



Logistics Directions

Newsletter of
The Council of Logistics Engineering Professionals



March 2012

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From the President:

In last month's newsletter, I reminded everyone that nomination for the 2012 CLEP Board of Officers would be opening shortly. This election cycle will nominate four positions for the Board: President, Vice President-Programs, Vice President-Education and Vice President-Finance. The terms of office for these positions (and all Board of Officer positions) are two years.

Additionally, I challenged the members to get involved with the programs that CLEP is trying to provide by volunteering to serve on one of the committees. We have had some folks to come forward and volunteer, but we still need more persons to help out. So, to be specific, here are some of the areas where we could use your help and assistance: Nominations and Elections Committee, Education Committee, Professional Certification Committee, Communications Committee (to include website, newsletters, community outreach, etc.), Membership Committee, Operations and By-Laws Committee, Finance Committee, Conferences and Programs Committee. These are only some of the committees that can use your help and assistance, and it is more work that what just one person can accomplish on there on. So, if you have the time you can give, please consider this.

We are in the process of revamping the CLEP website. If you have not visited the website lately, please do so (www.logisticsengineers.org)...and let us know what you would like to see changes to. Recently, we have added a "Job Opportunities" page. I often receive requests from companies who are looking for persons to fill positions within their companies, and desire to hire professionals who have specific skills.

In the near future, we will be adding a "Members Only" area on the website. This will contain personal contact information of all our members (Name/address, city, state/Employer/Email Address, etc.). We also want to respect your privacy, so we will be sending a survey questionnaire out soon for you to complete and provide information that you want to have displayed here.

And finally, please consider self-nominating for office and/or volunteering to serve on a committee. Contact Jim Martin (Past President and Chairperson for Nominations and Elections Committee) to self nominate once nominations have been announced. Contact any member of CLEP's Board of Officers to volunteer to serve on a committee.

Bill Horne
President

Michael James Gordon Osborne, CPL



The world and the community of Logisticians have lost a great friend and mentor with the death of Mr. Michael Osborne, CPL, CDM. Mike passed away on March 5.

For those of us who knew Mike personally, he will always be remembered for his selfless giving nature and the numerous contributions that he gave to our profession. He spoke at numerous conferences, both in the US and in Europe, as a subject matter expert of many topics pertaining to logistics management and engineering. Mike was a significant contributor to the Defense Acquisition Guidebook (DAG) and to the OSD Reliability, Availability, Maintainability and Cost

Rationale Report Manual. Mike was instrumental in forming CLEP in 2007 and served as our first Vice President – Education. He also served on CLEP's Board of Advisors for many years.

A native of Scotland, SMSgt Osborne served his adopted country in the USAF, retiring in 1985 after 21 years of service. His service in the USAF and to his country included four combat tours in SE Asia, where he was the recipient of the Distinguished Flying Cross.

Mike received the Certified Professional Logistician (CPL) status in 1989 with the Society of Logistics Engineers (SOLE) and later served as the Chairman of SOLE's CPL/CML Qualifications Review Board.

We owe a debt of gratitude to Mike Osborne and he will truly be missed by us all.

To our old friend, and from a sailor to an airman - Fair Winds and Following Seas.

Calendar of Events

2012 Sea, Air & Space Exposition, April 16 – 18, 2012, Gaylord National Resort and Convention Center, National Harbor, MD; <http://www.seaairspace.org/>

22nd Annual International Symposium (IS2012), July 09 - 12, 2012, Rome Marriott Park Hotel, Rome Italy; <http://www.incose.org/symp2012/>

Logistics Officers Association National Conference 2012, 8-11 October 2012 - Omni Shoreham Hotel, Washington, DC; <http://s3.goeshow.com/loa/conference/2011/index.cfm>

1st World Congress of Mirce Mechanics, Woodbury Park, Exeter, United Kingdom, 28 – 30 May 2012, <http://www.mirceakademy.com/index.php?page=Conferences>



Training is Fundamental to Your Success!

Don't delay. Register today for April 2012 Training at ISS!

ISS delivers a range of top-notch training courses for our SLICwave solutions. ISS is an authoritative source of information on industry standards and processes that affect you and your bottom-line.

We are committed to providing the best training experience possible. ALL of our courses are led by a skilled instructor with years of practical experience. Class sizes are kept small to help ensure that each student receives the attention necessary to get the most out of the curriculum. Courses consist of instructor led discussions, hands-on training, plus meaningful interaction with other industry professionals.

ISS Training Courses are delivered throughout the year at our headquarters near Clemson, South Carolina. Courses are also available at ISS Europe near Paris, France – or for your convenience, we offer on-site training at the location of your choice.

Consider ISS Training Courses as a worthy investment that will maximize your time and efforts, while boosting your overall effectiveness.

April 2012 Courses are just around the corner!

April 23-27, 2012 –

Supportability Analysis (MIL-STD-1388-2B, LMI, GEIA-STD-0007)

April 30 - May 4, 2012 – Using SLICwave v5.2

Fall 2012

September 17-21 Supportability Analysis (MIL-STD-1388-2B, LMI, GEIA-STD-0007)

September 24-28 Using SLICwave v5.2

October 2-4 Provisioning: Concepts, Analysis, and Techniques

October 9-11 SLICwave System Administrator

December 3-7 Supportability Analysis (MIL-STD-1388-2B, LMI, GEIA-STD-0007)

December 10-14 Using SLICwave v5.2

For more information, including training course description and registration, check out the following sources:

ISS Training Course Descriptions

http://www.isscorp.com/2012_Training_Course_Descriptions.pdf

ISS Training Course Registration Form

http://www.isscorp.com/2012_Training_Course_Registration_Form.pdf

Traveling to ISS

http://www.isscorp.com/ISS_Travel_Notes.pdf

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IDB Links the U.S. Military with the Commercial Motorsports Industry

By Maya Zumwalt, Institute for Defense and Business

The Institute for Defense and Business through its Military Vehicle High Performance Capabilities project is bringing together the commercial motorsports industry and the U.S. military. While there are obvious differences in their respective missions, the motorsports industry faces a number of similar challenges as the U.S. military in developing and operating wheeled vehicles. The Military Vehicle High Performance Capabilities (MVHPC) project serves as a link between the U.S. military and the commercial motorsports industry's best practices, engineering expertise, relevant equipment, and testing technologies.

"Due to wartime operational requirements on its aging vehicle fleet, the military is engaged in a significant recapitalization and modernization effort for its worn and damaged vehicles," said Mark Cramer, President of the Institute for Defense and Business (IDB). These activities represent a considerable opportunity

for firms in the commercial motorsports industry to leverage their unique capabilities to improve the safety and performance of military vehicles. The MVHPC project has been evaluating lessons learned and technological solutions being developed by the commercial motorsports industry that are potentially beneficial to the U.S. military, and the project has delivered options to the U.S. Government for possible integration into military vehicles.

The IDB, the North Carolina Department of Commerce, and the North Carolina Military Foundation have worked in partnership to connect the military services to motorsports industry capabilities through the MVHPC with Marine Corps Systems Command. The project is managed by the IDB and IMSolutions LLC of Woodbridge Virginia. The MVHPC project was developed by U.S. Senator Kay R. Hagan (D-NC) to help bring motorsports industry technologies and

capabilities to address specific gaps and problems in the military's wheeled vehicle fleets.

"This project provides a valuable link between two of North Carolina's biggest industries," said Senator Kay R. Hagan (NC). "The motorsports industry is developing cutting edge technology that can significantly improve the mobility and safety of our military vehicles. The MVHPC project provides critical support for our military – linking military vehicles to motorsports best practices, engineering expertise and technology – while boosting job growth in North Carolina. The project is a win-win for North Carolina and I was proud to work with the IDB, Department of Commerce and the North Carolina Military Foundation to develop it. I am committed to ensuring our state's motorsports industry can meet the emerging requirements of our nation's defense sector."

Over the past two years the MVHPC project has worked to validate the proof of concept that there are performance and safety products, capabilities and expertise commercially developed and available in the motorsports industry with direct and immediate relevance to military systems. The IDB structured the MVHPC project in three phases.

In the first phase, the project worked to identify performance gaps in military vehicles. The government customer wanted to focus on the High-Mobility Multipurpose Wheeled Vehicle; Internally Transportable Vehicle; Medium Tactical Vehicle; and the Logistic Vehicle System Replacement. The MVHPC project identified areas where there were equipment shortfalls and what was working in these specific military vehicles.



Participants discussing Indy Car racing technology during a tour of Chip Ganassi racing, (DEC 2011, Indianapolis, IN).

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Uncovering Cost Savings across the Supportability Enterprise

By: Charles O. Coogan, C.P.L. and G. Stephen Brunner; Acquisition Logistics Engineering

Introduction

The current Department of Defense (DoD) funding situation is this - the primary focus is on support of the War on Terror and our service men and women that are stationed around the world. With the number of forces at a great distance from U.S. shores and the accompanying increased operational tempo, much of the DoD budget is consumed in sustaining this national security priority. This means that the number of new, "clean sheet" acquisition programs will be extremely limited and that existing weapon systems are being called upon to extend their useful service life. We see this already in programs like the A-10, LCAC, and DDG-51 class.

The following describes a powerful technique available to the logistics community for finding cost-effective ways to continue to support these needed legacy systems in the foreseeable future with fewer dollars. The opportunity to leverage all of the logistic and support elements is tremendous in providing the optimum support arrangement for systems and realizing significant program cost savings.

Systems Approach

The technique described that has proven successful is the Systems Approach to Cost

Reduction for Operational Systems (SACROS). This technique has its roots in the Systems Engineering process. Systems Engineering provides the organized process for clearly understanding the problem to be addressed, identifying alternative solutions, objectively evaluating those potential opportunities, and then choosing the optimal solution. To be successful, it is imperative that all aspects of the system be considered when defining the cost reduction solution space. The ability to identify and analyze the full spectrum of contributing factors that make up the system is the key to finding the optimum path forward.

Sue Payton, former Assistant Secretary of the Air Force, and General Tom Owen, Commander of the Aeronautical Systems Center, emphasized the value of solid Systems Engineering during a 2010 Defense Department Acquisition Excellence Conference. It is recognized across all service branches that a systems approach to problem solving yields a better solution than an individual fix.

The success of the SACROS technique is based on a willingness to look beyond the traditional solution set to achieve operating and support cost savings. Experience has shown that the optimal solution to the challenge of operating cost reduction

involves pieces of many solutions applied in an optimal mix. Finding the best mix or optimal set of solutions is a natural part of the Systems Engineering process.

Application of Cost Reduction Process

The SACROS process, depicted in Figure 1, starts with a comprehensive utilization of real world, operational field data on the system of interest. One of the practical advantages of working with operational systems is the existence of measurable parameters that quantify how it is performing in its actual environment. We are not obligated to rely on reliability predictions, maintainability demos, and operational availability models to project how the system and its support will perform, as in a classic development program. There exist multitudes of data sources, including depot inductions, supply orders, and maintenance task records, from which a comprehensive picture of a system's performance can be produced.

This operational data provides the building blocks for development of an Operations & Support (O&S) cost baseline. By creating an analysis environment based on an understanding of how these performance parameters translate to cost to the customer, a current representation of the O&S burdens of a system can be generated.

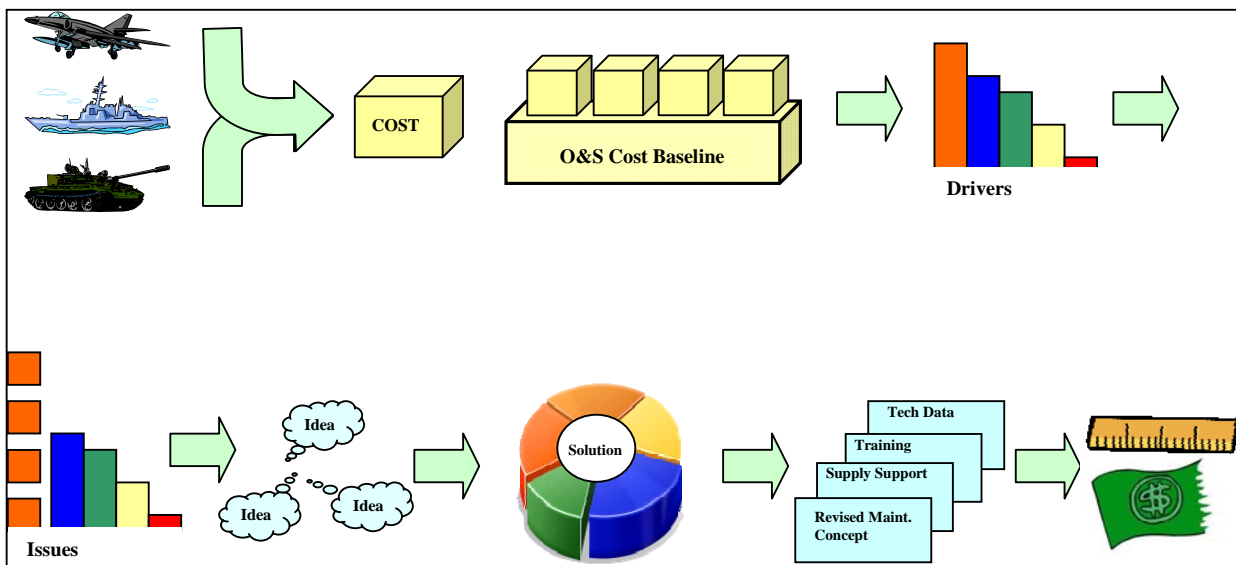


Figure 1. Systems Approach to Cost Reduction Process

Uncovering Cost Savings – Continued from page 4

Again, it is important that the cost baseline be comprehensive in order for the next steps to be successful. If we are not considering all cost contributors in our process, we are not applying the tenants of Systems Engineering.

Then, using the baseline, a realistic assessment is conducted to identify the cost centers and drivers associated with this system. They may not be where most people think they are. If we have done a comprehensive job of developing the baseline, then the operational data will tell us where the cost drivers reside. This process cuts across areas of expertise and responsibility to be objective in the determination of drivers for a system.

Armed with this information, we can focus our cost reduction activities in those areas that offer the greatest potential for improvement. If we remember back to the need for this process, it was to do more with less budget. Therefore, we must be equally judicious with our cost reduction activities; finding those opportunities that offer the biggest “bang for the buck.”

A further investigation of these cost drivers, using root cause analysis, is conducted to ensure that the process does not jump to the “band aid” solution. Inevitably, a design engineer will immediately recognize that he/she can change the design to address the identified root cause. This is, of course, the predominate path chosen in past projects. But it does not have to be that way! There are many avenues to addressing the identified cost drivers, but few have the potential associated with the optimum solution achieved using the systems approach.

Once the cause for the drivers is known and understood, potential opportunities for cost reduction are generated using the systems perspective, considering all components of the system – operator/crew, policy, ILS elements, OPTEMPO, environment, etc. The nature of the team, whose mission it is

to reduce program O&S costs, must be all inclusive if we are to apply a systems perspective. This process of generating cost reduction ideas involves logistics practitioners, design engineers, program managers, operations personnel, and policy makers. By casting a wide net, our process is structured to find the best mix for the optimal system solution.

Developing the Optimal Solution

The key to developing the optimal solution that represents the lowest implementation cost and yields the highest cost savings is looking beyond hardware modifications. Keeping the solution space open is the key to success. That is why it is critical for the Logistics Engineer to bring a wide-ranging support system perspective to this activity. The Systems Engineering perspective considers all aspects of the “system.” It is through this perspective that the optimal solution is identified. The solution is typically not a single idea, but the melding of the best aspects of several areas of influence.

Using the tools of logistics analysis, the Logistics Engineer brings insights across the logistics spectrum. The potential solution set is defined not only by equipment modification but also by the logistics elements, both classic and through the integration of Reliability, Safety, Human Factors, and Life Cycle Cost with the classic ILS elements.

The Logistics Engineer will provide not only cost reduction opportunities from all areas of the ILS spectrum, but will also be able to contribute to the quantification of the support alternative benefits and burdens necessary in determining the most cost-effective solution.

Reaping the Rewards

The real power of the insights gained by applying this technique is the ability to realize cost savings’ cumulative benefits across operational fleets and similar systems. Just think if the cost savings being implemented every day on individual pieces of equipment could be

applied to other similar equipment in the fleet or even across the government. There is very little additional investment required, but the same magnitude of savings available. All of the justification work has been done – it is all about saving money. Some may say, “It is not the same part number, therefore how can I be sure the savings are there for me?” In today’s world of sustainment for existing equipment using existing logistics infrastructure, we are maintaining the same systems made up of the same technology. There is very little new under the sun (or on the battlefield). The opportunities are endless for the application of good logistic solutions that consider solutions across the supportability enterprise.

The most important consideration regarding the SACROS technique, or any logistics analysis result, is to take action on the outcome. Success hinges on being convinced that you can make a difference on the program. It is clear that the logistics community has a multitude of potential solutions to the cost and equipment availability issues facing today’s warfighter. It is critical that these ideas be heard and considered in this era of “doing more with less.”

The logistics practitioner must be able to effectively communicate insights, results, and detailed plans with a wide range of program professionals. It must also be recognized that logistics details tend to be of little interest to program managers, who are under intense pressure to meet schedule and budget constraints. Therefore, the Logistics Engineer must be fluent in the common program language of dollars. By effectively sharing the potential for significant cost savings (think dollars) available to the program by implementing the SACROS process, the logistics professional can be viewed as an indispensable member of the team.

U.S. Military with the Commercial Motorsports Industry

Continued from Page 3

The second phase of the project consisted of extensive market research of the motorsports industry, including surveying existing and emerging commercial capabilities and technologies available in the motorsports industry to meet government tactical wheeled vehicle needs. The motorsports company, technology, and capability information was cataloged into a government database consisting of motorsport companies from across the country. The project identified motorsport companies that have potential commercial capabilities with probable direct application on the tactical wheeled vehicles used by the U.S. military. "This database has become something tangible that really shows the synergy between the military tactical wheeled vehicle community and the motorsports industry," noted Jonathan Lessen, MVHPC Project Manager.

Finally, the MVHPC project just completed its final phase which included tailored visits with companies within the motorsports industry that were selected to meet specific government informational objectives for the project. These Technology Interchange Meetings were specifically designed to highlight example existing technologies and capabilities within the industry to address the identified gaps from the earlier research in the project. The Technology Interchange Meetings and tours enabled government program managers to see existing capabilities and technologies and discuss with motorsports industry subject matter experts so the government managers have a better understanding of the breadth of expertise, capabilities and technologies that can help meet tactical wheeled vehicle challenges

and sustainment requirements. The MVHPC project sponsored Technology Interchange Meetings and demonstrations in, North Carolina, Indiana and California that connected the military commands with commercial motorsports companies.

The latest technology demonstration tour was held in the San Diego, CA area. The purpose of the tour was to provide government tactical wheeled vehicle program managers an opportunity to see and discuss the extensive commercial capabilities and technologies available in the off-road motorsports industry that are applicable to the military tactical wheeled vehicles. The tour visited companies that manufactured racing seats, safety equipment, off-road vehicle chassis, and suspension systems. The participants also heard from companies engaged in tire design and engineering, vehicle towing technology, auxiliary and off road lighting, and tire sealant. Like the previous tours and Technology Interchanges this tour was focused to meet government selected informational needs similar to the tours in North Carolina and Indiana.

"The Technology Interchange Meetings and Demonstrations provided a unique opportunity for government program managers from across the military services to see and discuss cutting-edge solutions to vehicle safety and performance challenges. These visits also allow motorsports companies the opportunity to leverage their vehicle expertise and diversify their business by expanding their customer base to include military vehicle systems and contracting opportunities," said Ted Sturgeon, Project Director of the Military Vehicle High Performance Capabilities project.

Vehicle safety, power trains, suspensions, braking systems, high-

strength/low-weight materials, and fuel efficiency are just a few of the areas of vehicle design and performance faced by both military designers and their civilian counterparts from the commercial motorsports industry. The motorsports industry is continually evolving and maintains a cutting edge research and development system which has the potential to greatly enhance the capabilities of military tactical wheeled vehicles to the ultimate benefit of our military service members. Through the research and demonstrations provided by the MVHPC project, it is apparent that the motorsports industry can provide significant benefits for the U.S. military tactical wheeled vehicles.

"By applying, existing proven motorsports industry technologies to military vehicles, it can result in performance and survivability benefits to the nation's warfighters while also providing an economic benefit to the motorsports industry," Cramer said. "Lives will be saved and our warfighting capabilities enhanced through faster implementation of improvements made possible by taking advantage of the motorsports industry's products and technologies."



We are expected always to have produced tomorrow's equipment yesterday.

*Gen Benjamin W. Chidlaw,
USAF*

Ohio Airmen help F-16 go 'Green'

by Tech. Sgt. Mareshah Haynes, Defense Media Activity

In a joint effort by Airmen from the Air Force Research Laboratory at Wright-Patterson Air Force Base, Ohio, and Airmen from the Ohio Air National Guard's 180th Fighter Wing, the F-16 Fight Falcon is currently undergoing a field service evaluation of biofuel.

As the largest consumer of energy in the Defense Department and \$8 billion spent on fuel in fiscal 2011, Air Force officials are working toward making the fleet a little "greener" by researching, testing and ultimately implementing the use of alternative fuels.

Although other airframes, such as the C-17 Globemaster III, have been certified to use biofuel for unrestricted operations, this is the first evaluation of the F-16 Fighting Falcon. Two F-16s from the 180th FW fleet have been designated to test the 50/50 blend of Jet Propellant-8 petroleum and Hydroprocessed Renewable Jet fuel derived from the camelina plant. Camelina is essentially a weed that grows throughout the United States and requires very little horticulture.

The 180th FW was an ideal location for the fuel test because of its proximity to Wright-Patterson AFB, where the Air Force Research Laboratory is located, and its continued focus on green energy. In 2011, the wing was awarded the Reduced Energy Appreciation Program Award by the Air Force Civil Engineer Support Agency's Air Force Facility Energy Center. "It's part of the Air Force's strategic goals to be able to reduce energy across the Air Force, so we really embrace that," said Col. Steve Nordhaus, the 180th FW commander. "We're trying to do everything we can to reduce energy costs because we know that every dollar we save there, we can use to buy more aircraft that protect our country or help support Airmen who are out there doing critical missions that affect our homeland defense."

The jets have been flying with the blend since mid-December and will continue until the test sample is depleted.

"Our ability to exercise and use this stuff

on a small scale or case-by-case basis makes us ideally suited to test the fuel," said Col. William Gieze, the 180th Mission Support Group commander.

The staff at AFRL worked with commercial fuel manufacturers to develop a blend that would meet Air Force specifications. Considerations such as the flash and freeze points of the fuel were some of the major factors when determining the specifications for the F-16.

"Manufacturers are making alternative fuels for both the military and commercial customers," said Dr. Tim Edwards, a senior chemical engineer for the AFRL fuels division. "Typically, they'll send samples of their fuel, and we'll evaluate and say, 'Yes, you're on the right track, this could be a jet fuel.' When they get to the point where they can make large enough quantities, we'll hand them over them off to the Alternative Fuels Certification office."

The Air Force goal, by 2016, is to have half of the fuel that is purchased domestically to be at least a 50/50 blend of conventional and alternative fuel, Edwards said.

Another goal for the researchers and developers was to make the transition as seamless as possible. To date, there has been no additional training, equipment or maintenance required to begin using the fuel.

"When we first started this we were a little concerned because a few years ago we made the switch from JP4 to JP8 jet fuel," said Col. Scott Reed, the 180th Maintenance Group commander. "The difference between the two caused a few hiccups initially. Some of the gaskets and O-rings didn't expand as they normally would in the presence of the fuel, so we had leaks."

The colonel likened the process to driving a car from Los Angeles at sea level to the Rocky Mountains. Adjustments need to be made for the car to operate at peak performance at different elevations. But with the new

fuel blend, the transition has been totally transparent.

After each flight, the pilots complete a debrief form and each week the fuels technicians complete a debrief form to provide data to the Alternative Fuels Certification office about how the jets are performing with the new fuel blend.

And just as in real world operations, the jets designated for the test can refuel from the same tanker as the rest of their fleet during mission. Since biofuels may not be available at every base, or some overseas locations, the fuel blend must be interchangeable with standard JP-8.

"The truth of it is there has been absolutely no noticeable difference whatsoever," Reed said. "There have been no fuel leaks, no operational impact."

Once all of the data is collected and analyzed and any issues are rectified, the fuel can be certified to be used for all F-16s.

"The fact that we're going to be doing something that not only affects the Air National Guard, but the total force was really our end goal," Gieze said. "We really want to see the F-16 get certified on this and allow our country some other avenues for fuel."



1st Lt. Brett McNichols checks a fuel sample Feb. 8, 2012, at Wright Patterson Air Force Base, Ohio. Scientists at the Air Force Research Laboratory, like McNichols, analyse fuel samples from all around the world. (U.S. Air Force photo/Master Sgt. Jeremy Lock)

NIE leadership stresses outreach to industry

By Claire Schwerin, U.S. Army

The Army is removing barriers to small business participation and speeding up the feedback cycle in order to better facilitate industry participation in the Network Integration Evaluations, senior leaders said Feb. 23 during the Association of the United States Army Winter Symposium and Exhibition.

Leaders of the triad of organizations running the Network Integration Evaluations, known as NIEs, spoke at the Association of the United States Army Winter Symposium and Exhibition during a panel titled "The Agile Capabilities Lifecycle Process."

Leaders of the NIE Triad -- the Brigade Modernization Command, Army Test and Evaluation Command and System of Systems Integration Directorate under the Assistant Secretary of the Army for Acquisition, Logistics and Technology -- stressed the critical role of industry partners in the Army's new approach to delivering integrated tactical communications technologies.

Summarized as "buy less, more often," the new strategy requires the Army to partner with industry to quickly develop, test and purchase capabilities that will incrementally modernize the network.

In response to industry feedback following the first two NIEs, the Army is now taking several steps to ensure participating companies see a tangible return on investment, the Triad leaders said. These efforts may include new dedicated funding to purchase and evaluate prototype systems developed by small businesses that cannot afford to produce large quantities on their own, as well as more quickly providing companies with assessment reports and Soldier feedback on their systems' performance.

The Army is also starting to buy technologies under the NIEs and Agile Process, the Army's new quick-reaction acquisition methodology to address defined capability gaps and insert new technologies into the overall network at a lower cost. In its first procurement action resulting from the NIEs and Agile Process, the Army issued a "sources sought" notice Feb. 17 for a single-channel, vehicle-mounted radio. Recently conducted NIEs confirmed an operational need for these radios.

"We're buying equipment at the end of this NIE process to make our network better incrementally," said Col. Dan Hughes, director of the System of Systems Integration Directorate. "The NIEs will continue to give industry the opportunity to inform the Army's requirements and Requests for Proposals, and gain valuable Soldier feedback for their systems in an operational context."

One example of the Army taking action to

restructure requirements based on Soldier feedback and industry advancement occurred with the Nett Warrior program, said Brig. Gen. Randal Dragon, commander of the Brigade Modernization Command.

Nett Warrior is a Soldier-worn mission command system that users deemed valuable but too bulky during the first NIE event in June 2011. Army leadership quickly restructured the Nett Warrior program to take advantage of the latest commercial technology, and a slimmed-down version of Nett Warrior received positive reviews at NIE 12.1 in November.

These changes yielded more than \$800 million in cost avoidance and resulted in a more usable end product for the dismounted Soldier, to be delivered to more units on a faster timeline.

"That's a clear example of where we can bring in commercial solutions to meet requirements that we have, and do it cheaper and quicker," Dragon said.

Systems selected to participate in the semi-annual NIEs are evaluated by the 2nd Brigade, 1st Armored Division during realistic operational scenarios at White Sands Missile Range, N.M., and Fort Bliss, Texas. Following the exercises, the Triad combines user feedback and test data to assess capabilities and determine their implications across doctrine, organization, training, materiel, leadership, personnel and facilities, known as DOTMLPF.

This information is reported to participating companies so they can gauge their technologies' performance and make any necessary adjustments. Following the next NIE 12.2 in May, those reports will be delivered within a matter of weeks, much sooner than for previous NIEs, the leaders said.

"We are making that feedback loop as fast as we can," Hughes said. "If you invest to come into the NIE, we should be able to get you that report fast enough so it's relevant for you."

The reports will still provide the thorough test details industry requires, said Maj. Gen. Genaro Dellarocco, commanding general of the Army Test and Evaluation Command.

"There is a huge concentration on doing quality products quickly to meet the timelines," he said.

The Army also provides information to industry at an earlier stage in the Agile Process. Prior to receiving a field tryout with Soldiers, network capabilities must pass through the laboratories at Aberdeen Proving Ground, Md., for technology evaluation, assessment and integration.

The lab assessments inform the Army's choices on what systems will participate in the NIE and provide detailed "score cards" to industry on how their technologies performed and what could be improved in the future.

Life Cycle Executive Leadership Program (LCEL) at the Institute for Defense and Business (IDB)

The [Life Cycle Executive Leadership Program \(LCEL\)](#) is a one-week executive education program designed for leaders who work in the areas of acquisition, logistics, sustainment, budgeting, contracting, and engineering. Ideal candidates want to learn more about implementing, managing, or developing life cycle plans or policies in their organizations.

The Institute for Defense and Business (IDB) developed the Life Cycle Executive Leadership Program (LCEL) in response to the need to reduce total ownership costs for military and other government products, services, platforms, and systems. The IDB offers this course in partnership with two leading Schools of Industrial and Systems Engineering -- North Carolina State University (NCSU) and North Carolina Agricultural and Technical State University (NC A&T). Experts from these universities, the private sector, and military/government thought leaders collaborated with the IDB to develop a curriculum on effective and affordable life cycle systems design. The objective of the course is to increase the life cycle management knowledge and skills of participants while linking them to a broader network of peers. LCEL provides world-class academic instruction, peer interaction, and in-depth exchanges with military, government, and private sector counterparts.

Upcoming courses include: Apr 15-20, and Aug 5-10. Click [here](#) to learn more or contact April McGill at either mcgill@idb.org or 919 969-8008.

A New Guidebook to Implement the Twelve DoD Integrated Product Support Elements

Summary

U.S. Department of Defense (DoD) policy requires its Product Support Managers to achieve system availability and reliability goals acquired at a best value cost. The twelve integrated product support elements, defined within the recently published Product Support Manager's Guidebook, Appendix A, provide the building blocks for achieving program supportability goals. The new Integrated Product Support Element Guidebook is intended to be a desk reference to assist the Product Support Manager and Life Cycle Logistician in understanding the specific planning, integration and implementation attributes of system life cycle product support.

Twelve Integrated Product Support Elements span a system's Life Cycle Product Support.

The Department of Defense uses a life cycle approach towards planning and executing all activities related to product support. The life cycle approach starts when initial requirements are defined and ends only when the system is retired. It is the responsibility of the Product

Support Manager to ensure that all aspects of system product support are identified, planned, integrated and then implemented at the correct times during the system's life cycle.

To make it easier for the Product Support Manager to do his or her job, the DoD has grouped all the myriad aspects of product support into twelve categories, or elements which modify and expand upon the traditional Integrated Logistics Support (ILS) elements. Each of the twelve product support elements is then further broken down into their respective constituent parts and aligned to the product support goals of fielded systems.

The Guidebook's intended audience is primarily the Product Support Manager (PSM) and senior Life Cycle Logistician.

According to the fiscal year 2010 National Defense Authorization Act, Section 805, "The Secretary of Defense shall require that each major weapon system be supported by a product support manager..." to "maximize value to the Department of Defense by providing the best possible product support outcomes at the lowest operations and support cost." The Product Support Manager (PSM) is a new key leadership position created by Congress under Public Law 111-84. The DoD's approach towards system life cycle product support and the responsibilities of the PSM position is well documented within the recently published DoD Product Support Manager (PSM) Guidebook. Inside Appendix A of the PSM Guidebook is a detailed listing of the twelve Integrated Product Support Elements and their major components.

The new Integrated Product Support Element Guidebook is a Defense Acquisition University desk reference

This Guidebook takes the PSM Guidebook's Appendix A one step further by:

- Explaining why the DoD now recognizes twelve Integrated Product Support Elements;
- Highlighting the importance of full integration among the Elements;
- Breaking down the Integrated Product Support Element sub-topics into their individual products and processes;
- Explaining the who, what, where, when, how and why for the major deliverables of each IPS Element by life cycle acquisition phase.

and training asset for the Product Support Manager that explains policy and implementation guidance associated with each Integrated Product Support Element. While the focus of the Guidebook's content is on DoD level policy, Service or Agency level policy is often cited for clarity, as examples and to assist the reader in locating relevant information.

Each chapter is devoted to a different Integrated Product Support Element.

The chapters are arranged by Product Support Element with a strong focus on the Product Support Manager's scope of responsibilities. Each chapter is then subdivided into three main sections. The first section includes the respective IPS Element's objective and description. The second section is numbered to align with Appendix A of the Product Support Manager Guidebook. In the third section, the alphabetical ordering answers the "Who, What, When, Where, Why and How" for planning and management of activities and requirements within each IPS Element. This structure for the chapters was chosen so that the reader would have a continuing numerical association back to the PSM Guidebook for each of the IPS Element sub-topics. This numerical association will become more important in the future as Life Cycle

The twelve Integrated Product Support elements include:

- Product Support Management (PSM)
- Design Interface
- Sustaining Engineering
- Supply Support
- Maintenance Planning and Management
- Packaging, Handling, Storage and Transportation (PHS&T)
- Technical Data
- Support Equipment
- Training and Training Support
- Manpower and Personnel
- Facilities and Infrastructure
- Computer Resources

Twelve DoD Integrated Product Support Elements - Continued from Page 9

Each chapter is subdivided:

- Objectives and Descriptions;
- PSM Activities;
- Purpose;
- Data Item Description Deliverables;
- OSD Proponency, Policy, Regulations and Statutes;
- Who Develops, Delivers and Manages PSM;
- When Is PSM Delivered and Managed in the Life Cycle;
- How PSM Is Developed, Established and Managed;
- Communities of Interest and Practice;
- Lessons Learned / Best Practices;
- Training Resources;
- Key References.

Logistics policy continues to mature.

This Guidebook is intended to be a desk reference or encyclopedia to explain the Integrated Product Support Elements.

The intent of this IPS Element Guidebook is not for users to have to read all of the content, but only that which is relevant to the questions or challenges at hand. As you would use a desk reference or an encyclopedia, go to the table of contents and pick out those topical items of interest and read those carefully.

The IPS Element Guidebook is deployed on the Defense Acquisition University website.

This Guidebook is located on the Defense Acquisition University (DAU) Acquisition Community Connection (ACC) website at <https://acc.dau.mil/ips-guidebook>. It can also be found using publicly

available internet search engines by searching with the keywords: “DAU IPS Element Guidebook”.

The complete Guidebook is also downloadable as a .pdf file via the link on the DAU ACC website. Feedback to DAU on this Guidebook is encouraged can be provided directly from the DAU Acquisition Community Connections (ACC) site (registration required).

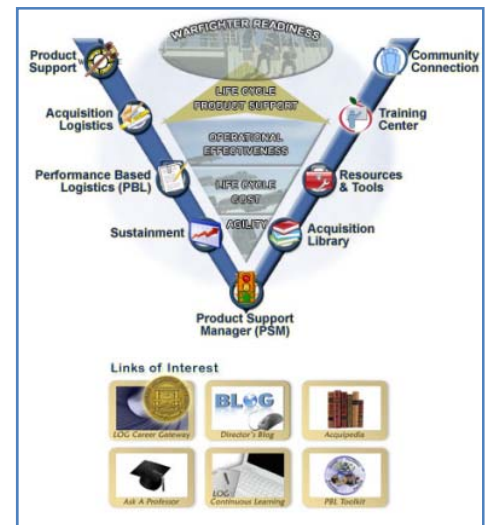
Once it is accessed, the reader will see many features and hyperlinks throughout the Guidebook for navigating within the document. For example, the table of contents contains hyperlinks to each Element while the beginning of each chapter contains a hyperlinked mini-outline.

The IPS Element Guidebook reflects current DoD policy.

The scope of the IPS Element Guidebook is intended to be comprehensive of current DoD policy and guidance, but is not all inclusive. As new policy is published, users should reference the most current guidance.

Authors

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The Defense Acquisition University Life Cycle Logistics Community Website Primary Port

supporting the Office of the Secretary of Defense in implementing the November 2009 DoD Product Support Assessment Report recommendations and he is the co-author of DAU’s Integrated Product Support Element Guidebook.

Mrs. Suzanne Schwitalla is President and CEO of Ability Worldwide, Inc., a defense industry-oriented services company. Mrs. Schwitalla builds implementation plans and assists Government and Industry leadership in areas of workforce competency development, performance based life cycle product support (PBL), business case analysis, and strategy execution. She is the co-author of DAU’s Integrated Product Support Element Guidebook.

When using the IPS Element Guidebook:

- Read the foreword and preface first;
- Skim quickly through each of the chapters to become familiar with their contents. Each IPS Element chapter is consistently organized using the same structure as described in section 3 above. For example, the topic of “Training Resources” will always be found in section “I” and References will always be found in section “J” of each chapter;
- Use the references (many of them hyperlinked) which are located throughout the Guidebook to aid in quickly finding primary or additional information sources.

AFLCMC planning tempo quickens

by Derek Kaufman, 88th Air Base Wing Public Affairs

WRIGHT-PATTERSON AIR FORCE BASE, Ohio -- The "champion" shepherding planning for the standup of the Air Force Life Cycle Management Center says input from the workforce is critical for the proposed new organization to be successful.

Col. Art Huber, vice commander of the Aeronautical Systems Center at Wright-Patterson Air Force Base, is overseeing the monumental planning effort to be ready for the planned initial operational capability of AFLCMC by Oct. 1, 2012.

"We're forging the foundation for this new organization now and we have a responsibility to both America's warfighters and taxpayers to do this right," Col. Huber said. "Our core planning team has considerable cross-functional experience located at bases across AFMC. However they need participants with good ideas, questions and concerns to share them."

Colonel Huber noted some 500 professionals are on the teams working to define roles and responsibilities and ready to execute the tasks to stand up an entirely new organization.

"We're doing so with a vision to develop a single center responsible for total life cycle management of weapon systems."

One thing the colonel wanted to make absolutely clear is the Air Force Life Cycle Management Center's organization and approach will be completely new.

"The AFLCMC will be an entirely new unit, rather than one that inherits its lineage from any of its constituent predecessors," Colonel Huber said. The new unit will include some 26,000 people located at 75 geographic locations.

As part of a command-wide restructure, Air Force Materiel Command officials announced Nov. 2, 2011, plans to consolidate certain missions and activities, reducing the number of centers from 12 to five. The plan aims to reduce overhead costs and redundant layers of staff and is expected to generate \$109 million annually in Air Force savings. The Air Force announced Feb. 29, 2012, the nomination of Lt. Gen. C.D. Moore II, AFMC vice commander, for appointment as commander of

AFLCMC.

AFLCMC will have oversight of missions now performed by the Aeronautical Systems Center at Wright-Patterson AFB, the Electronic Systems Center at Hanscom AFB, Mass., the Air Armament Center at Eglin AFB, Fla., and three Aerospace Sustainment Directorates located at Robins, Hill, and Tinker AFBs. The entire workforce of these organizations will report to the AFLCMC, eliminating layers of management overhead.

Joining AFLCMC will be the Air Force Security Assistance and Cooperation Directorate, formerly the Air Force Security Assistance Center. It will continue the foreign military sales mission from its Wright-Patt location. Additionally, AFLCMC will include a newly designated Propulsion Directorate lead at Tinker AFB. This directorate will oversee engine acquisition work performed at Wright-Patterson and engine sustainment work accomplished at Tinker.

Program offices that today are organizationally aligned under aeronautical sustainment directorates at the three air logistics centers will report to program executive officers at AFLCMC acquisition directorates, Colonel Huber said. The 66th Air Base Group at Hanscom AFB and the 88th Air Base Wing at Wright-Patterson will report to AFLCMC.

"Under the new organizational construct, it's important to note that the fundamental acquisition and sustainment processes that we execute will not change initially," Colonel Huber said. "However, who executes these processes and the 'touch points' between locations and between centers will change in many instances. Over time, we hope to standardize them across the center and continuously improve them."

Planning teleconferences and integration meetings between AFLCMC implementation team members are ongoing. An Integrated Master Schedule has been created to help document, prioritize and phase tasks, once the implementation decision to proceed is finalized.

"As we consolidate functional responsibilities, we will need to ensure the resources are in place to take on the mission. We need to be careful not to duplicate efforts. We need to ensure that reporting chains make sense and are consistent with statutory requirements. We need to ensure we don't create functional stovepipes or processes that limit flexibility of program managers and PEOs to make those critical decisions related to requirements, test, performance, cost and schedule," Colonel Huber said.



A re-winged A-10 Thunderbolt II is rolled out during a ceremony Feb. 15, 2012, at Hill Air Force Base, Utah. Officials at bases across Air Force Materiel Command are hard at work readying for a command-wide restructure to cut overhead costs, make every defense dollar count and support the warfighter. The Air Force Life Cycle Management Center, a new organization to be headquartered at Wright-Patterson AFB, Ohio, will lead integrated, cradle-to-grave life cycle management of Air Force weapon systems like the A-10. (U.S. Air Force photo/Alex Lloyd)

There is an “I” in Security

By: David A. Cook Ph.D., Stephen F. Austin State University

E-mail: cookda@sfasu.edu

Oh sure, you have received one. A rather innocuous e-mail that typically starts out something like:

*“URGENT - HELP ME
DISTRIBUTE MY \$15 MILLION
TO CHARITY”*

IN SUMMARY: I have \$15 million USD and I want you to assist me in distributing the money to charity organizations. I agree to reward you with 10% of the money for your assistance, kindness, and participation in this Godly project. This e-mail might come to you as a surprise and the temptation to ignore it as unserious could come into your mind, but please consider it a divine wish and accept it with a deep sense of humility.”

I mean, after all, you are a savvy Internet user and you just KNOW that nobody is going to give you 10% of \$15 million, right? I teach Enterprise Security here at Stephen F. Austin State University. Last month, right before class, I received the following e-mail (copied verbatim):

“How are you? I do hope that you receive this e-mail in good health. I am presently in Madrid, Spain to be with my ill cousin (Chloe). She is suffering from a critical medical condition and must undergo surgery to save her life. I am deeply sorry for not writing or calling you before leaving, the news of her illness arrived to me as an emergency and that she needs family support to

keep her going. I hope you understand my plight and pardon me.

I want to transfer her back home to have the surgery implemented there because surgery is very expensive here. I am wondering if you can be of any assistance to me. I need about (\$2,500) to make the necessary arrangement; I traveled with little money due to the short time I had to prepare for this trip and never expected things to be the way it is right now. I will surely pay you back once I get back home. I need to get her home ASAP because she is going through a lot of pain at the moment and the doctor have advised it necessary that the tumor is operated on soon to avoid anything from going wrong. I will reimburse you at my return.

Anticipating your reply at the earliest to my request! Thank you for all of your assistance.”

For those of you who have not been spammed this way, it appeared to come from a Facebook friend. Seems my friend’s Facebook page had been compromised—he had responded to the following e-mail:

“HELLO, your Facebook account has been suspended due to suspected compromise. Please reset your account password with the link below to reactivate your account.”

My friend’s compromised account let the spammer target all of his friends (using spoofed e-mail) trying

to get some money from them. The fun part for me was sharing this with my class, and, over the space of a full week, playing this scammer along. First I offered to send the money direct to his wife (by the way, I knew he was not married). After a return e-mail explaining that ONLY a money order to Spain would suffice, I then offered to send the money as a direct deposit to his bank account. Over the next week, his cousin Chloe mysteriously progressed from a tumor to cancer, then to emergency abdominal surgery. I was expecting either malaria or the Black Plague next. I sent him on a wild goose chase towards the end, saying the money order was returned due to a wrong address. After about five e-mail exchanges, I finally told the scammer than he/she had provided entertainment and education for my security class. The spammer, in turn, had the class to say “good luck” on the final e-mail.

Seriously, how many scams do we get via e-mail and the Internet? I am not really the 1,000,000th visitor to the web site. I have not won a free iPad for participating in a survey. There is no magic sweepstakes that you are automatically entered in based on having an e-mail account. The IRS is not trying to send me a refund using an .aol address. FedEx did not send an executable file to me explaining why they did not complete my delivery. The Better

There is an "I" in Security - Continued from Page 12

Business Bureau is not trying to redirect me to a page to explain a "suspicious complaint" against me.

Yet, every day somebody "clicks before thinking." We often forget that our e-mail address and our Internet connections serve as a huge "ATTACK ME HERE" target to those with no scruples. No matter how good your firewall, spam filter, or antivirus software is, nothing in the world that will protect you from momentary stupidity on the part of the user. You need to have frequent education and training on how to keep yourself safe. There are SO many ways that security can be compromised by literally inviting malware or viruses onto your computer. Do not think that a quick, "I will take the online test, and get an 80% without studying,"

is enough. You have to be prepared and educated every time you sit down at a computer. You have to think. Indeed, you might be the "Weakest Link". You do not need an unsecured USB drive to compromise security. You have to think "E-mail and Internet Security" ALL the time, no matter where you are ...

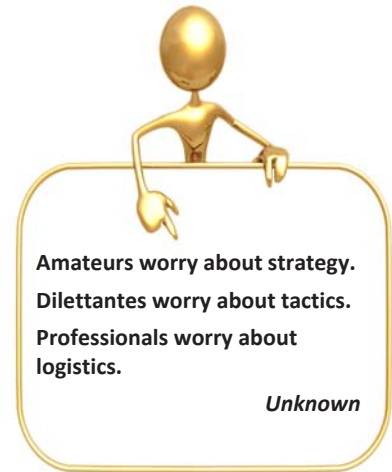
... he says, as he sits with his MacBook at Starbucks, sipping on a venti coffee with extra cream, answering e-mails, paying off a few bills, and sending this column off to the wonderful and humble staff at CrossTalk ...

... using an open, unencrypted, unsecure Internet connection with at least 10 people nearby on their own computers, potentially monitoring and copying every

keystroke and piece of data going into and coming out of my computer.

Go figure. It is easier to preach than to actually follow my own good advice.

But that is another column.



Amateurs worry about strategy.
Dilettantes worry about tactics.
Professionals worry about logistics.

Unknown

The Council of Logistics Engineering Professionals



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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 Katrina Walker (VP Communications)

walker_katrina@hotmail.com.



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.