

# Independent Logistics Assessments



Certification Training



Knowledge Sharing



Continuous Learning



Mission Assistance

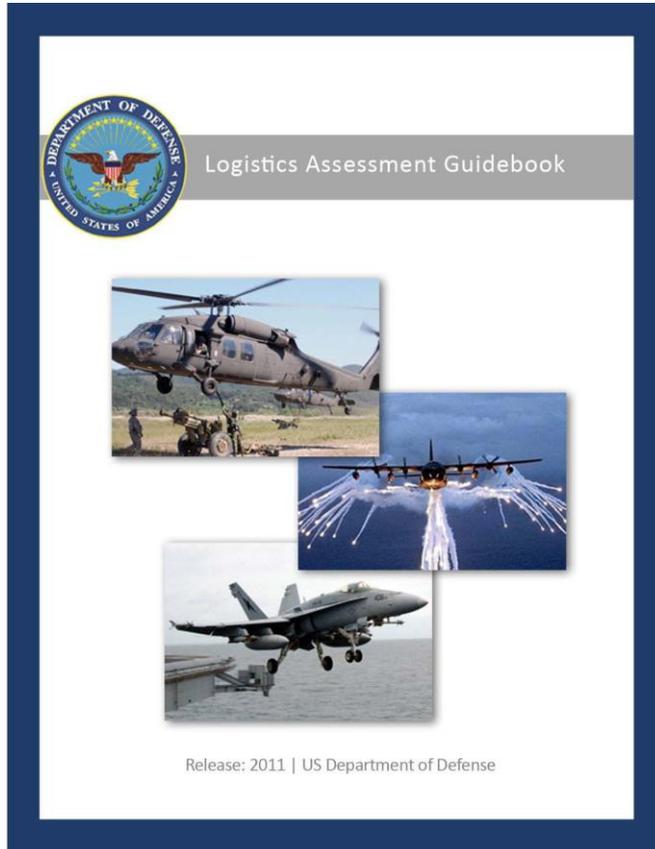
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- What is an ILA?
- IPS elements and the Independent Logistics Assessment process.
- The Independent Logistics Assessment Process.

# What is an ILA?

# What is an ILA?



An Independent Logistics Assessment (ILA) is:

An analysis of a program's supportability planning, conducted by a team of Subject Matter Experts (SMEs) who are impartial to the program being evaluated.

An effective and valid assessment of the program office's product support strategy's ability to successfully operate a system at an affordable cost.

# What an Independent Logistics Assessment is Not



An ILA is not an audit that reviews compliance to a checklist of requirements. It requires SMEs to analyze, synthesize, and integrate across Integrated Product Support (IPS) elements.



# Why are We Doing This?

## ***FY12 NDAA, SEC. 832. ASSESSMENT, MANAGEMENT, AND CONTROL OF OPERATING AND SUPPORT COSTS FOR MAJOR WEAPON SYSTEMS.***

*(a) GUIDANCE REQUIRED.—Not later than 180 days after the date of the enactment of this Act, the Secretary of Defense shall issue guidance on actions to be taken to assess, manage, and control Department of Defense costs for the operation and support of major weapon systems.*

*(b) ELEMENTS.—The guidance required by subsection (a) shall, at a minimum...*

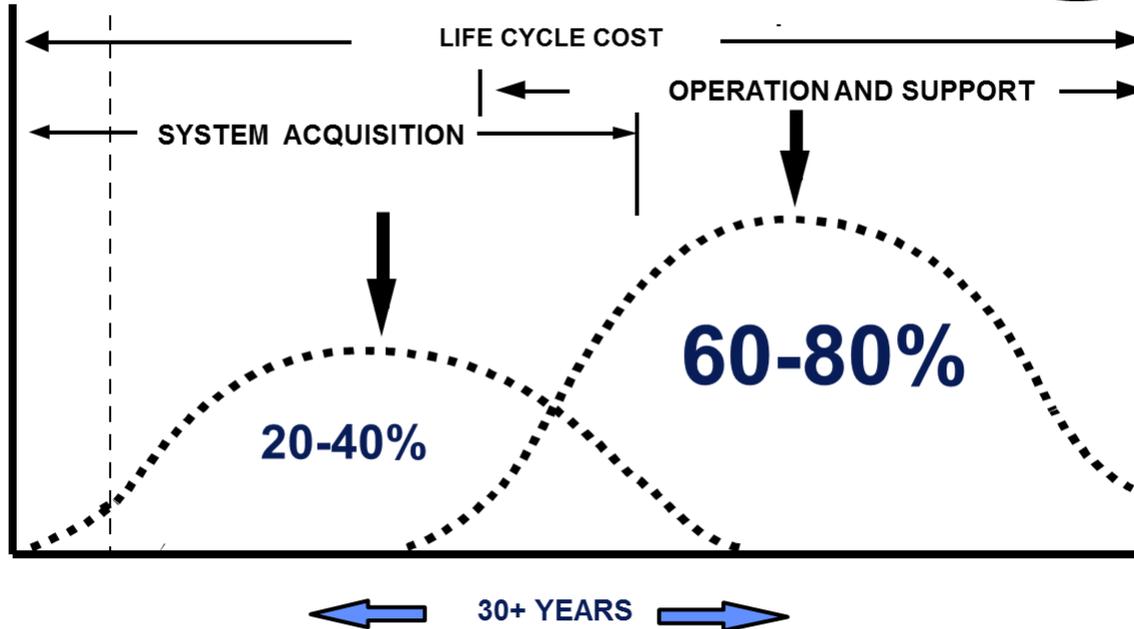
*... (8) require the military departments to conduct an independent logistics assessment of each major weapon system prior to key acquisition decision points (including milestone decisions) to identify features that are likely to drive future operating and support costs, changes to system design that could reduce such costs, and effective strategies for managing such costs;*

**Supports the USD(AT&L)'s memorandum on "Better Buying Power" by addressing the themes of affordability and controlling cost growth.**

# Why are We Doing This?



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

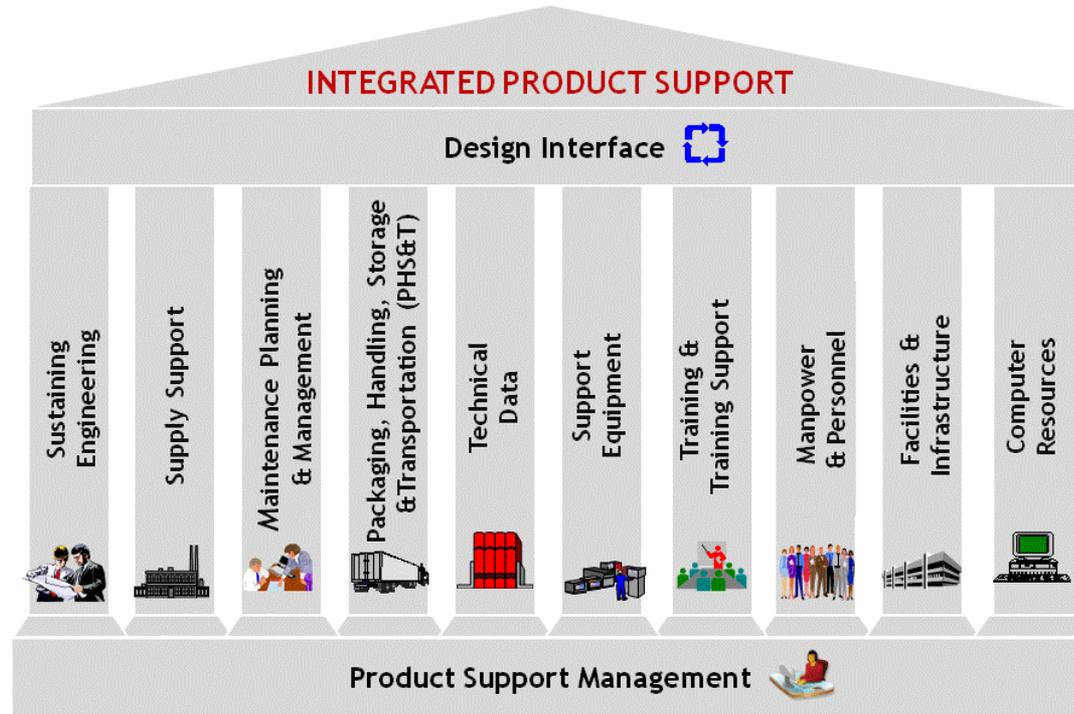


Nominal Life Cycle Cost Distribution



# IPS elements and the Independent Logistics Assessment process

# What Are the IPS Elements?



*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*

# The Independent Logistics Assessment Process



# The 6-Parts of LA Guidebook

## **Part I**

Planning  
and  
Organizing

## **Part II**

Conducting  
the ILA

## **Part III**

Assessing  
and  
Reporting  
Results

## **Part IV**

Resolving  
Deficiencies

## **Part V**

LA Report  
Content

## **Part VI**

Post-IOC  
Assessment

# The 4-Step ILA Process

## **Part I**

Planning  
and  
Organizing

## **Part II**

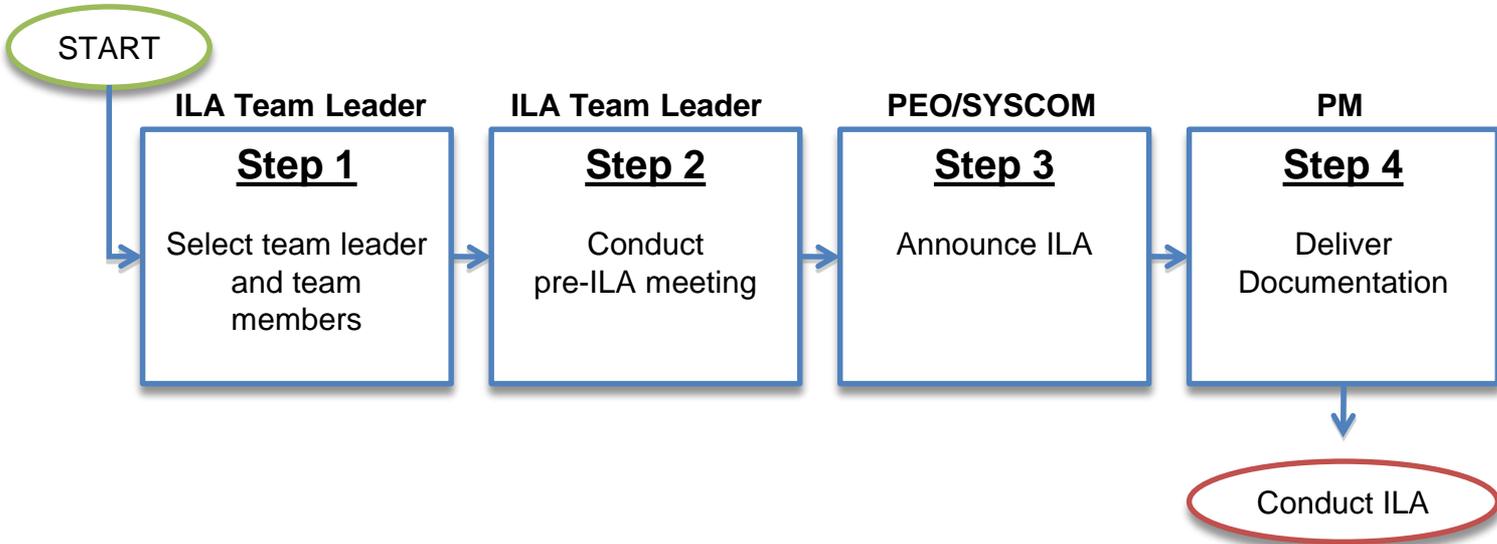
Conducting  
the ILA

## **Part III**

Assessing  
and  
Reporting  
Results

## **Part IV**

Resolving  
Deficiencies



The team leader must be a Government employee and is selected based on his or her experience with supportability and knowledge of the type of system or technology under development or in deployment. The team leader and members must be independent of the program.

## Step 1

Select team leader  
and team  
members

- Charter
  - Documents the ILA team's mission and objectives
  - Formalizes the *roles and responsibilities* of the team
- Team
  - Leader is an *inherently government* role
  - All members (including leader) must be *independent* of the program



# To Be or Not to Be (Independent)

## Step 1

Select team leader  
and team  
members

- Are they required to be?
- Should they be?
- What does DoD say?

*FY12 NDAA, SEC. 832. ASSESSMENT, MANAGEMENT, AND CONTROL OF OPERATING AND SUPPORT COSTS FOR MAJOR WEAPON SYSTEMS.*

*(b) ELEMENTS.—The guidance required by subsection (a) shall, at a minimum...*

*... (8) require the military departments to conduct an **independent logistics assessment** of each major weapon system prior to key acquisition decision points (including milestone decisions)...*

- The Services?



# Pre-assessment Meeting

## **Step 2**

Conduct  
pre-ILA meeting

- Confirm the responsibilities of the program office, Team Leader, and team members.
- Confirm the purpose, scope, and timing of the review.
- Discuss specific review procedures.
- Request and coordinate the availability of program documentation.
- Clarify the specific logistics assessment schedule of events/agenda.
- Identify the location of all assessment activities.
- Identify SMEs to respond to LA team member questions.
- Identify security requirements as well as access to classified material.
- Discuss the conduct of the assessment, including program office responsibilities to develop a program brief.
- Discuss the issuance of draft and final reports.
- Discuss post-review procedures to include follow-up on identified issues.
- Discuss certification criteria and rating process.
- Discuss issuance of the supportability certification letter.
- Discuss rationale for not reviewing any specific LA elements/assessment criteria.



# Announce the ILA

## **Step 3**

Announce ILA

- Official correspondence announcing the LA
  - Sent by Team Leader's organization, or...
  - Representative of the program office, Program Executive Officer (PEO) or Systems Command (SYSCOM)
- Announcement should include...
  - Dates
  - Location
  - Scope of LA
  - Schedule
  - Team members
  - Documentation requests
  - Contact information



# Deliver Documentation

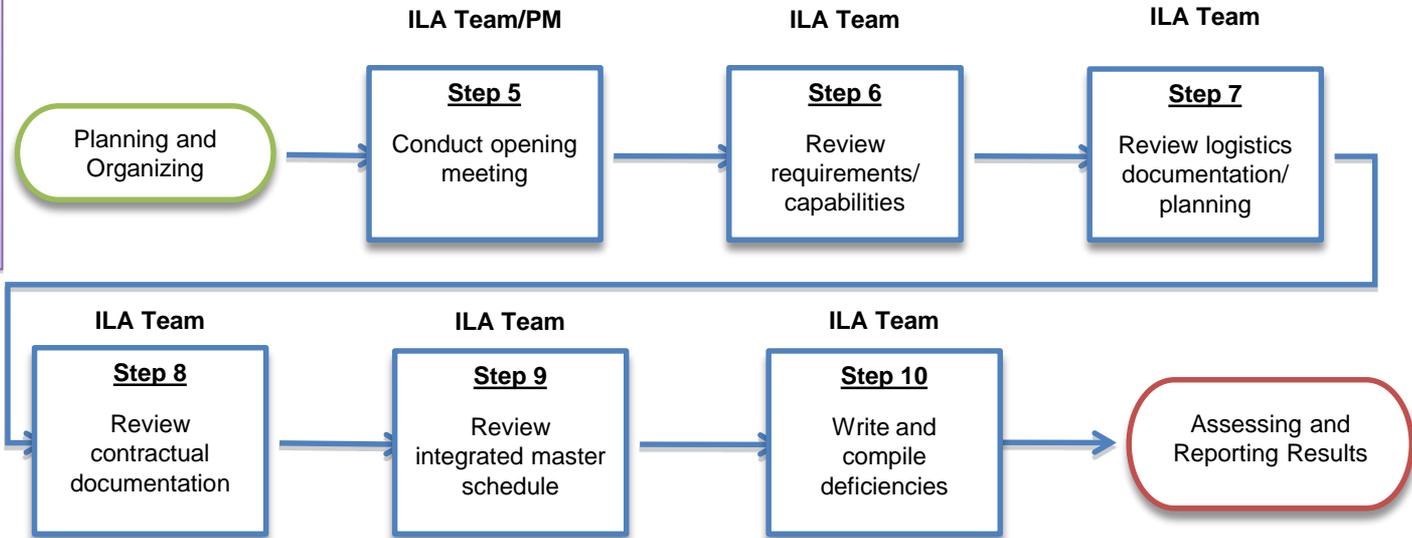
## Step 4

Deliver  
Documentation

- Provided by program office
- Provided to ILA team prior to assessment
- Documentation Request List (Appendix B of the LA Guidebook)
  - Examples include:
    - Life Cycle Sustainment Plan (LCSP)
    - Acquisition Strategy
    - Systems Engineering Plan (SEP)
    - Business Case Analysis
    - Initial Capability Document/Capability Development Document
    - Maintenance Concept & Plan
    - Manpower Estimate
    - Risk Management Plan
    - Software development Plan
    - Test and Evaluation Master Plan (TEMP)

# Conducting the ILA – Part II

## Part II Conducting the ILA



Be sure to review the primary and supporting documentation for each Integrated Product Support element (IPS) to ensure that logistics requirements are further detailed and required analyses have been performed. This includes a review of the logistics funding.

# Opening Meeting

## Step 5

Conduct opening meeting

- Three parts to the kickoff meeting
  - Program Manager Brief
  - Product Support Manager Brief
  - ILA Team Leader Brief



# Program Manager Brief

## Step 5

Conduct opening meeting

- Overall status of program
- General description of system
- Planned operational use
- Size of program in terms of units and dollars
- Organizational structure of program office





# Product Support Manager Brief

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Step 5

Conduct opening meeting

- Overall Support Strategy
- Active/planned product support arrangements
- Results of Business Case Analyses
- Results of past ILA/logistics self assessments

# ILA Team Leader Brief

## Step 5

Conduct opening meeting



- Purpose and scope of ILA
- Introduce ILA team to program personnel
- Assessment schedule
- Timeframe to address recommended actions
- Post-review procedures



# Conducting the Review

## Step 6

Review requirements/capabilities

## Step 7

Review logistics documentation/planning

## Step 8

Review contractual documentation

## Step 9

Review integrated master schedule

- Understand warfighter/users' needs
- Supportability & sustainability plans are documented
- Documentation supports requirements
- All IPS elements have been analyzed
- Contracts/support agreements meet requirements
- Support strategy complies with program's master plan and schedule

1.0 Product Support Management		Milestones		
ASSESSMENT CRITERIA		B	C	FRP
<b>1.1 Program Staffing</b>				
1.1.1 The program office billets are filled with sufficient personnel who have the required experience and training.		F		
1.1.2 A Product Support Manager (PSM) responsible for the management of supportability during acquisition and fielding is in place and has the needed experience, training and education, and certifications. The PSM is an equal participant in the different forums to ensure program support is considered during design, production and deployment.		F		
1.1.3 Personnel have the appropriate level Acquisition Professional Development Plan or Defense Acquisition Workforce Improvement Act (DAWIA) Certification Level commensurate with their tasking.		F	F	F
<b>1.2 Management Planning</b>				
1.2.1 Processes to plan for or manage supportability have been identified or are in place to a level of maturity as appropriate to the program phase. These are documented in the program Life Cycle Sustainment Plan (LCSP) <sup>1</sup> and implementing program supportability documents, and are derived from statutory, regulatory, System Command (SYSCOM), and other requirements documents (system specification, etc.) (ref DoDI 5000.02/CJCSM 3170.01 series, etc.).		F	U	U
<sup>1</sup> The LCSP is a regulatory requirement and is submitted as part of the AS approval package.  Assessor Note: <a href="#">Appendix B</a> of this guidebook should be consulted to review those documents that impact supportability. These documents (as well as program plans) should be stable and mature enough that the document will be approved by the milestone. However, an unsigned document does not necessitate a finding.				
1.2.2 Program requirements documents quantify a threshold/objective range for each support and sustainment related performance parameter, with measurement metrics for each. Each parameter is associated with its programmatic resource cost to plan and execute across the projected life cycle (see par 2.2.1). Supportability/ Sustainment Key Performance Parameters (KPP)/Key System Attributes (KSAs) are defined consistently across documents (Joint Capabilities Integration and Development System (JCIDS) Documents, Acquisition Strategy (AS), LCSP, contractual documentation, System/Subsystem Specification (SSS) (ref DoDI 5000; CJCSM 3170.01 series).		F	U	U
1.2.3 Performance threshold values are on target or have been met for evaluation at IOT&E and thus on track for Initial Operational Capability (IOC). If not, a plan is in place to ensure they are met (ref DoDI 5000; CJCSM 3170.01 series).		IP	F	F
1.2.4 A risk management program has been established. Logistics support program risks and mitigation plans have been identified and assessed (ref DoDI 5000.02, Risk Management Guide for DoD Acquisitions).		F	U	U

# Assessment Criteria

## Assessing each IPS element

Grade	Cost	Schedule	Performance
<b>Minor (Green)</b>	Minor or no impact to supportability	Minor or no impact to supportability	Minor or no impact to supportability
<b>Moderate (Yellow/Amber)</b>	Some supportability impact; re-allocatable within program  Funding is not available when needed; moderate impact to supportability	Some impact to logistics tasks; internally adjustable with no milestone changes  Delays in logistics tasks impacting ability to meet milestones, but workarounds exist such that impact is minimal	Some impact to readiness, but can be remedied by program  Logistics requirements will not be met within budget or schedule, but can be if resources will be applied
<b>Major (Red)</b>	Funding is not available when needed; significant impact to supportability  Supportability cannot be achieved within the current funding profile	Delays in logistics tasks with significant milestone impact  Delays in logistics tasks with major impact to the ability to meet milestones or establish support capability	Significant degradation below MOS thresholds  Logistics performance requirements cannot be met



# Assessment Criteria

## Assessing Overall Program

OVERALL PROGRAM ASSESSMENT AND CERTIFICATION CRITERIA		
NOT CERTIFIED (Red)	CONDITIONALLY CERTIFIED (Yellow)	CERTIFIED (Green)
<p>A program is not certified when there are major product support planning and implementation issues or actions outstanding that have substantial impact on the program's ability to meet sustainment performance requirements within cost and schedule. Further, there are no plans or work arounds in place that will correct the deficiency. The program should not proceed to a milestone decision until detailed action plans are developed and in place which meet minimum acceptable sustainment performance requirements with acceptable impacts to cost and schedule. Once these plans are in place and properly resourced to the satisfaction of the LA Team Lead, PEO sustainment manager, or next echelon of sustainment competency, the program is considered to be conditionally certified.</p>	<p>A program is conditionally certified when product support planning and implementation issues of moderate risk have detailed action plans established and in place. However, the resolution of the deficiency will not occur prior to the milestone decision and requires continued monitoring. Once the action is completed, there is no expected degradation to sustainment performance requirements and minimal impact to cost and schedule. Once identified actions are resolved as verified by the LA team lead, PEO sustainment manager, or next echelon of sustainment competency, the program is considered certified.</p>	<p>A program is considered certified when there are no (or only minor) product support planning and implementation issues. Each issue has an approved mitigation plan in place to eliminate the deficiency prior to the milestone decision. There is no impact on the program's ability to meet sustainment performance requirements within cost and schedule.</p>

# Documenting Deficiencies

## Step 10

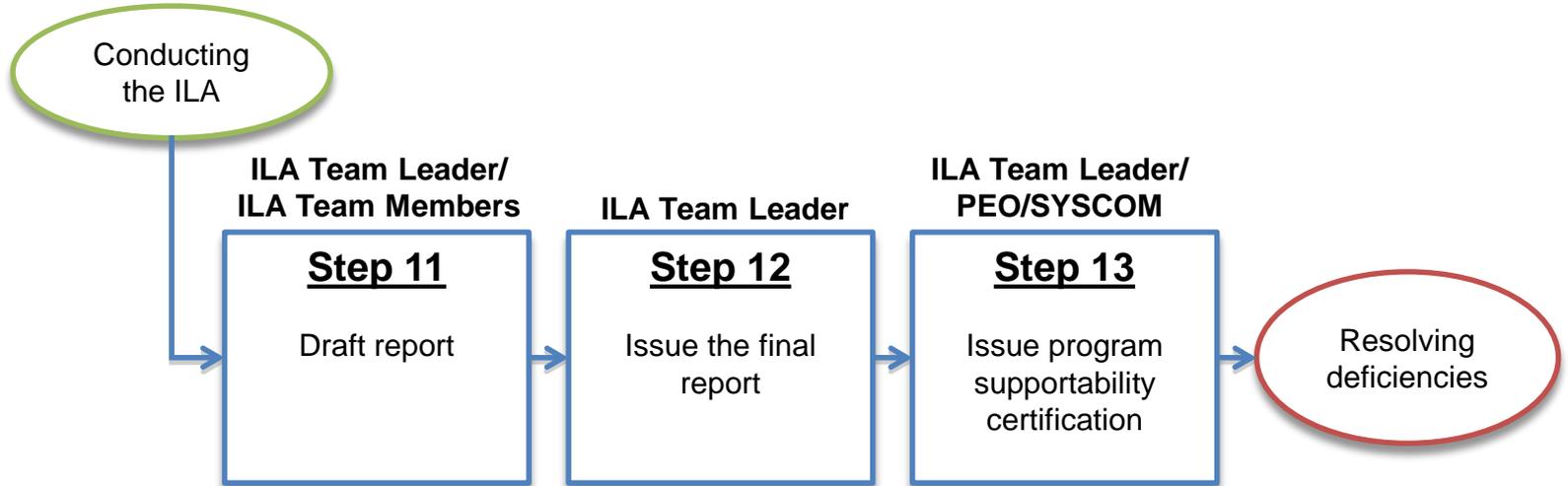
Write and  
compile  
deficiencies

- Identify criteria being evaluated
- Include references wherever possible
- State the impact if not corrected
- Recommended actions
- Program's concurrence



Deficiencies and findings are documented in ILA team leader's final report (see Part V)

**Part III**  
Assessing  
and  
Reporting  
Results



- This phase addresses the preparation of the ILA report, coordination with the program office, and submission of the report to the cognizant PEO or SYSCOM.
- The report will serve as the basis for the program support certification decision by the PEO or SYSCOM.



# Drafting and Issue of Final Report

## **Step 11**

Draft report

- Compile and document all findings from Step 10
- Brief program office leadership
- Define findings using green/yellow/red rating criteria

## **Step 12**

Issue the final report

- Distribute final report in accordance to service policy
- Joint programs – Provide courtesy copy to affected PEO/Component Acquisition Executive

# Product Support Certification

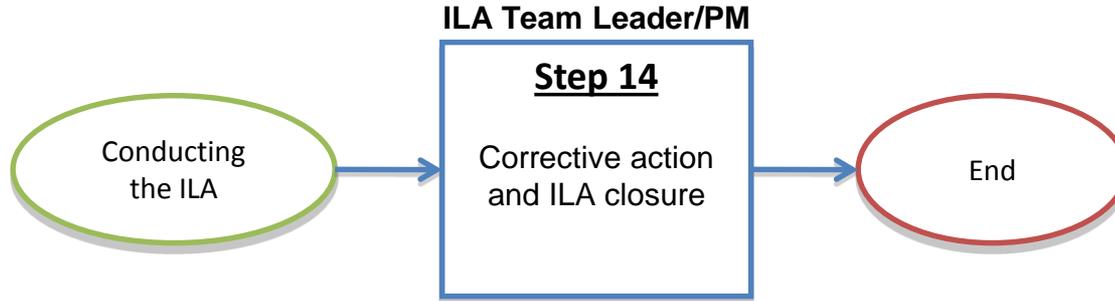
## Step 13

Issue program  
supportability  
certification

- Issued by cognizant certification authority identified by each service
- Certification categories
  - Ready to Proceed (Green)
  - Conditionally Ready to Proceed (Yellow)
  - Not Ready to Proceed (Red)



**Part IV**  
Resolving  
Deficiencies





# Resolving Discrepancies

## **Step 14**

Corrective action  
and ILA closure

- Program Manager responsible for implementation and completion of corrective action
  - Develop POA&M
  - Submit periodic status reports
- ILA Team Leader responsible for tracking corrective action
- ILA concludes when all corrective action is complete
  - Closing memo sent to appropriate PEO/Component Acquisition Executive

## Part V

### LA Report Content

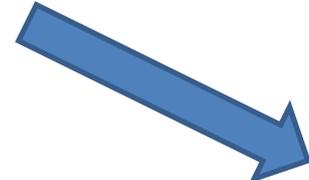
## Introduction

- Program:
- ACAT:
- Next Milestone:
- MDA Authority:
- PEO:
- Program Manager:
- System Description:
- Support Concept:
- Purpose of LA Review (milestone/event):
- Scope of LA Review:
- Review dates:

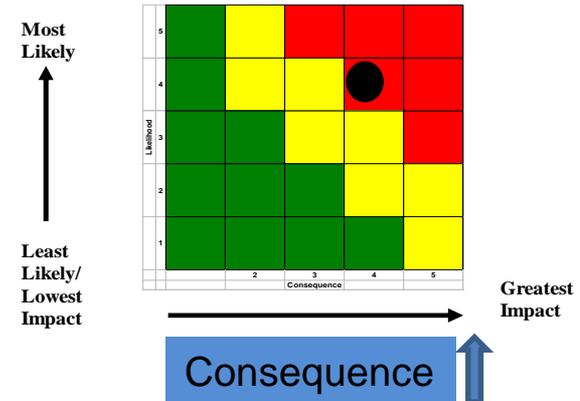


## Summary of ILA

- Rating summary for each IPS Element
- Overall program rating and ILA risk matrix
- Overall summary



Sustainment Element	Rating (example)
Product Support Management*	Green
Design Interface*	Yellow
Sustaining Engineering	Yellow
Supply Support	Green
Maintenance Planning and Management	Green
Packaging, Handling, Storage, and Transportation	Green
Technical Data	Yellow
Support Equipment	Green
Training and Training Support	Green
Manpower and Personnel	Red
Facilities and Infrastructure	Yellow
Computer Resources	Green
* Product Support Budgeting and Funding	Green
* Environment, Safety, and Occupational Health	Green



## Part VI

### Post-IOC Assessment

- Uses Post-IOC Phase Assessment Criteria
- Conducted every 5 years throughout the life of the program or...
- Conduct earlier if certain triggers exist
  - Availability is 15% below requirement for 4 reporting periods
  - Ownership cost exceed 15% of requirement for 4 reporting periods
  - A Business Case Analysis (BCA) supports changes to support strategy
  - When program risk factors may warrant early assessment

1.0 Product Support Management
ASSESSMENT CRITERIA
1.1 Supportability management processes are mature. These are identified in the Life Cycle Sustainment Plan (LCSP) <sup>1</sup> .
<sup>1</sup> (After Full Rate Production (FRP), the LCSP is not a part of the acquisition Strategy (AS) and is managed as a standalone plan, required to be briefed at gate reviews (refs DoDI 5000.02 para 8.a; DAG Ch. 5).
1.2. The program office billets are filled with sufficient personnel who have the required experience and training.
1.3 Logistics risks and mitigations are tracked and reported in the risk management process. (refs DODI 5000.02 par 4.d.)
1.4 Deficiencies identified by the user (e.g., Failure Reports, deficiency reports, technical publication deficiency reports, help desk tickets, etc.) are processed within the stated time frame and to the metrics identified in program documentation.
1.5 MOAs or other formal agreements are in place between the program office, gaining command or platform, participating acquisition resource manager, user, (e.g., those identified in the SEP), field activities, software support activities, etc. that defines supportability requirements, administrative and personnel resources, funding, physical resources, etc. The work is being executed as tasked. Examples are MOAs to a field activity to provide support, DoD activity to host a backup disaster recovery site, etc. (ref DODI 5000.02 Encl 7, para 3.b).
1.6 All Operational Test findings of deficiency are resolved or are in the process of being mitigated.
1.7 Ensure program milestones and initial program baseline deliveries in support of Final Operational Capability (FOC), and ensure product improvement solutions are tracking against the Integrated Master Schedule (IMS).
1.8 The program office is staffed for all core and sub-product functions. These positions are fully funded, either with mission funding or by Working Capital funds.
1.9 Sustainment metrics are defined and are measurable. Metrics: <ul style="list-style-type: none"> <li>• Are linked to system KPPs/KSAs and other supportability performance indicators</li> <li>• Are used to substantiate in-service issues and budget priorities</li> <li>• Address system reliability and incentivize use of common DoD components</li> <li>• Motivate desired long term behavior</li> <li>• Are understood and accepted by all stakeholders</li> <li>• Are assessable and verifiable</li> </ul> (ref FAR 37.6)
1.10 The process to collect product support performance metrics is in place and metrics are reported, collected, tracked, and assessed to measure PSI and provider performance. Trends are monitored and fed back for appropriate corrective actions.
1.11 Corrective actions are taken to correct performance that is not meeting required metrics.
1.12 Exit criteria have been established in the performance-based agreements to ensure the orderly and efficient transfer of performance responsibility back to the Government upon completion or termination

Part VI

Post-IOC  
Assessment

## Determine whether:

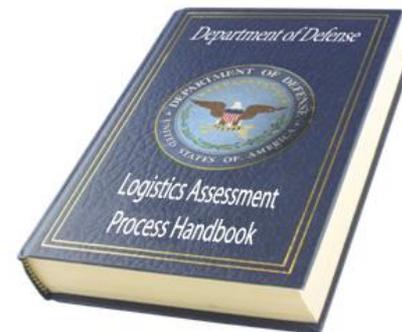
- A system was delivered that is supportable per the *planned requirements* within the estimated ownership **costs**.
- The planning was implemented to the **requirement**, but the **requirement** was not adequate, i.e. actual OPTEMPO has significantly increased and surge capability is now required
- Threats or support postures have changed. Review the “as planned” supportability posture to determine how best to support in the new environment.

## Reference Documentation Available

- Milestones B and C and FRP assessment criteria
- Post-IOC assessment criteria
- Documentation Request List
- Acquisition Phase Logistics Assessment rating criteria
- Post-IOC rating information

See the *Logistics Assessment Guidebook*

<https://acc.dau.mil/la-guidebook>



# Questions?

