

DLA Best Value Product Support Guidebook and Checklist

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DLA Headquarters

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Introduction

Department of Defense (DOD) policy and guidance requires Program Managers (PMs) and Program Executive Offices (PEOs) to conduct logistics management activities throughout a program's life cycle. The PM/PEO must ensure improved materiel availability, improved materiel reliability, reduced mean downtime, and reduced ownership costs as key program goals in making support decisions and measuring performance outcomes. Goals for these performance outcomes should be established early in the Logistics Life Cycle (LLC) process and refined in each subsequent phase.

In order to achieve the aforementioned program goals, the PM/PEO must ensure sustainment is considered early in the LLC management planning process. The Defense Logistics Agency (DLA) (as the primary source of weapon system sustainment for consumables, new Depot Level Repairables (DLRs), and associated services) is a critical component in LLC management planning. DLA has developed this DLA Best Value Product Support Guidebook and Checklist (contained in Appendix A) to ensure early involvement in the LLC process and in each subsequent Integrated Defense Acquisition, Technology, and Logistics (AT&L) Life Cycle Management System phase. These documents guide and assist DLA Weapon System Support Managers (WSSMs), Weapon System Program Managers (WSPMs), DLA Soldier as a System Leads, and DLA Lead PMs/PEOs/Customer Representatives in their engagement with the Services' LLC management process.

The guidebook and checklist outline DLA's support and performance capabilities including cataloging, distribution, supply chain management, contracting, technical, quality support, disposal, and reutilization. These capabilities are outlined to provide a framework for DLA engagement in tandem with PM/PEO activities in each phase of the LLC process.

Background

DLA's mission, as the DOD combat logistics support agency, is to provide effective and efficient worldwide logistics support to the Military Departments and the Combatant Commands, as well as to other DOD Components and Federal agencies. The Director's Guidance directs DLA to improve customer service and decrease direct material costs in support of its DOD customers.

DLA provides a full spectrum of global support to the DOD to include supply, distribution, theater support, and disposition. To further enhance supportability DLA may provide on-site support to the customer. These capabilities combine to support products throughout their entire lifecycle. DLA exploits economies of scale and employs best practices, to leverage efficiencies in support of sub-systems, systems, and services across the DOD enterprise.

Purpose

This guidebook and checklist will help ensure DLA is providing efficient, sustainable, and cost effective weapon system support. This guidance will posture DLA to proactively and effectively support the warfighter and the new and/or legacy weapon systems they employ. The documents provide a framework to ensure that DLA is prepared to engage early and often with the PM/PEO.

The guidebook and checklist are designed as a guide for use by the DLA Points of Contact (POCs) and DLA LLC Integrated Process Team (IPT) to facilitate a comprehensive evaluation of the adequacy of DLA's LLC planning, management, control, execution and resources in support of weapon systems (the soldier as a system is a weapons system). The purpose is to make certain that the system in acquisition can be supported effectively both during the acquisition process and throughout its service life.

The guidebook outlines DLA's supporting role to the PM/PEO throughout the LLC. Through involvement in each phase of the product support process, DLA will assist the PM/PEO in developing and implementing a Product Support Strategy (PSS) that ensures the operational health of a weapon system throughout its lifecycle. The checklist specifies activities to be executed at various review stages throughout the LLC process. By being involved early in the acquisition process, DLA can provide cost savings through reduced manufacturing costs, initial issue of parts and troop support supplies, and economies of scale. Each checklist item may not be required for each program.

Scope

The guidebook and checklist help support assessments and produce DLA support recommendations to the PM/PEO for reviews at Milestones A, B, and C, as well as during the Production and Deployment (P&D), and Operations and Support (O&S) phases.

The documents apply to the entire DLA Enterprise. Although, each Supply Chain within the DLA Enterprise is unique based on managed commodities, this guidebook and checklist are designed for use by representatives of all Headquarters (HQ) J-codes and Primary Level Field Activities (PLFAs). This includes WSPMs, WSSMs, Soldier as a System Leads, DLA Lead PMs/PEOs/Customer Representatives, and any other DLA personnel leading or involved with providing support for any weapon system or major program.

This guidebook and checklist were developed and coordinated through each DLA Activity via a DLA IPT that was comprised of members from each DLA HQ J-code and each DLA PLFA. Users of the guidebook and checklist are invited to send suggested improvements to the guidebook and/or the checklist to DLA HQ J-351 (pbloffice@dla.mil).

Responsibilities

There will be a POC representing DLA HQ (referred to as the DLA HQ POC) and one representing the DLA Lead Supply Chain (referred to as the DLA PLFA POC). The DLA PLFA POC is the WSSM, WSPM, Soldier as a System Lead, or Lead PM/PEO/Customer Representative assigned to the program. Both the DLA PLFA POC and the DLA HQ POC will be responsible for using the checklist.

The DLA POC's are the primary focal point to coordinate DLA involvement with the Service PM, PEO, or customer. The DLA POC's are also responsible for ensuring the necessary items in the checklist are included in the DLA Support Plan by applicable functions/activities/subject matter experts (SMEs) in the proper DLA PLFA or DLA HQ J-code. They must address all related issues in each LLC phase based upon their professional judgment and expertise and obtain internal approvals within their chains of command, as required. These steps provide a methodical way to execute the assessment process. The DLA POCs are not constrained to the sequences as outlined, but instead should ensure that aspects appropriate to the acquisition program and life cycle phase are addressed throughout the process.

The DLA POCs lead a focused DLA LLC IPT comprised of SMEs representing logistics, contracting, finance, technical/quality, cataloging, distribution, disposal, Business Process Area (BPA), and legal, as required. The DLA POC's, along with the rest of the DLA LLC IPT, are responsible for developing a comprehensive and responsive DLA Support Plan to meet customer requirements throughout the LLC. The development and execution of the DLA Support Plan is accomplished by following the guidebook and checklist.

For new programs the DLA Lead Supply Chain will be selected based on volume of sales, preponderance of National Stock Numbers (NSNs), commodity, customer base, and/or weapon system.

DLA's Involvement in each Phase of the Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management System

The Integrated Defense AT&L Life Cycle Management System, depicted in the figure below, outlines actions, processes and analyses required to support a weapon system effectively throughout each phase of the system's LLC. It is designed to provide PMs with guidance to effectively manage weapon systems and integrate assistance from all required functional areas: contracting, finance/budgeting, technical, quality, BPA, inventory management, distribution, provisioning, cataloging and reutilization and disposal.

The DLA Best Value Product Support Guidebook and Checklist identify planning, acquisition, and support functions that are performed within the Integrated Defense AT&L Life Cycle Management System. These various functions represent opportunities where DLA can provide vital logistics guidance

and/or support critical to LLC sustainment to new or upgraded systems. It is imperative that DLA provide its logistics management expertise throughout the various phases in order to assist the Program Office in developing and implementing their PSS. Thus, the guidebook and checklist will guide DLA's engagement activities while emphasizing our capabilities and services for integration into the LLC as early as possible, to ensure best value product support decisions.

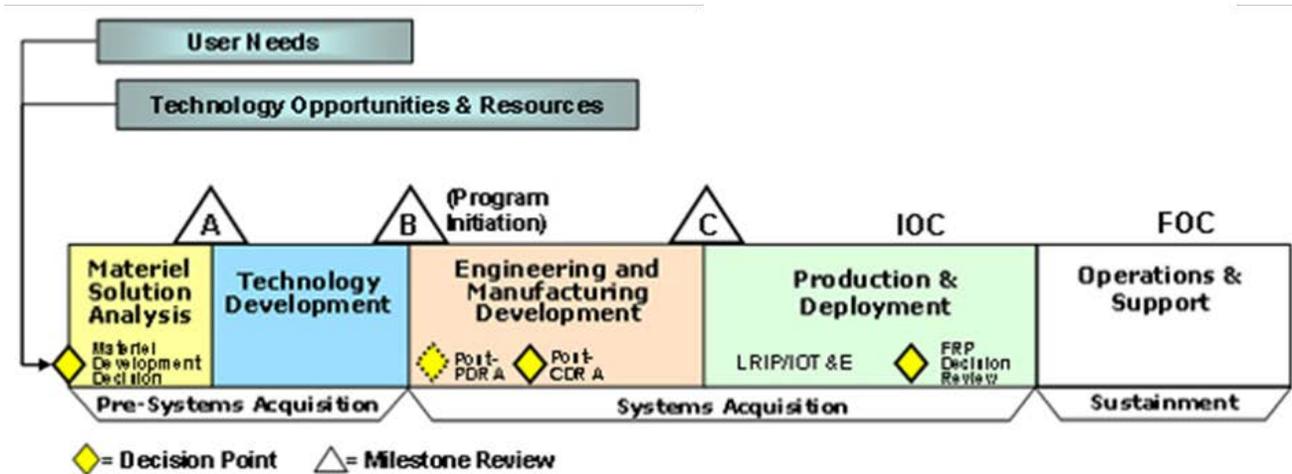


Figure 1. The Integrated Defense AT&L Life Cycle Management System

Materiel Solution Analysis Phase

The primary objective of the Materiel Solution Analysis (MSA) phase is to identify user requirements and operational environmental constraints in the PSS that may affect sustainment. DLA involvement begins with the DLA Lead Supply Chain and DLA PLFA POC being assigned to the weapon system defined in the Capability Development Document. The DLA HQ POC and DLA PLFA POC meet with the PM/PEO to ensure DLA is a permanent member of the program's applicable IPTs, educate and brief the PM/PEO on DLA capabilities, and obtain copies of applicable logistics/program documentation. The DLA PLFA POC then convenes a DLA LLC IPT to discuss issues associated with supporting that weapon system. The DLA LLC IPT reviews the documents, outlines the customer requirements, matches them with DLA capabilities and provides the PM/PEO with a DLA Support Strategy for consideration. Regardless of the PSS chosen, DLA should be involved in planning to ensure all logistics support elements are covered. This should include helping as appropriate in the initial development of the Program Office's Life Cycle Sustainment Plan (LCSP).

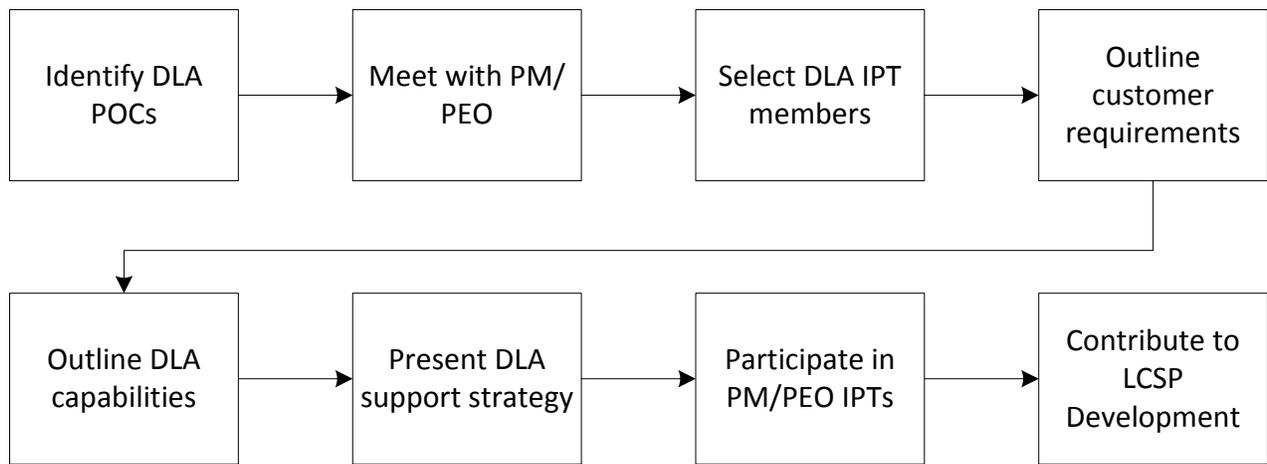


Figure 2. DLA MSA Product Support Steps

Technology Development Phase

In the Technology Development (TD) phase, the DLA PLFA POC and DLA LLC IPT are primarily involved developing and reviewing the initial PSS and LCSP developed by the PM/PEO. This includes ensuring they address DLA capabilities, regulatory compliances, and data rights. This phase also involves establishing configuration control processes.

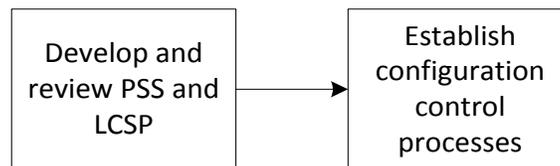


Figure 3. DLA TD Product Support Steps

Engineering and Manufacturing Development Phase

In the Engineering and Manufacturing Development (E&MD) phase the DLA PLFA POC and DLA LLC IPT are involved in ensuring the DLA Support Strategy is available to the PM/PEO and is included in support parameters and tests, per the Test and Evaluation Master Plan (TEMP). After each developmental and operational test, the DLA PLFA POC and the DLA LLC IPT are responsible for taking action on the lessons learned to refine the DLA Support Strategy and identify funding requirements, as needed. Participate in the development of the PM/PEO Product Support Plan and LCSP. Involvement in provisioning planning and processes will be a key element of this phase as many of the parts associated with the weapon system will be identified. DLA should be involved in the Service’s acquisition planning.

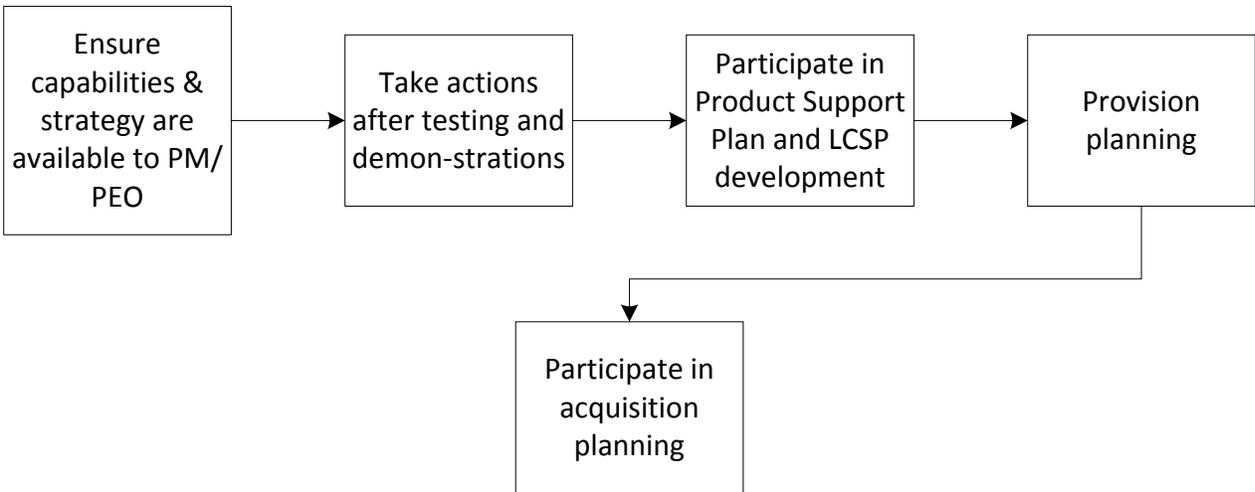


Figure 4. DLA E&MD Product Support Steps

Production and Deployment Phase

The first step in the P&D phase is to assist in the refinement of the PM/PEO LCSP and synchronize the DLA Support Plan to meet it. DLA will establish formal relationships, award DLA contracts, and take any other action necessary to support the PSS. DLA will also participate in any further parts provisioning, as required.

The supply chain performance requirement to meet the required system performance and cost metrics should be determined through analysis done in support of the TEMP. Any new or modified information technology system requirements need to be identified by the DLA HQ POC.

The DLA PLFA POC and the DLA Lead Supply Chain will be responsible for execution of the DLA Support Plan and further engagement of the PM/PEO.

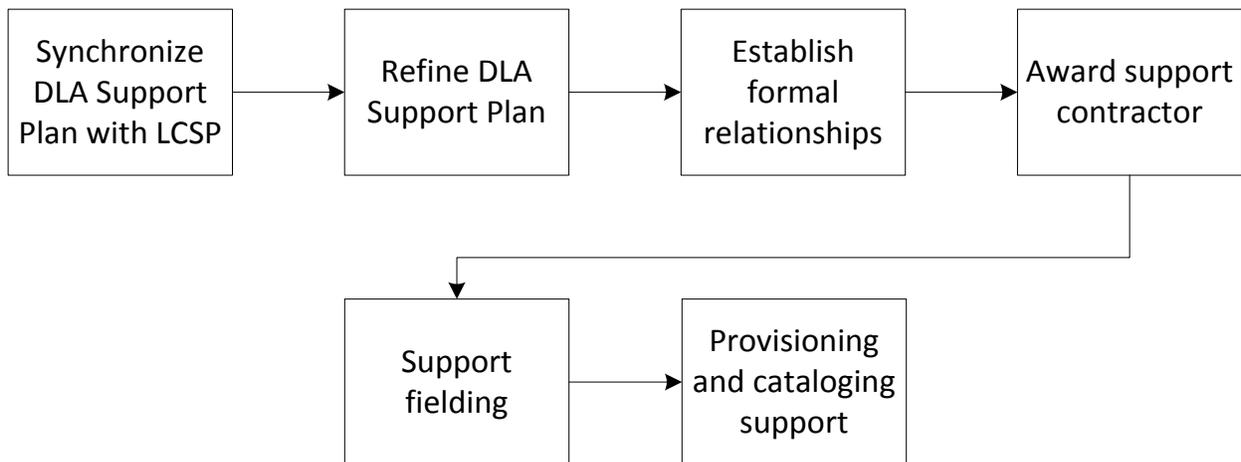


Figure 5. DLA P&D Product Support Steps

Operations and Support Phase

The O&S phase of the Integrated Defense AT&L Life Cycle Management System represents the longest duration period of the weapon system life cycle and constitutes the largest portion of life cycle cost. As the single largest component of the DOD budget, the impact of the O&S phase on life cycle cost is enormous. O&S begins when an operational capability has been fielded. DLA's involvement in this phase centers on developing, budgeting for, implementing, monitoring, and updating the DLA Support Plan congruent to the PM/PEO's LCSP. Before the end of the weapon system's life cycle, DLA will also refine, execute and monitor the Phase-Out Plan developed during Concept Refinement.

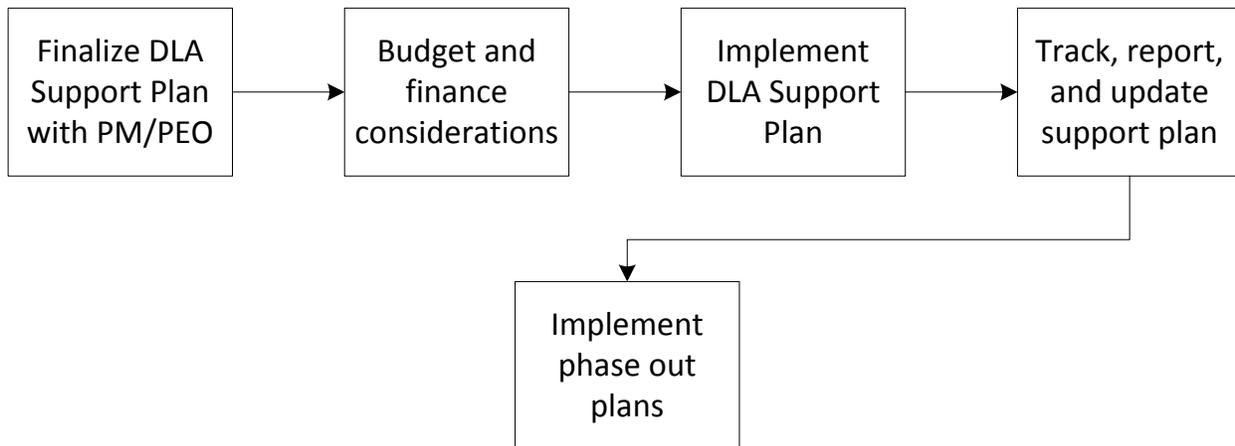


Figure 6. DLA O&S Product Support Steps

DLA's Capabilities

The following identifies ways that each DLA activity may support the development and execution of PSSs.

DLA HQ

DLA HQ provides customer facing support for the enterprise. They engage customers around the world to maximize readiness and logistics combat power by leveraging an enterprise solution. DLA HQ builds value for the warfighter and DLA by establishing and maintaining mutually rewarding customer relationships.

DLA HQ engages new customers, or programs, early and often to provide customers with better support options. Programs are engaged through multiple avenues. The DLA Best Value Product Support Checklist (Appendix A) serves as a guide for engaging new, as well as existing, programs.

DLA HQ is also the policy lead for the agency and provides support in the areas of acquisition, finance, information operations, human resources and general counsel.

DLA PLFAs

The DLA PLFAs offer a wide range of services that can be tailored to support any and all weapon systems, soldiers as a system, programs, or initiatives worldwide. The DLA POCs should tailor DLA's services to create a unique DLA Support Plan for each specific customer. This should occur as early in the life cycle as possible, but can occur within any of the LLC Phases. The DLA Best Value Product Support Checklist (Appendix A) serves as a guide to developing a customized DLA Support Plan. It is important to note that not all weapon systems, soldiers as a system, programs, or initiatives will require a DLA Support Plan.

Below is a brief description of each of the PLFAs and the services they can provide.

DLA Aviation supports aviation parts, including spares for engines on fighters, bombers, cargo aircraft and helicopters; airframe and landing gear parts; flight safety equipment; and propeller systems. DLA Aviation also manages depot-level repairable procurement operations. DLA Aviation also operates an industrial plant equipment repair facility and the federal government's only industrial plant equipment facility.

DLA Land and Maritime serves as a primary source of supply for both land and maritime repair parts and operating supply items. Land manages consumable repair parts for land-based weapon systems. Maritime manages Navy Surface, Subsurface, Operational Forces, Industrial, Coast Guard, and Army/Navy Foreign Military Sales programs. In addition, the DLA Product Testing Center, a part of DLA Land and Maritime, performs professional scientific evaluations of products and related services.

DLA Troop Support provides United States armed service members with food, clothing, textiles, medicines and medical equipment, construction supplies, and equipment and industrial hardware. Troop Support is a key provider of support to humanitarian and disaster relief efforts, both domestic and worldwide.

DLA Energy provides the DOD and other government agencies with comprehensive energy solutions in the most effective and efficient manner possible. They are the DOD's full service provider for all energy and energy-related products. They provide their customers with traditional fuel and energy support such as petroleum, coal, and natural gas. In addition, they pursue alternative fuel and energy sources such as solar power, hydrogen power, and synthetic fuels as new procurement, research, and development initiatives materialize.

DLA Disposition Services provides disposal and reutilization services for DLA and Service managed items. DLA Disposition Services also provides DOD with worldwide reuse, recycling, and disposal solutions that focus on efficiency, cost avoidance, and compliance. DLA Disposition Services also manages the demilitarization of surplus property with inherent military characteristics. DLA Disposition Services also manages the disposal of hazardous property for DOD activities minimizing environmental risks and costs.

DLA Distribution provides distribution, storage, and transportation for stocked items. DLA stocks items managed by DLA or the Services. DLA Distribution depots store, issue, pack, preserve and provide worldwide transportation of supplies and parts.

Other DLA Field Activities that provide support and interface with the customer

DLA Logistics Information Service is responsible for cataloging, managing and controlling the logistics data for all NSN items in the Federal Catalog System used in supply management operations within the United States Military Services, other DOD activities, federal and civil agencies, and foreign governments. DLA Logistics Information Service also provides provisioning support for new weapon system acquisitions and for major modifications and upgrades to existing weapon systems.

DLA Office of Operations Research and Resource Analysis (DORRA) is the primary analytical services provider for DLA HQ. DORRA combines talented employees, experience, contractors, computers, software and data to create quality analytical products. They perform timely research and analysis to enable customers to objectively formulate policies and decisions.

DLA Strategic Materials is an international commodity broker of strategic and critical materials that sells and maintains strategic and critical materials to reduce the United States dependence on foreign supply sources.

DLA Transaction Services receives, edits, validates, and routes logistics transactions.

Appendix A: DLA Best Value Product Support Checklist

Initial PM/PEO Engagement

#	Lead Activity	Support Activity	Description
1			Engage New and Current Programs to inform them of DLA Capabilities (Marketing)
1.1	HQ		Implement customer outreach campaigns with warfighters and other customers to educate them on DLA products and services and potential logistics solutions
1.2	HQ		Gather and track potential opportunities for future logistics solutions from potential customers and refer them to the appropriate Primary Level Field Activity (PLFA) for action
1.3	HQ		Develop tools or criteria to inform DLA engagement decisions with the Service programs seeking DLA participation in their product support strategies
1.4	HQ		Assign an action officer to provide weapon system programs with DLA's value proposition and support
1.5	HQ/Lead PLFA		Maintain the status of potential engagements in the Opportunity Management tool of the Customer Relationship Management (CRM) System
1.6	HQ/Lead PLFA		Identify Program Manager (PM)/Program Executive Office (PEO) interest in utilizing DLA
2			Identify DLA Points of Contact (POCs)
2.1	HQ		Empower POC as the single point of accountability for initiating engagement and providing HQ support during initial engagement
2.2	HQ		Identify the DLA Lead Supply Chain based on volume of sales, preponderance of National Stock Numbers (NSNs), commodity, customer base, and/or weapon system (for new programs)
2.3	Lead PLFA		Identify DLA PLFA POC responsible for contact with DLA Headquarters (HQ) POC
2.4	Lead PLFA		Identify DLA PLFA POC responsible for contact with customer (PM/PEO)
2.5	HQ/Lead PLFA		Identify reachback support in the areas of logistics, contracting, finance, technical/quality, provisioning, logistics data management, distribution, disposal, Business Process Area (BPA), and legal
3			Change Management
3.1	HQ		Ongoing communication with DLA Lead PLFA to identify change management requirements, assist in preparing for identified change, manage change, and reinforce change

#	Lead Activity	Support Activity	Description
4			Hold Initial Meeting with PM/PEO
4.1	HQ/Lead PLFA	DLIS, PLFAs	Outline high level DLA capabilities in terms of products and services
4.2	HQ/Lead PLFA		Ensure DLA becomes a permanent member of PM/PEO Integrated Process Team(s) (IPTs) including any applicable sub IPTs
4.3	HQ/Lead PLFA		Obtain PM/PEO Product Support (or Performance Based Logisticss (PBL) Management) Plan and concepts for product support
4.4	HQ/Lead PLFA		Obtain program/initiative documentation (e.g., Initial Capabilities Document (ICD), draft Acquisition Plan or Acquisition Strategy Report, draft Request for Proposal (RFP), draft Statement of Work (SOW), Life Cycle Sustainment Plan (LCSP))
4.5	HQ/Lead PLFA		Obtain names of key Service and industry partners
4.6	All		Understand PM/PEO plan to develop, produce, deploy, and transition weapon system
4.7	All		Gain understanding of warfighter needs/requirements in performance agreements, capabilities, and specification documentation
4.8	HQ/Lead PLFA		Schedule next meeting with PM/PEO to present DLA support strategy
5			Perform Market Research
5.1	Lead PLFA		Perform a capabilities assessment
5.2	Lead PLFA		Research existing contract support
5.3	Lead PLFA	DLIS, HQ, PLFAs	Define and analyze DLA capabilities in terms of supporting weapons system reliability, availability, mean down time, and ownership costs
5.4	Lead PLFA	DLIS, PLFAs	Conduct an Analysis of Alternatives (AoA), to include support beyond current DLA capabilities
5.5	Lead PLFA		For each AoA conduct a Rough Order of Magnitude (ROM) Business Case Analysis (BCA) to help prioritize alternatives, compare costs, and select the one that best meets the understood warfighter requirements
5.6	Lead PLFA		Identify and document funding requirements

#	Lead Activity	Support Activity	Description
5.7	Lead PLFA		Draft DLA Support Plan and or Performance Based Agreement (PBA) using analysis performed and decisions made
6			Present DLA Support Plan/Strategy and/or PBA
6.1	HQ/Lead PLFA		Present DLA Support Plan/Strategy and/or PBA to PM, PEO, Supplier, and/or other leading stakeholder(s) and assist PM/PEO in further Solution Analysis
6.2	HQ/Lead PLFA		Determine customer's intent to execute one of the DLA Support Plans

Program Management

#	Lead Activity	Support Activity	Description	Logistics Life Cycle Phase				
				MSA	TD	EMD	P&D	O&S
7			Finalizing and Implementing Execution Plan					
7.1	Lead PLFA	All	Identify IPT members as required to include personnel representing logistics, contracting, finance, technical/quality, provisioning, logistics data management, distribution, disposal, BPA, and legal	X	X	X	X	X
7.2	Lead PLFA	All	Draft and staff IPT Charter	X	X	X	X	X
7.3	Lead PLFA		Hold team training, as needed	X	X	X	X	X
7.4	Lead PLFA		Draft Standard Operating Procedure (SOP) and support plan with the PM/PEO			X		
7.5	Lead PLFA		Update funding requirements, as necessary	X	X	X		
7.6	Lead PLFA		Review and approve funding strategy	X	X	X		
7.7	All		Provide DLA representatives to participate in PM/PEO IPT(s) including any applicable sub IPTs	X	X	X	X	X
8			Product Support Planning Assistance to the PM/PEO					
8.1	Lead PLFA	DLIS, PLFAs	Provide PM/PEO with information necessary to ensure DLA's capabilities, products, and services are fully considered in the acquisition strategy and provide updates as plans are changed	X	X	X		
8.2	DLIS		Participate in Product Support Plan development/refinement especially in the areas of supply support and data management.	X	X	X	X	
8.3	All		Continually review Service PSS and LCSP to ensure it addresses all the necessary Integrated Logistics Support elements and includes properly defined DLA capabilities; provide updates as the support strategy and system matures or changes	X	X	X	X	X
8.4	Lead PLFA	DLIS	Assess Data Management Plan for data licensing rights for inclusion of requirements to support full life cycle sustainment	X	X	X	X	X
8.5	Lead PLFA	DLIS	BCA support/input to the PM/PEO as requested	X	X	X	X	X

#	Lead Activity	Support Activity	Description	Logistics Life Cycle Phase				
				MSA	TD	EMD	P&D	O&S
8.6	Lead PLFA	DLIS	Bill of Materials (BOMs) Initialization/Review	X	X	X	X	X
8.7	Lead PLFA, DLIS		Participate in Standardization and Interoperability analysis	X	X	X		
8.8	DLIS		Review draft RFPs/SOWs and participate in “data calls” that request stakeholders input with regards to technical data, reports, etc.	X	X	X		
8.9	Lead PLFA		Assess Government Furnished Material (GFM) and equipment requirement	X	X	X	X	X
8.10	Lead PLFA		Ensure necessary Federal Acquisition Regulation (FAR)/Defense Federal Acquisition Regulation Supplement (DFARS) clauses are incorporated in appropriate contracting vehicle to utilize DLA as a Source of Supply	X	X	X	X	X
8.11	Lead PLFA		Draw down consideration	X	X	X	X	X
8.12	Lead PLFA	DLIS	Participate in the development of metrics to incentivize the contractor to participate in the Department of Defense (DOD) Parts Standardization Program and Life Cycle Engineering process early in weapon system design and development phase	X	X	X		
9			Acquisition Support to the PM/PEO					
9.1	Lead PLFA		Draft acquisition strategy/plan	X	X	X		
9.2	Lead PLFA	DLIS	Participate in acquisition planning as a member of the PM/PEO Service Logistics IPT	X	X	X	X	X
9.3	Lead PLFA	DLIS	Ensure DLA Support Strategy (agreed upon in the PBA) is part of the acquisition plan	X	X	X	X	X
9.4	Lead PLFA	DLIS	Ensure the PM/PEO includes DLA support in RFP	X	X	X	X	X
9.5	Lead PLFA		Participate in source selection planning	X	X	X		
9.6	Lead PLFA		Leverage existing contracts for future support (modify as necessary)	X	X	X	X	X

#	Lead Activity	Support Activity	Description	Logistics Life Cycle Phase				
				MSA	TD	EMD	P&D	O&S
9.7	Lead PLFA		Establish supplier metrics	X	X	X	X	X
9.8	Lead PLFA		Award new contracts	X	X	X	X	X
9.9	Lead PLFA		Develop contract exit strategy	X	X	X	X	X
10			Consider Tailored Logistics Solutions					
10.1	Lead PLFA		Long-Term Contract/Strategic Acquisition	X	X	X	X	X
10.2	Lead PLFA		PBL	X	X	X	X	X
10.3	Lead PLFA		Contractor Logistics Support (CLS)	X	X	X	X	X
10.4	Lead PLFA		Prime Vendor (PV)				X	X
10.5	Lead PLFA		Joint Service Opportunities	X	X	X	X	X
10.6	Lead PLFA	DLA Distribution	Kitting	X	X	X	X	X
10.7	Lead PLFA	DLA Distribution	Third Party Logistics				X	X
11			Provisioning and Cataloging					
11.1	DLIS		Participate in Provisioning Guidance Conferences and Start of Work Conferences to develop a mutual understanding of the provisioning contractual requirements for Logistics Product Data and necessary form, fit, and function technical data (i.e., Engineering Data for Provisioning (EDFP) or Supplemental Data for Provisioning (SDFP)) for initial provisioning and cataloging purposes.			X	X	
11.2	DLIS		Support provisioning spares conferences for systems, subsystems, modifications and engineering changes by attendance and/or desktop reviews			X	X	X

#	Lead Activity	Support Activity	Description	Logistics Life Cycle Phase				
				MSA	TD	EMD	P&D	O&S
11.3	DLIS		Provide cataloging support to assign National Stock Numbers (NSNs) after completion of provisioning conferences and to support system modifications and engineering changes to maintain the logistics data for NSNs			X	X	X
11.4	DLIS		Process cataloging requests, Supply Support Requests (SSRs), for services in accordance with DLA/service agreements for assignment of new NSNs			X	X	X
11.5	DLIS		Process SSRs to maintain existing NSNs for adds, changes and deletion of management and logistics data associated with the NSNs			X	X	X
11.6	DLIS		Review the demilitarization coding against the form, fit and function technical data for each item being assigned a new NSN according to signed agreements with the services			X	X	X
12			Demand/Supply Planning					
12.1	Lead PLFA		BOM supportability review	X	X	X	X	X
12.2	Lead PLFA		Forecasting	X	X	X	X	X
12.3	Lead PLFA		Plan for surge	X	X	X	X	X
12.4	Lead PLFA		Consider item characteristics/special requirements	X	X	X	X	X
13			Technical/Quality/Engineering					
13.1	Lead PLFA		Respond to Engineering Change Proposal (ECP)	X	X	X	X	X
13.2	Lead PLFA	DLA Distribution	Respond to safety bulletin	X	X	X	X	X
13.3	Lead PLFA		Plan for modification/upgrade/change out				X	X
13.4	Lead PLFA	DLA Distribution	Process Product Quality Deficiency Report (PQDR)/Report of Deficiencies (ROD)/Supply Deficiency Report (SDR)				X	X

#	Lead Activity	Support Activity	Description	Logistics Life Cycle Phase				
				MSA	TD	EMD	P&D	O&S
13.5	Lead PLFA	DLA Distribution	Mitigate Diminishing Manufacturing Sources and Material Shortages (DMS&MS)				X	X
13.6	Lead PLFA		Mitigate obsolescence				X	X
14			DLA Budget/Finance Execution					
14.1	Lead PLFA		Implement Sales and Operations Planning (S&OP)	X	X	X	X	X
14.2	Lead PLFA		Submit Program Objective Memorandum (POM)	X	X	X	X	X
14.3	Lead PLFA		Ensure audit readiness (financially compliant/traceable)	X	X	X	X	X
15			Monitor Performance					
15.1	Lead PLFA		Develop, review, and align metrics associated with Program and DLA	X	X	X	X	X
15.2	Lead PLFA		Utilize existing enterprise metrics that are applicable				X	X
15.3	Lead PLFA		Address delinquency, contractors past performance, and or supplier metrics				X	X
16			Phase-Out (Sundown)					
16.1	Lead PLFA	DLIS	BOM review			X	X	X
16.2	Lead PLFA		Market share analysis	X	X	X	X	X
16.3	Lead PLFA		Implement Digital Demand Dial (3D)					X
16.4	Lead PLFA		Forecasting (reduction through demand data exchange)					X

#	Lead Activity	Support Activity	Description	Logistics Life Cycle Phase				
				MSA	TD	EMD	P&D	O&S
16.5	Lead PLFA	DLA Disposition, DLA Distribution	Initiate disposal					X

Appendix B: References

Integrated Defense, Acquisition, Technology, and Logistics Life Cycle Management Chart, Version 5.4 (15 June 2010), Defense Acquisition University, January 2013, <https://ilc.dau.mil/>

DOD Integrated Product Support Implementation Roadmap, Defense Acquisition University, January 2013, <https://dap.dau.mil/dodpsroadmap/Pages/Default.aspx>

Appendix C: Acronyms

3D	Digital Demand Dial
AoA	Analysis of Alternatives
AT&L	Acquisition, Technology, and Logistics
BCA	Business Case Analysis
BOM	Bill of Materials
BPA	Business Process Area
CLS	Contractor Logistics Support
CRM	Customer Relationship Management
DFARS	Defense Federal Acquisition Regulation Supplement
DLA	Defense Logistics Agency
DLIS	DLA Logistics Information Service
DLR	Depot Level Repairables
DMS&MS	Diminishing Manufacturing Sources and Material Shortages
DOD	Department of Defense
DORRA	DLA Office of Operations Research and Resource Analysis
E&MD	Engineering and Manufacturing Development
ECP	Engineering Change Proposal
EDFP	Engineering Data for Provisioning
FAR	Federal Acquisition Regulation
GFM	Government Furnished Material
HQ	Headquarters
ICD	Initial Capabilities Document
IPT	Integrated Process Team
LLC	Logistics Life Cycle
LCSP	Life Cycle Sustainment Plan
MSA	Materiel Solution Analysis
NSN	National Stock Number
O&S	Operations and Support
P&D	Production and Deployment
PBA	Performance Based Agreement
PBL	Performance Based Logistics
PEO	Program Executive Office
PLFA	Primary Level Field Activity
PM	Program Manager
POC	Point of Contact
POM	Program Objective Memorandum
PQDR	Product Quality Deficiency Report
PSS	Product Support Strategy

PV	Prime Vendor
RFP	Request for Proposal
ROD	Report of Discrepancy
ROM	Rough Order of Magnitude
S&OP	Sales and Operating Planning
SDFP	Supplemental Data for Provisioning
SDR	Supply Discrepancy Report
SME	Subject Matter Expert
SOP	Standard Operating Procedure
SOW	Statement of Work
SSR	Supply Support Request
TD	Technology Development
TEMP	Test and Evaluation Master Plan
WSPM	Weapon System Program Manager
WSSM	Weapon System Support Manager