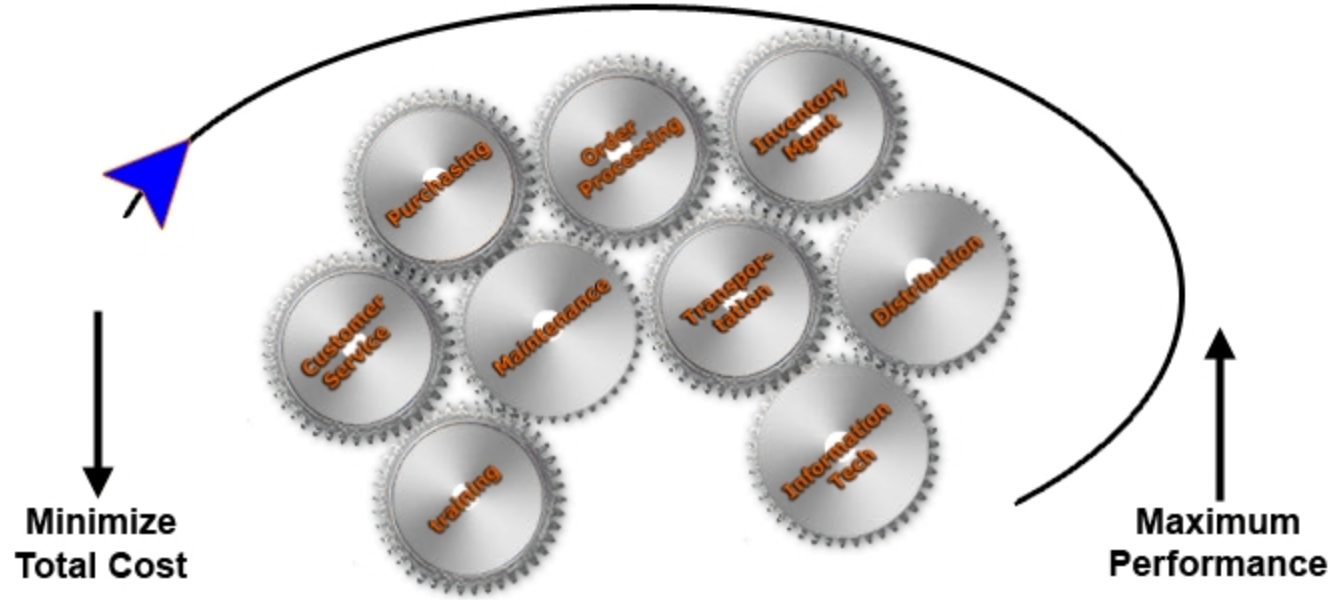
D

Long Description

There is an arrow at the top of the graphic that runs from left to right with the text “Life Cycle Processes.” Four connected blocks below have the following text: Materiel Solution Analysis & Technology Development, Engineering & Manufacturing Development, Production & Deployment, and Operations & Support/Disposal. The next level down has three blocks. The Logistics Planning block is under the Materiel Solution Analysis & Technology Development block. The Logistics Support Analysis/Planning block is under the Engineering and Manufacturing Development block. The Support Plan Updates block is under the Production & Deployment as well as the Operations & Support/ Disposal block. At the bottom of the chart is a block labeled Supply Chain Management Techniques with four arrows pointing toward the life cycle phases indicating that support is required across the entire life cycle.

Supply Chain Management (SCM)

SCM crosses the major processes underlying the execution of product support—order processing, purchasing, inventory management, distribution, transportation, maintenance, customer service—as well as the enablers of manpower and technical data management. Effective management of these elements can help maximize performance and minimize total cost.



D

Long Description

This graphic contains 9 interlocking cogs with the words Purchasing, Order Processing, Inventory Management, Transportation, Maintenance, Training, and Information Technology. There is a curved arrow that links the cogs. The goals of maximizing performance and minimizing total cost are depicted by an arrow pointed up and an arrow pointing down.

SCM: Planning Techniques

The LCL's product support plan should demonstrate the use of innovative SCM planning techniques such as collaborative planning, forecasting, and replenishment (CPFR) to integrate the processes of suppliers, customers, and internal management.

CPFR is based on sharing of information across the supply chain in real time and can:

- Reduce uncertainty
- Reduce waste
- Accelerate supply chain performance
- Increase product availability
- Lower overall inventory costs

Customers and suppliers share information about:

- Sales
- Inventory levels
- Production capacity
- Delivery capabilities

Commercial examples include:

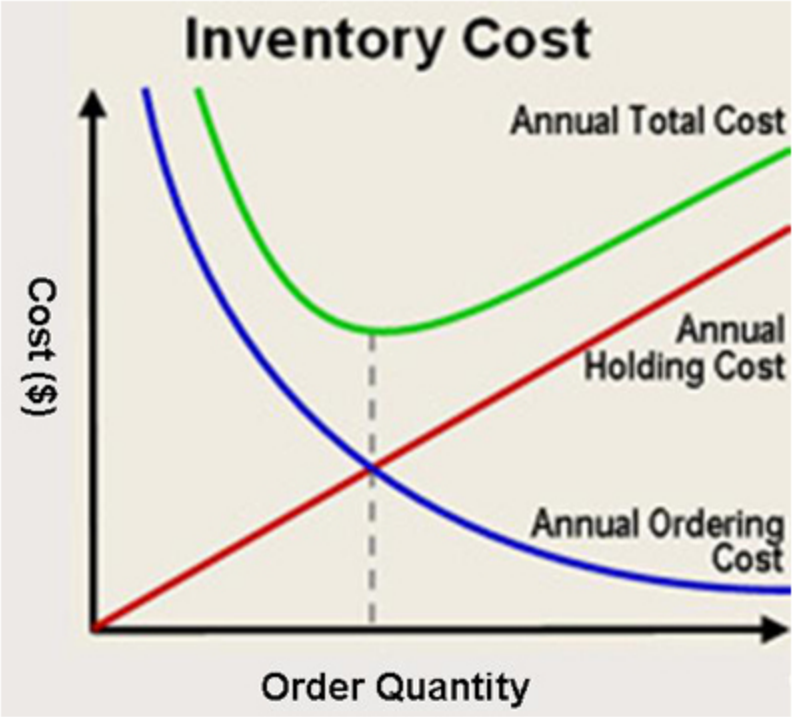
- Food industry, an early adopter
- Retail industry
- Auto industry

SCM: Inventory Management Techniques

The product support plan should demonstrate flexibility in the use of alternative support solutions. Examples include using different inventory management alternatives to provide material support.

Inventory alternatives include:

- Local purchase (e.g., credit card)
- Non-stocked, buy/repair-on-demand
- Non-stocked by government, order using a federal schedule or catalog
- Just-in-time (JIT) delivery
- Vendor managed inventory
- Stocked by government
- Other (manufacture on demand)



D

Long Description

An Inventory Cost graph that has Order Quantity on the X axis and Cost ($) on the Y axis. Annual Total Cost, Annual Holding Cost, and Annual Ordering Cost are shown as curves on the graph. Where Annual Ordering Cost and Annual Holding Cost intersect, Annual Total Cost is minimized.

SCM: Training as an Enabler

The product support plan should demonstrate optimal usage and advancement of members of the DoD acquisition workforce in providing product support capabilities. Lack of management attention to acquisition workforce development during the demonstration of product support capability can result in a lack of necessary training resources and skilled personnel during sustainment to effectively operate and maintain a weapon system over its life cycle.

SCM: Information Technology (IT) as an Enabler

The PM should ensure the product support plan demonstrates the intent to utilize an effective and integrated knowledge management environment to maximize information availability, accuracy, timeliness and security in achieving product support capabilities. An integrated knowledge management environment means understanding the following IT needs:

Popup Text

Applications

- Use of an approved process and data management architecture;
- Use of advanced information concepts such as equipment health reporting systems reaching back from the battlefield to support activities
- Applying data quality standards to maintain credibility, ease of information exchange, and security
- Creation, application, and sharing of information throughout the supply chain

Reliability

- A reliable, coherent and secure design for data access and use
- Linkage with a generic portfolio of corporate information services and systems

Updates

- Continued awareness and timely adoption of DoD-wide information processing improvement initiatives
- Viewing information as corporate assets created once, used many times, and held only where appropriate

Internal Management Strategy: Continuous Improvement

The program office should demonstrate the intent to internally reassess product support plans as required. Examples of such actions include the items below. Select each to see how these processes function.

- Maintenance Plan Revisions
- Revising PBAs
- Support Plans

Popup Text

Maintenance Plan Revisions

This analysis can help re-balance logistics support through thorough review of readiness degraders, maintenance data, maintenance program and implementation, and industrial coordination.

Revising PBAs

Under a Performance Based Life Cycle Product Support (PBL) strategy, properly documented and incentivized PBAs with support providers encourage product support assessment and improvements. Performance agreements provide for comparison of performance expectations against actual performance data and making revisions as needed.

Support Plans

Support plans should be revised, corrected, and improved to meet changing warfighter's' performance requirements. They can improve system supportability by balancing logistics resources and decreasing cycle times. Examples of product support improvements include performing an overhaul vs. repair, changing maintenance plans, improving off-equipment diagnostic capabilities, and transitioning to a commercial SCM system.

Knowledge Review

Which of the below can improve system supportability by balancing logistics resources and decreasing cycle times. Examples of product support improvements include performing an overhaul vs. repair, changing maintenance plans, improving off-equipment diagnostic capabilities, and transitioning to a commercial supply chain management system?

- [ ] Revising PBAs
- [x] Changes to Support Plans
- [ ] Maintenance Plan Revisions

Check Answer

Changes to support plans can improve system supportability by balancing logistics resources and decreasing cycle times.

Knowledge Review

Which of the below techniques can help the LCL's product support plan to demonstrate the use of innovative techniques such as collaborative planning, forecasting, and replenishment to integrate the processes of suppliers, customers, and internal management?

- [ ] Inventory Management Techniques
- [x] Planning Techniques
- [ ] Funding Appropriation Techniques

Check Answer

Planning techniques can help the LCL's product support plan to demonstrate the use of innovative techniques such as collaborative planning, forecasting, and replenishment to integrate the processes of suppliers, customers, and internal management.

Oversight and Review Summary

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

- Recognize the responsibilities of FCBs.
- Identify the acquisition priority sequence the LCL will follow when determining the products and services to include in a product support plan.
- Recognize key logistics support providers within the DoD that the LCL should utilize to support the product.
- Identify the three modes of transportation in the Defense Transportation System (DTS).
- Identify alternative SCM strategies that may be incorporated into the product support plan.

Lesson Completion

You have completed the content for this lesson.

To continue, select another lesson from the Table of Contents on the left.

If you have closed or hidden the Table of Contents, click the Show TOC button at the top in the Atlas navigation bar.