



Logistics Directions

Newsletter of
The Council of Logistics Engineering Professionals



July – August 2011

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From the President:

I don't know what it's like in your part of the world, but where I am, it is hot enough to fry an egg on the sidewalk – never understood why anyone would want to do that...but it is HOT! Just the same, I do hope that everyone is enjoying the summer.

Couple of things to bring everyone up-to-date on:

- We held the 2011 Life Cycle Logistics Tools Symposium on May 23-26 in Huntsville. Very successful training event that featured the US Army, LOGSA-developed logistics software tools. The event was attended by more than 225 this year.
- We are running a bit behind schedule for the 2011 Board of Officer elections, but you should be receiving something from

the CLEP Elections Committee in just a few days. PLEASE respond and vote as soon as you get this so that we can avoid further delays in our election process.

- We are already planning for the 2012 Life Cycle Logistics Tools Symposium. Save these dates – March 5-9, and again in Huntsville. We will be adding some new things to the 2012 event, so visit our website often for updates as our planning gets firmer and we get closer to the dates.

Speaking of our website, CLEP is in the process of modernizing and updating our website. I think that everyone will be very pleased with the new pages. Again, I'll keep you informed of the big "Roll-Out". Have a great summer and stay safe.

Bill Horne

Dr. Larry Crow, 2011 Recipient of the Blanchard-Langford Award



Dr. Larry Crow

Dr. Larry Crow, Ph.D. was the recipient of the 2011 Blanchard - Langford Award that was presented to him at the 2011 Life Cycle Logistics Tools Symposium in Huntsville, AL.

The award is given annually by The Council of Logistics Engineering Professionals to recognize an individual or group for their outstanding

performance and contributions to the Logistics Engineering community. And Dr. Crow is certainly recognized throughout the profession for his numerous contributions.

Dr. Crow is president of Crow Reliability Resources, Inc. which provides services and resources in the areas of reliability consulting, training, and software development. Previously Dr. Crow was VP, Reliability & Sustainment Programs, at ALION Science and Technology. From 1985 to 2000 he served as Director, Reliability, at General Dynamics ATS—formerly Bell Labs ATS. From 1971-1985, Dr. Crow was chief of the Reliability Methodology Office at the US Army Materiel Systems Analysis Activity (AMSAA). He developed the Crow (AMSAA) reliability growth model, which has been incorporated into US DoD handbooks, and national & international standards. He chaired the tri-service committee to develop Mil-Hdbk-189, *Reliability Growth Management* and is the principal author of that document. He is the principal author of the IEC

International Standard 1164, *Reliability Growth-Statistical Tests and Estimation Methods*. Dr. Crow is a Fellow of the American Statistical Association, and the Institute of Environmental Sciences and Technology. He is a Florida State University Alumni Association Distinguished Alumnus and the recipient of the FSU "Grad Made Good" Award for the Year 2000.

As Dr. Crow stated, "Reliability is often the largest factor for demand and one of the biggest influences on logistics strategies and costs, especially for government systems. My work is used not only in development but also to improve the logistics burden of fielded systems."

Dr. Crow served as a reliability consultant for the Army involved in a study to reduce costs for their fleet of trucks. This study, based on Dr. Crow's methods, saved the Army billions of dollars in procurement and logistics costs. He was also the chief reliability consultant for the Navy Air Systems Industrial/Engineering/Logistics Team for a program conducted over 2001-2005 to reduce support and logistics costs of the fielded Naval Air systems. In this program, the Navy standardized the reliability analyses on Dr. Crow's reliability growth methods, conducted 257 studies, implemented 1351 corrective actions, and significantly reduced NAVIAR's logistics support costs. Along with methods for reliability growth of developmental systems, Dr. Crow teaches courses on Methods for Reliability Growth and Reduced Logistics Burden of Fielded Systems. All of this work associated with logistics has been and continues to be very rewarding.

It was truly an honor for The Council of Logistics Engineering Professionals to present the 2011 Blanchard-Langford Award to Dr. Larry Crow.

Calendar of Events

DMSMS & Standardization Conference 2011, 8/29/2011 - 9/1/2011; Westin Diplomat Resort & Spa, Hollywood, FL; <http://dmsms2011.com/index.html>

Fleet Maintenance & Modernization Symposium (FMMS) 2011, 8/30/2011 – 8/31/2011, Town and Country Resort & Convention Center, San Diego, CA;
www.navalengineers.org/events/individualeventwebsites/FMMS2011/Pages/ASNELandingPage.aspx

16th Annual Expeditionary Warfare Conference, 10/24/2011 — 10/27/2011; Bay Point Marriott Hotel, Panama City, FL; www.ndia.org/meetings/2700/Pages/default.aspx

14th Annual Systems Engineering Conference, 10/24/2011 - 10/27/2011; Hyatt Regency Mission Bay, San Diego, CA; www.ndia.org/meetings/2870/Pages/default.aspx

2011 Coast Guard Innovation Expo, 10/25/2011 - 10/27/2011; Tampa Convention Center, Tampa, FL; www.ndia.org/meetings/2230/Pages/default.aspx

Interservice/Industry Training, Simulation and Education Conference (I/ITSEC), 11/28/2011 — 12/01/2011; Orange County Convention Center, Orlando, FL; www.iitsec.org/

28th Annual National Logistics Conference and Exhibition, 03/26/2012 — 03/29/2012; Hyatt Regency Miami, Miami, FL; www.ndia.org/meetings/2730/Pages/default.aspx



January 23-26, 2012
John Ascuaga's
Nugget Hotel and Casino
Reno, Nevada
www.janugget.com

Securing Tomorrow's Future with Reliability and Maintainability

2012 RAMS will emphasize ways in which reliability and maintainability practitioners can focus on the future of the discipline and system engineering processes. Additionally, the 2012 RAMS will continue the RAMS tradition of providing a venue for professionals new to reliability and maintainability to receive a first-class introduction to the fundamental concepts and tools of assurance science.



SAVE THE DATE!!!

March 5-9, 2012

**For
The 2012 Life Cycle Logistics Tools
Workshop and Users Group Symposium
Von Braun Center - Huntsville, Alabama**

Combined force conducts live-fire exercise during UNITAS exercise

By Mass Communication Specialist 3rd Class (SW) Stuart Phillips, U.S. Naval Forces Southern Command & U.S. 4th Fleet Public Affairs

USS NITZE, At Sea (NNS) -- Three U.S. Navy ships, one U.S. Coast Guard ship and six ships from Brazil, Mexico and Argentina conducted a firing exercise on an aerial drone during the Atlantic (LANT) phase of UNITAS 52, May 4.

Guided-missile frigates USS Thach (FFG 43) and USS Boone (FFG 28), guided-missile destroyer USS Nitze (DDG 94), and USCGC Escanaba (WMEC 907) worked with partner navies to conduct the firing exercise using two drones launched from Thach.

The two BQM-74E drones were launched from Thach and flown by a team of civilian contractors from Naval Air Warfare Center, based out of Dam Neck, Va.

"Our main job is to help the Navy test their weapons systems and to qualify their weapons systems teams," said Contract Lead, Bob Cook. "We simulate all air threats.

We can simulate a missile, we can simulate an airplane."

During their flight the aerial drones were controlled by the combat systems team aboard Nitze. The Nitze team coordinated with the drone pilots aboard Thach to direct the path of flight for the safe conduct of multiple firing events.

"We communicated via combat systems here on Thach, to the Nitze and they directed everything," said Cook. "It went very smoothly. There were no glitches and communication was fine."

"I could not be prouder of the way Nitze performed today," said Nitze's Combat Systems Officer, Lt. Cmdr. Michael Johnson. "The costs of doing actual events are too high to allow for us to do this routinely. Today, Nitze performed on an international stage and proved the value of preparation and training. We all should take pride in how our crew performed today."

All ships used the event to develop their air tracking capabilities. The Argentines and

Americans engaged with conventional battery, while the Brazilians used their missile systems to engage the aerial drone.

"You cannot put a price tag on the valuable training our crew has garnered working with these other navies," said Johnson. "The ships we have been working with are nothing less than professional and demonstrate exceptional ship-handling skills. I will remember this exercise for a long time to come."

One drone was recovered by rigid-hull inflatable boat operators from Thach after it landed in the water. The drone will be salvaged and reused in future training scenarios

"We are able to recover and salvage about 85% of our drones," said Cook. "We can salvage and turn a target around in four or five hours. It's a regular jet engine, so we just have to flush it and the motor out with fresh water and do a corrosion check on the

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New Value Engineering Guidebook Now Available

By Bill Kobren, CPL

Director, Logistics & Sustainment Center, Defense Acquisition University

In case you had not already seen it, the Office of Deputy Assistant Secretary of Defense (Systems Engineering) recently issued a comprehensive new guidebook entitled "[SD-24 Value Engineering: A Guidebook of Best Practices and Tools](#)" which I highly recommend you take a look at. Dated June 13, 2011, "this publication shows how VE (Value Engineering) can be an effective mechanism for generating cost savings or cost avoidance for contractors and the U.S. Government, gives details on the basics of the VE methodology, discusses how to establish a VE program, describes best practices for applying VE on government contracts, and provides an overview of the benefits of a strong VE program." In addition to the direct link to the document on the ASSIST website, we have also posted a link to it on our [Logistics Community of Practice \(LOG CoP\) Resources & Tools site](#) and we offer a continuous learning module, [CLE001 Value Engineering](#), on the subject as well.

According to the guidebook's authors, "VE is an organized/ systematic approach that analyzes the functions of systems, equipment, facilities, services, and supplies to ensure they achieve their essential functions at the lowest life-cycle cost consistent with required performance, reliability, quality, and safety. Typically the implementation of the VE process *increases* performance, reliability, quality, safety, durability, effectiveness, or other desirable characteristics. Because "costs" are measurable, "cost reduction" is often thought of as the sole criterion for a VE application, and indeed, cost reduction is primarily addressed in

this document. It is important to recognize, however, that increased value is the real objective of VE, which may not result in an *immediate* cost reduction. In fundamental terms, VE is an organized way of thinking or looking at an item or a process through a functional approach. It involves an objective appraisal of functions performed by parts, components, products, equipment, procedures, services, and so on—anything that costs money. VE is performed to eliminate or modify any element that significantly contributes to the overall cost without adding commensurate value to the overall function"

In addition, the new SD-24 also provides outstanding and detailed information about benefits and implementation of Value Engineering Change Proposals (VECP), which it defines as "a proposal submitted to the government by the contractor in accordance with the VE clause in the contract. A VECP proposes a change to the contract that, if accepted and implemented, provides an eventual, overall cost savings to the government and a substantial share in the savings accrued as a result of implementation of the change for the contractor. It provides a vehicle to reduce acquisition and operating costs while the increasing contractor's rate of return."

Why does this matter to the logistician? Glad you asked! Working with your Systems Engineering, Contracting, and Program Management counterparts, VECPs are a powerful tool available to Life Cycle Logisticians and Product Support Managers (PSMs) to

enhance system reliability and maintainability as part of a comprehensive, long-term product support strategy, life cycle sustainment plan, and implementation of performance based life cycle product support (PBL) strategies. VECPs are also remarkably effective tools in not only reducing operations and sustainment funding requirements, but ultimately helping to optimize system readiness and life cycle cost. Or as the guidebook concludes, "increasing VECP usage is in the best interest of the government and industry because it improves industry's bottom line and reduces government cost while delivering greater capability to the Warfighter. Many contracting officers, program managers, and their contractor counterparts see only a few VECPs in their career. Therefore, it is important for both the government and industry to build upon this expertise, learn from others, and share best practices to formulate and implement VECPs. A knowledge-based CoP is one of the most effective mechanisms to facilitate such sharing. Once people begin exploiting the opportunities provided by VECPs, their use will become self-perpetuating."

So, again would highly encourage you to not only bookmark this excellent new interdisciplinary reference, but to read it and consider how you and your contractor-government team could potentially apply the practices and principles outlined therein to your program.

UNITAS exercise

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target, making sure nothing is broken."

UNITAS LANT consisted of the drone exercise and a series of other events designed to demonstrate the capabilities and develop cooperation of the partner nations participating this year.

UNITAS, Latin for "unity," is a combined South American and U.S.-sponsored annual exercise series. Active participants for UNITAS LANT 52 include Brazil, the United States, Argentina, and Mexico.

COMUSNAVSO/C4F supports U.S. Southern Command joint and combined full-spectrum military operations by providing principally sea-based, forward presence to ensure freedom of maneuver in the maritime domain, to foster and sustain cooperative

relationships with international partners and to fully exploit the sea as maneuver space in order to enhance regional security and promote peace, stability, and prosperity in the Caribbean, Central and South American regions.

For more information, please contact COMUSNAVSO/C4F Public Affairs by email at comusnavso-c4f_mypt_pao@navy.mil, visit www.public.navy.mil/comusnavso-c4f, on Facebook at www.facebook.com/NAVSOU4THFLT, or on Twitter at www.twitter.com/NAVSOU4THFLT.

For more news from U.S. Naval Forces Southern Command & U.S. 4th Fleet, visit www.navy.mil/local/cusns/.



ATLANTIC OCEAN (May 4, 2011) Ten ships from the U.S., Brazil, Mexico and Argentina transit together in formation for a photo exercise during the Atlantic phase of UNITAS 52. UNITAS Atlantic is a multinational exercise as part of Southern Seas 2011. (U.S. Navy photo by Mass Communication Specialist 1st Class Steve Smith/Released)

Navy Re-Establishes Intermediate Maintenance Activity in Southeast Region

In a Press Release, dated June 28, 2011, from the Office of Congressional and Public Affairs the Naval Sea Systems Command (NAVSEA) announced the re-establishment of the US Navy Intermediate Maintenance Activity at Naval Station Mayport, FL.

MAYPORT, Fla. (NNS) – The Navy’s Southeast Regional Maintenance Center (SERMC) formally re-established its Intermediate Maintenance Activity (IMA) at Naval Station Mayport, June 28, providing the fleet with a renewed capability to train Mayport-based surface ship crews to perform shipboard maintenance and repairs.

In the past, IMAs served as a critical component of the training pipeline for fleet sailors. In recent years, however, funding cuts led to the downsizing of these facilities. Re-establishing the intermediate maintenance activity in Mayport reflects the Navy’s commitment to a ‘back-to-basics’ approach to shipboard material readiness.

“This is not just about a ceremony, but rather we are embarking on an important mission that recognizes the significant revolution that has happened in how the Navy views surface ship maintenance,” said Commander, Naval Sea Systems Command, Vice Adm. Kevin McCoy. “In a budget-

constrained environment, the fleet has supported adding a total of 50 additional skilled personnel to this activity. By 2012, we will add another 85 military and civilian. We are expanding and bringing back the needed facilities to properly support the needs of the fleet.”

While training at an IMA, sailors will receive on-the-job training within five primary product families, each of which will provide rating-specific training for sailors. This training will be in such areas as corrosion control, engine maintenance, component machining and combat systems repairs.

In addition to the invaluable hands-on training provided to sailors, they will also have the opportunity to participate in the Navy Afloat Maintenance Training Strategy program, which provides the means for sailors in these ratings to achieve journeyman-level certification in these skills during their assignment to IMAs.

“This training will be invaluable to [sailors] during your career and in your later post-Navy careers,” McCoy said while addressing sailors assigned to the command.

Over the past decade, substantial fiscal constraints forced a reduction in ship manning and in surface ship support

maintenance activities ashore. While the immediate results of restructuring created a cost savings for the Navy that proved favorable, the longer-term, unintended consequence of not training sailors to maintain and repair shipboard equipment created a significant material readiness void.

Navy leaders recognized the void, and have since undertaken several initiatives designed to rebuild resources, and positively impact quality maintenance and modernization practices across the Navy’s RMCs. One of these initiatives is the re-establishment of IMAs.

“Our senior Navy leadership, from the CNO, to the fleet commanders and NAVSEA have made the re-establishment of our IMAs possible, and their investment in the surface ship maintenance initiatives and resources the Navy requires to properly sustain our ships and train our fleet sailors has been vital,” said the Rear Adm. David Gale, commander, Navy Regional Maintenance Center. “With their support, we are now uniquely positioned to ensure that the material readiness of today’s, and tomorrow’s, fleet is sustained.”

The Logician’s Burden

Logicians are a sad, embittered race of people, very much in demand in war, who sink resentfully into obscurity in peace.

They deal only with facts but must work for men who traffic in theories. They emerge during war because war is very much fact.

They disappear in peace, because in peace, war is mostly theory.

The people who trade in theories and who employ logicians in war and ignore them in peace are generals.

Logicians hate generals.

Generals are a happily blessed race who radiate confidence and power. They feed only on ambrosia and drink only nectar.

In peace, they stride along confidently and can invade a world simply by sweeping their hands grandly over a

map, pointing their fingers decisively up terrain corridors, and blocking defiles and obstacles with the sides of their arms.

In war, they must stride more slowly, because each general has a logistician riding on his back and he knows that, at any moment, the logistician may lean forward and whisper, “No, you can’t do that!”

Generals fear logicians in war, and in peace, generals try to forget logicians.

Romping along beside generals are strategists and tacticians.

Logicians despise strategists and tacticians.

Strategists and tacticians do not know about logicians until they grow up to be generals—which they usually do—although sometimes generals will discipline errant strategists and

tacticians by telling them about logicians.

This sometimes gives strategists and tacticians nightmares, but deep down in their hearts, they do not really believe the stories—especially if the general lets them have an occasional drink of his nectar.

Sometimes a logistician gets to be a general.

In such a case, he must associate with generals whom he hates. He has a retinue of strategists and tacticians whom he despises, and on his back is a logistician whom he fears.

That is why logicians who become generals are a fearsome and frustrated group who wish they were anywhere else, beat their wives, get ulcers, and cannot eat their ambrosia.

Rear Adm Isaac Campbell Kidd, USN

NEW SYNERGIES BETWEEN SYSTEMS ENGINEERING AND DMSMS

By Chet Bracuto, Alex Melnikow, and Ed Zelinski

Focusing on Diminishing Manufacturing Sources and Material Shortages (DMSMS) in systems engineering (SE) is a vital means of improving DMSMS risk mitigation. The Systems Engineering Directorate, within the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics, and the defense industry's SE community agree that closing the gap between DMSMS policy and practice would help ensure effective life-cycle support. Adverse impacts on weapon system availability can be reduced by applying SE principles and best practices to enhance reliability, availability, maintainability, and sustainability and by actively addressing DMSMS concerns throughout the entire life of the program.

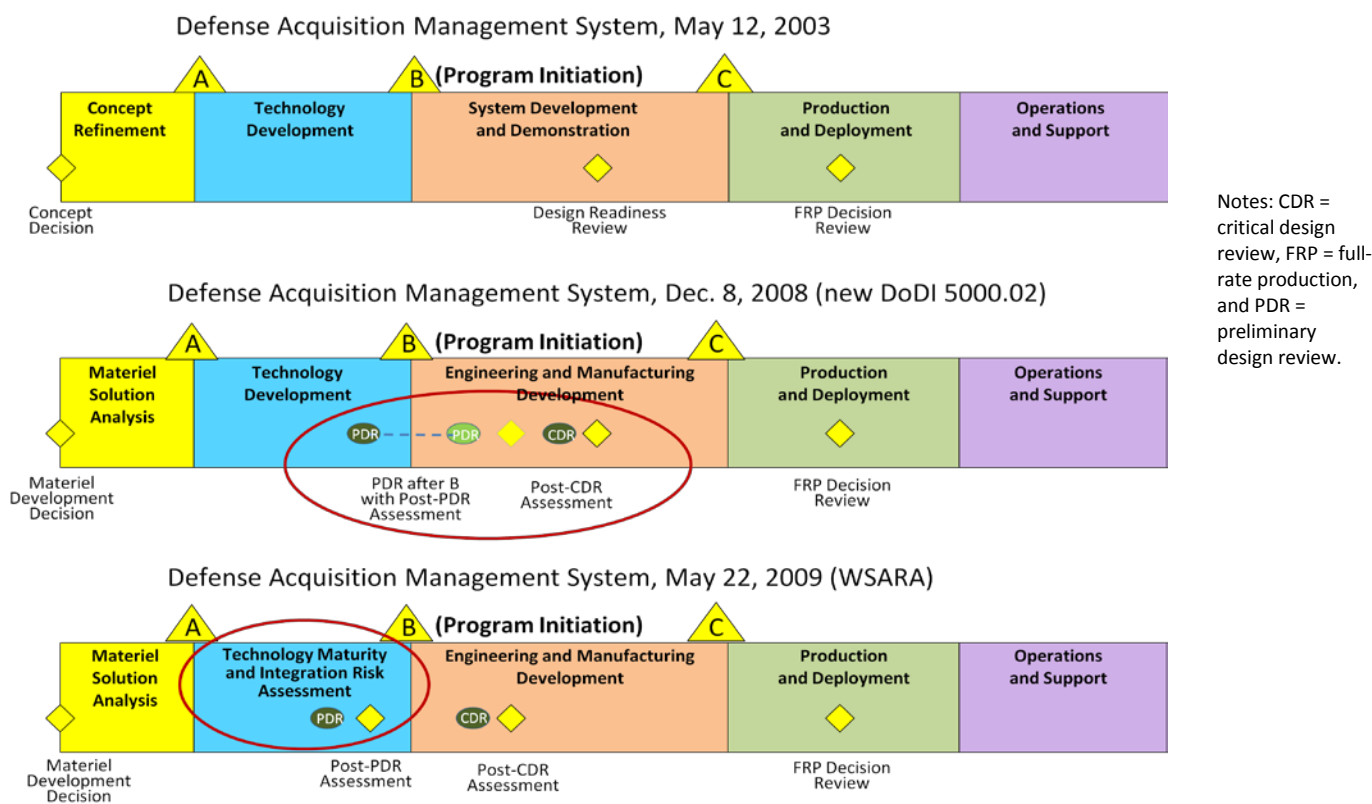
Impacts of New Acquisition Reform Bill and Policy on Systems Engineering

The Weapon Systems Acquisition Reform Act (WSARA) of 2009, Public Law 111-23, reformed the way Pentagon contracts and weapon systems address

the cost growth and delays in acquisition. The bill, signed into public law on May 22, 2009, focuses on starting programs right by renewing the focus on SE early in a program's life cycle and strengthening DoD's developmental testing and evaluation capability in order to reduce risk. The bill reflects the position that managing major programs effectively requires sound SE, technology readiness assessments, developmental testing, and reliable independent cost estimates. In that regard, the bill establishes the position of director of Developmental Test and Evaluation (DT&E). The bill also directs the Secretary of Defense to develop and implement mechanisms to ensure that requirements for major weapon systems consider tradeoffs between cost, schedule, and performance. WSARA furthers these provisions with additional certification requirements at Milestones A and B, for mandatory competitive prototyping and with a system-level preliminary design review (PDR) before Milestone B for all major defense acquisition programs. The statute

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Figure 1. Comparison of Acquisition Life Cycles



NEW SYNERGIES BETWEEN SYSTEMS ENGINEERING AND DMSMS

requires the completion of a PDR and a formal post-PDR assessment before a program receives Milestone B approval. Figure 1 compares the acquisition life-cycle frameworks since 2003.

WSARA requires development and tracking of measurable performance criteria as part of the systems engineering plan, test and evaluation strategy, and test and evaluation master plan. It also requires the Office of the Secretary of Defense to provide Congress an annual assessment of component capabilities for SE, development planning, and DT&E. In addition, WSARA emphasizes life-cycle management and sustainability.

Systems Engineering Goals for DMSMS

Acquisition improvements cannot be accomplished by policy and process reforms alone. They must be coupled with efficient, effective execution. Central to these improvements is a program's up-front attention to SE through parts management and DMSMS. SE design trades should allow the program to select appropriate parts and to identify potential DMSMS issues early, which will in turn enable the program to manage parts and DMSMS proactively throughout the life cycle.

DMSMS cases may occur at any phase in the acquisition life cycle, from design and development through post-production, and they may have a severe impact on weapon system sustainability and life-cycle costs. The majority of DMSMS cases have been in the electronics area (primarily microcircuits); however, DMSMS problems affect all weapon systems and material categories. In addition, DMSMS problems are not always confined to piece parts. Material obsolescence situations may occur at the part, module, component, equipment, or other system level.

DMSMS is becoming the new pervasive

threat to system sustainability. To rectify this issue, the Systems Engineering Directorate established four goals to enable proactive DMSMS risk management.

GOAL 1. ENSURE THAT SE DESIGN TRADES CONSIDER DMSMS CONCERNS

Industry is developing company-wide capabilities and practices to combat DMSMS issues prior to the critical design review phase of a program. However, gaps exist between policy and practice. For example, DMSMS considerations usually are not given high priority, and design activities need early integration with DMSMS prediction/mitigation tools. In addition, proactive DMSMS methods need assessment during technical and program support reviews.

GOAL 2. REACH OUT TO PROGRAM MANAGERS AND SENIOR LEADERS REGARDING THE IMPORTANCE AND BENEFITS OF A PROACTIVE DMSMS APPROACH

DMSMS activities include engagement of both government and industry through the DMSMS Working Group. Government and industry harvest ideas through many forums such as periodic conferences. The DMSMS Working Group addresses investigations of lead-free and counterfeit electronics, cost metrics of obsolescence, and other leading edge issues that will benefit the DMSMS community. Awareness programs, along with DMSMS training resources, are available to avoid the consequences of DMSMS. Those resources include the following:

Defense Acquisition University (DAU) course material incorporating basic DMSMS knowledge and techniques.

SD-22, *Diminishing Manufacturing Sources and Material Shortages: A Guidebook of Best Practices and Tools for Implementing a DMSMS Management Program*, published by DSPO in September 2009. SD-22 compiles materials from various DoD

DMSMS management documents and best practices from across DoD services and agencies for managing the risk of obsolescence. SD-22 also identifies assorted measurement tools that may be useful for analyzing and tracking the effectiveness of DMSMS programs. SE and program managers should make the DMSMS guidebook their desktop reference for quickly pinpointing key actions required to manage DMSMS issues and concerns.

Outreach activities involving the DMSMS community, such as the annual DMSMS and Standardization Conference, have been successful in spreading awareness of the issue and availability of DMSMS logistics and predictive tools. Through the conference, participants should make it a priority to forge strategic partnerships between logistics and SE for long-term systems supportability for DoD weapon systems. Strong strategic partnerships at all levels within DoD, industry, and academia will enable quick response to material shortages and improve readiness and support of the warfighter.

DMSMS considerations could be better integrated into DAU courses. Leaders in the services need to provide active, consistent advocacy for DMSMS issues in programs. Investments are necessary to dramatically decrease DMSMS impacts on the warfighter. In addition, consolidation and justification of long-range DMSMS program resource requirements need to be aligned with spending priorities against defense objectives. Although reactive mitigation solutions for DMSMS will always be necessary, both DoD and industry need to move toward proactive and strategic solutions having noteworthy benefits.

GOAL 3. IMPROVE THE EARLY IDENTIFICATION AND DISSEMINATION OF POTENTIAL DMSMS ISSUES AND WARNINGS

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NEW SYNERGIES BETWEEN SYSTEMS ENGINEERING AND DMSMS

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DoD is increasingly sharing DMSMS analyses and solutions across multiple systems. Partnerships with industry have begun to pay off with common access to shared data. In addition, DoD programs are implementing international standards for end-of-life warnings in nonproprietary systems.

Legislative and environmental protection activities will increasingly restrict material availability outside the usual electronics domain. DoD and industry need to increase partnerships to share data using common standards at the part, card, and box levels in order to gain a consolidated view of inventory and demand. DoD acquisition programs need better access to shared data across services and industry. In addition, DoD and industry need to embrace measures to support the combating of counterfeit parts, the restriction of hazardous substances, and the European Union's regulations on registration, evaluation, authorization, and restriction of chemical substances. To further enhance dissemination of DMSMS issues, programs should leverage the Government-Industry Data Exchange Program for establishing standards to enable collaboration to resolve DMSMS issues. SE professionals in both DoD and industry have a clear opportunity to share knowledge regarding DMSMS issues.

GOAL 4. IMPROVE THE METHODOLOGICAL FOUNDATION OF THE DMSMS RISK MANAGEMENT PROCESS

DoD, academia, and industry need to publish documented processes to assist programs with identifying, assessing, and resolving DMSMS problems. Guidebooks should include a discussion of the potential synergy between value engineering and DMSMS. MILSTD-3018, "Parts Management," and two DSPO documents—SD-22 and SD-19, *Parts Management Guide*—provide additional implementation details.

The DMSMS community needs to ensure tighter coupling between the SE process and the DMSMS risk management process. This connection requires more standardized techniques and the implementation of prediction and mitigation tools across a broad spectrum of government and industry to better manage obsolescence issues. Techniques to evaluate DMSMS program cost-effectiveness also are needed. DMSMS considerations should be integrated into DAU courses and into industry awareness and training programs.

Conclusion

SE's focus must be on a balanced solution that drives improvements, early in the life cycle, regarding affordability, safety, sustainment, reliability, availability, maintainability, mission performance, and system-level operational effectiveness.

With regard to sustainment, efforts need to be directed toward addressing prospective DMSMS situations during the initial phases of weapon system development or modification.

This effort includes identifying current and potential DMSMS items early in the SE phase and making associated design tradeoffs to minimize life-cycle vulnerability. The foundation for effective life-cycle obsolescence management resides in careful integration of DMSMS program elements within SE activities. With a life-cycle DMSMS management program in place, SE would support cost-effective identification and resolution of DMSMS problems throughout the life cycle before they become critical situations affecting weapon system supportability and readiness. Incorporating timely and cost effective engineering practices during all life-cycle phases will minimize the impact of DMSMS.

Acquisition reform for SE means an improved foundation of the DMSMS risk

mitigation process. The transition of DSPO into the Systems Engineering Directorate will allow SE principles and best practices to enhance reliability, availability, and sustainability.

Actively addressing DMSMS concerns throughout the entire life of the program will help ensure effective life-cycle support and will reduce adverse impacts on readiness or mission capability.

Note: This article is based on an expanded discussion of the presentations made by Mr. Terry J. Jagers, Principal Deputy Director, Systems Engineering, Office of the Director, Defense Research and Engineering, and by Mr. Christian T. Orłowski, Corporate Director, Engineering and Technology, Northrop Grumman Corporation, the government and industry keynote speakers at the 2009 DMSMS and Standardization Conference.

About the Authors

Chet Bracuto is a senior systems engineer in the Systems Engineering Directorate. He leads efforts on reliability, availability, and maintainability; production, quality, and manufacturing; supportability; reduction of total ownership costs; and value engineering.

Alex Melnikow is the deputy director for DMSMS within DSPO. He is responsible for establishing DoD DMSMS policy and guidance.

Ed Zelinski is the strategic operations director and lead of the Common Commodities Management System Program at Northrop Grumman Corporation. Dr. Zelinski's responsibilities include strategic investment planning and enterprise-wide parts management / standardization and liaison with government and industry activities to support standards and guidance for the industry in all areas of parts management and DMSMS.

OSD Memorandum Promotes Improved Reliability Procedures

A recent Directive-Type Memorandum (DTM) was released by Mr. Frank Kendall, the Acting Under Secretary for Defense, Acquisition, Technology and Logistics, on March 21, 2011; for a copy of the DTM, visit this url:

<http://www.dtic.mil/whs/directives/corres/pdf/DTM-11-003.pdf>

The Directive's purpose is to "enhance reliability in the acquisition process and, with recent Secretary of Defense direction, to improve the efficiency of the Defense acquisition system."

There are two thrusts of the Directive:

- 1) Amplify procedures in DoD Instruction 5000.02, Operation of the Defense Acquisition System, December 8, 2008; and
- 2) Institutionalize reliability planning methods and reporting requirements timed to key acquisition activities to monitor reliability growth

The Directive will be incorporated into the DoD Instruction 5000.02 and applies to Major Defense Acquisition Programs

(except Information Systems) and designated special interest programs. As stated in the DTM, "The Heads of the DoD Components shall implement and ensure Component compliance with the procedures in the Attachment. These procedures shall be applied to other than Acquisition Category I programs by designation of the Component Acquisition Executive (see DoD Instruction 5000.02)."

First F-35 arrives at Eglin

by Samuel King Jr., 96th Air Base Wing Public Affairs

The Department of Defense's first F-35 Lightning II joint strike fighter touched down at its new home here July 14, 2011, marking a major milestone in the nation's military history.

Upon arrival, the jet officially became part of the Air Force inventory. It now belongs to the JSF training unit, the 33rd Fighter Wing.

Flying it in was Lt. Col. Eric Smith of the 58th Fighter Squadron, the first Air Force qualified F-35 pilot.

"It was a smooth ride in," he said of the one hour and 40 minute flight. "The jet behaved awesomely. I'm just so proud to bring it home to Eglin (Air Force Base)."

A crowd of 33 FW employees braved the 90 degree heat to watch the fifth-generation fighter touchdown and taxi in. Col. Andrew Toth, 33 FW Commander, was the first to greet his pilot upon arrival.

"It's an exciting day here at the wing

where our joint and integrated team has been preparing for this since October 2009," Colonel Toth said. "I have no doubt the caliber of the Airmen, Sailors, Marines and contractors will provide safe and effective training operations at Eglin. Now, we look forward to the start of classes later this year."

Now that the aircraft is on station, F-35 maintainers will train and be certified here at home.

"It's pretty exciting," said Tech. Sgt. Brian West, the crew chief for the new aircraft. "We're thrilled to be able to train with one of our own."

As the world's first multi-role stealth fighter, the F-35 is known for its superior range, cutting-edge avionics and next-generation sensor fusion. Each model shares breakthroughs in combat performance, survivability and support, while each is specifically tailored for unique service needs.

Lt. Col. J.D. Wilbourne, 58 FS commander, said he was thrilled to see his first aircraft arrive, one day before his change of

command.

"This is the best week ever," said the commander, who flew chase in an F-16 Fighting Falcon. "This aircraft ensures air dominance for the next 30 years, and today marks the first step toward that goal."



Tech. Sgt. Brian West watches an F-35 Lightning II approach July 14, 2011, at Eglin Air Force Base, Fla. Tail number 0747 is the Department of Defense's first operational F-35. Sergeant West is an F-35 joint strike fighter crew chief. (U.S. Air Force photo/Samuel King Jr.)

"Our military culture must reward new thinking, innovation and experimentation.... Every dollar of defense spending must meet a single test—it must help us build the decisive power we will need to win the wars of the future."

George H. W. Bush

Commentary: Now, that is mentoring

by Lt. Col. Tom Angelo, 31st Force Support Squadron

7/6/2011 - **AVIANO AIR BASE, Italy** -- About 10 years ago, after enlightening me with, no doubt, another gem of wisdom that went over my head, the colonel said to me, "now, that's mentoring!"

Years later, I'm beginning to understand what mentoring really is and that we can easily miss it, even when it's right in front of us. We often seek mentoring from the wrong sources, we don't always recognize its value, and we sometimes discount its merit when it doesn't have immediate application. There are a few common mistakes I've seen and done that perhaps you, or your Airmen can avoid. Here are five of my "lessons learned."

1. Seek mentorship from more than one person and along many dimensions. Perspectives from different mentors can inspire and spark innovation. Mentors from various backgrounds bring different ideas and approaches based on their life experiences and with several mentors you'll expand your personal growth beyond just "the job." Mentors can assist you across many dimensions and help you set and achieve goals in your professional, spiritual, physical, or academic life. No one mentor needs to fill all roles; freeing yourself from this idea allows you to seek short-term mentorship from a variety of sources. "Situational mentoring" is a great way to get just-in-time advice for the short-term challenges we all face.

2. Don't try so hard that you end up with the wrong mentors -- like ones who feel they need to mentor you only because they outrank you, or the boss who you feel has to be your mentor because of their position. Rank or position are not always the best measures of success (blasphemy,

I know). Instead, look for those who you feel are most competent for the advice or counsel you need. Although you should keep an open mind to those who offer mentorship, try not to feel obligated to receive guidance from someone when it's just not a good match. A skilled mentor should feel when there's not a good connection, too.

3. The right mentors are not always who you think. For example, peer mentorship can often be the most honest, though toughest to receive at times. In 2007, a fellow squadron commander slyly did this to me, and although at the time I saw it as him just touting his unit's success, he was really mentoring me to improve my game. Similarly, those junior to you can often teach you as much as your peers or seniors, as they can provide feedback for how your leadership is being received. Reverse mentoring can also help senior members learn skill sets from more junior Airmen, such as information technology or different approaches to learning. Don't be bounded by pay structures, either: enlisted Airmen, civilians, and officers can certainly benefit from mentorship regardless of the uniform or attire we wear. It is critical to seek mentorship from within and outside your functional community -- or even outside the Department of Defense or government environment.

4. Realize that mentorship can be both continuous and discrete. Mentees often see mentorship only in small doses at regular intervals, such as documented feedback sessions, on the golf course, or in barstool conversations at the Club (which CAN be part of it). Mentorship can be something we're subconsciously feeling or receiving -- something in which we are immersed -- that we

don't need to think of, just like we don't think to breathe or blink. Mentorship can happen on a daily, or frequent basis when a supervisor is filling a mentor role as well. I've had several bosses who've asked me to look over their shoulders when typing e-mails to their bosses, who've jokingly, but seriously, called me out on slacking on my professional military education, or who've handed me a set of decisional slides to read through. Those small doses happen pretty quietly from day to day, but speak in loud volumes when considered together; what seems accidental is really deliberate, when you're being mentored by someone who really cares about your development.

5. Realize that understanding can come much later in the process. Airmen may find the whole mentorship process interesting, and they may learn something in their functional area, but the understanding (and possibly the application) can come later -- even years later. When your immediate boss is a senior officer, a chief master sergeant, or a senior civilian leader or executive, just watching them arrive at decisions can be a learning experience. This learning experience can guide your counsel to them in the short term, but more importantly it's a skill you tuck away for later. Experiences later in life re-affirm the value of the previously received mentorship, which will drive you to mentor others with passion and vigor.

I don't think I've broken any new ground here, or advanced the academic literature on the topic of mentorship. However, in asking me to write about this, my former colleagues have once again played a part in mentoring me without even realizing it. Now THAT is mentoring.

Sustainment Center of Excellence Lifelong Learning Portal: Gateway to Lifelong Learning for Logisticians, *by Major General Mitchell H. Stevenson*

As the Army continues to transform to a leaner, more deployable, and more lethal formation with state-of-the-art equipment for sustaining well-trained Soldiers, Army training is also moving forward with a new look. To help transform how we train, the Army Combined Arms Support Command (CASCOM) has been moving forward with a concept called “lifelong learning.”

We have accomplished a great deal in support of the tenets of lifelong learning—not just advancing the concept for combat service support (CSS) Soldiers and leaders, but also advancing it for the Army. Lifelong learning is no longer just an idea; it is an established concept at the Army Training and Doctrine Command and the Department of the Army.

In support of the lifelong learning concept, we have established the “Sustainment Center of Excellence Lifelong Learning Portal” (SCOE–LLP). The SCOE–LLP, in partnership with the virtual muscle of the SCOE Sustainment Knowledge Network (SKN) (which is available on line at <https://www.us.army.mil/suite/page/372426>), is the hub supporting lifelong learning and collaboration for the CASCOM, Ordnance, Quartermaster, Transportation, and Army Logistics Management College learning domains. The Applied Technology Division, under the CASCOM Deputy Commander for Training, Training Support Directorate, is the staff coordinating and operational organization for the SCOE–LLP.

The SKN, which is designed to facilitate lifelong learning and knowledge management by bringing commanders, Soldiers, and support staff the information they need, further supports the generation, application,

management, and exploitation of CSS and Army knowledge to foster collaboration among CSS Soldiers and units. SKN personnel facilitate online forums and help the CSS community apply knowledge management to share expertise and experience, develop intuitive leaders, improve decisionmaking, and develop organizations and terms.

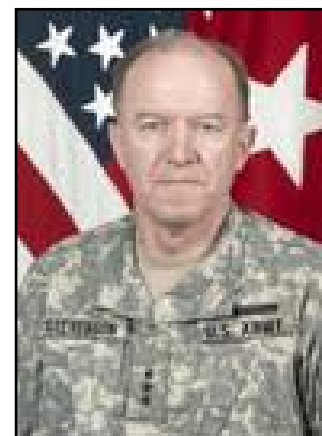
The SCOE–LLP uses a learning content management system to deploy learning content to users. It can deploy interactive multimedia instruction (IMI), simulations, games, and other instructional materials such as course management plans, lesson plans, and plans of instruction. It also has a help desk, forums, and other student assistance capabilities. The SCOE–LLP is a “virtual” blend of connectivity and people that provides lifelong- learning materials, information, and support with a 24 hours a day, 7 days a week reachback capability.

The SCOE–LLP enables the branch, unit, commander, or instructor to track a student’s progress by “virtual” means. The student management function can track which courses—even which modules of courses—have been taken. If a course’s content is updated, the SCOE–LLP can notify the Soldier. In this way, the SCOE–LLP is not only a collection of training and educational materials but also a means of standardizing the instruction that Active and Reserve component students receive. The SCOE–LLP ensures that all Soldiers receive the same instruction in a standardized format and that individual Soldiers can refresh their skills whenever they require, no matter where in the world they are.

Using the SCOE–LLP offers many advantages. For example, using SCOE–LLP—

- Blends classroom instructional modes to help increase practical exercise (hands-on) time.
- Increases instructor control and student contact time beyond the traditional classroom.
- Bridges the sustainment training gap between, for example, advanced individual training, basic and advanced noncommissioned officer courses, and warrant officer courses.
- Makes updates to course materials instantly available to mobile training teams, instructors, and learners.

To date, more than 5,000 Soldiers and civilians have actively enrolled in about 200 SCOE–LLP courses. I invite you to check your proponent learning domain via the SCOE–LLP website at <http://www.cascom.lee.army.mil/scoe/scoeportal/>. And if you don’t like what you see, write to us and tell us how we can better serve you. For more information or to request assistance, please send an email to the SCOE–LLP at leeSCOEBLACKBOARD@lee.army.mil.



Major General Mitchell H. Stevenson is the commanding general of the Army Combined Arms Support Command and Fort Lee, Virginia, and the chairman of the Army Logistician Board of Directors.

A Logistics Engineering Organizational Evaluation Approach

The monograph, An Organizational Capability Model for Logistics Engineering (OCM-LE) was developed by the Council of Logistics Engineering Professionals to provide "conceptual" approach for organization involved in providing Logistics Management and Logistics Engineering services to evaluate their capability as a typical Logistics Engineering Organization. While there are many variations and "flavors" of logistics engineering practices, the objective of this document is to establish a baseline foundation, or framework, to help build a more refined evaluation process that can then be tailored to the specific needs of individual logistics engineering organizations. The overall goal in offering this unique guide lies with the hope that it will help facilitate the progress and growth of practicing logistics engineering organizations currently operating in both industrial and government sectors.

This guide offers a new approach tool to help quantify an organization's overall logistics engineering effectiveness. It offers a methodology to evaluate a measurable level of logistics performance for supporting program development and operational sustainment throughout a system's planned life cycle.

The monograph contains the following sections and appendices:

- 1.0 Introduction
- 2.0 The Organizational Evaluation Process
- 3.0 Organizational Capability Maturity Model: Logistics Engineering (OCM-LE)
- 4.0 Case Studies
- 5.0 Conclusions

Appendices: Evaluation Questionnaires, Evaluation Questionnaire Scoring Sheet, Selected Bibliography, Biographies

To obtain a copy of the monograph, contact OCM-LE@LogisticsEngineers.org.

Authored by: Benjamin S. Blanchard, CPL; Dr. Ralph L. Harper; Ms. Brittany J. Hill; and James L. Martin, CPL

The Council of Logistics Engineering Professionals



www.logisticsengineers.org

HOW CAN WE BETTER SERVE YOU?

As we continually strive to meet the requirements and of our Logistics Community, we need to hear from you concerning what you would like to see CLEP accomplish in the future to better serve you.

Do you have a need for workshops on particular subjects, job assistance, or filling job requirements on a program within your organization? We can help. Contact us by email, phone, or stop by our web site at www.logisticsengineers.org and let us know

how we can assist or serve you better.

We also need your help. As we have begun our new program year, we need volunteers to serve on our committees. If you have a talent in a particular area and would like to participate on a committee, please contact us.

If you would like to submit an article for our newsletter, please contact Lincoln Hallen (VP Communications) lhallen-techno-link@earthlink.net.



Join the Conversation, Discussion and Networking at:

http://www.linkedin.com/groups?gid=1358457&trk=hb_side_g

CLEP Information

The Council of Logistics Engineering Professionals is a professional organization composed of individuals devoted to enhancing logistics technology, education, and management. For membership information or if you are interested in starting a Section in your area, contact Scott Juneac at membership@logisticsengineers.org.