

Questions and Answers from
“Perspective of the Senior DoD Product Support/Sustainment Leader”
DAU Webcast Featuring HON Christopher J. Lowman, Assistant Secretary of Defense (Sustainment)
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POLICY

1. What is DoD's direction to apply Performance Based Logistics (PBL) to product support strategies?

DoDI 5000.91 addresses Performance-Based Life Cycle Product Support. “At the program level, all product support solutions will be performance based. They will include an appropriate mix of product and process metrics with threshold values to monitor performance and be adjusted as needed to satisfy warfighter requirements.” When interacting with industry, the instruction states: “Performance-based logistics contracts are utilized when analysis indicates they can effectively reduce cost and improve performance.” The PM and PSM are responsible for developing and implementing the Product Support Strategy (PSS) that will deliver an integrated and affordable product support solution in compliance with the instruction.

2. What are the supportability and sustainment metrics that are most telling of actual supportability and sustainment performance? Are there changes to metrics coming, and how much data will the DoD share with industry to improve metrics?

DoDI 5000.91 para 4.8 addresses the top-level Sustainment Key Performance Parameter (KPP), Key Supporting Attributes (KSAs), and Additional Performance Attributes (APAs). Regarding changes to policy, OSD intends to publish an update to DoDI 3110.05, *Sustainment Health Metrics in Support of Materiel Availability*. The selection of lower-level metrics depends on Warfighter requirements, the system, and the product support strategy. Regarding the sharing of data with industry, DoD recognizes the importance of the collaboration between DoD and industry partners in delivering affordable readiness, and in improving the reliability and maintainability of systems.

3. What are the Middle Tier of Acquisition (MTA) Rapid Prototyping/Rapid Fielding documentation requirements?

Please consult DoDI 5000.80 and the Adaptive Acquisition Framework Document Identification (AAFDID) tool located at <https://www.dau.edu/aafdid/Pages/MTA-Program-Information-Requirements.aspx>.

4. Regarding "covered" vs. "non-covered" programs, what are some pitfalls of being a non-ACAT program?

Covered systems (defined in 10 USC 4324) are generally ACAT I Major Defense Acquisition Programs (MDAPs) and their Middle Tier of Acquisition (MTA) equivalents. Non-covered programs refer to all others (e.g., ACAT II and below). For programs that do not have an ACAT designation, potential pitfalls may include lower priority for resources and management attention, which can be especially challenging for the PSM (if assigned) or lead logistician. However, the same PSM “tools of the trade” (e.g., a well-crafted LCSP, data-driven PS BCA, ILA, and

Supportability Analysis, etc.) can help the PSM or lead logistician meet the tenets of DoDI 5000.91 of emphasize sustainment, make data-driven decisions, and tailor product support.

5. What are we doing in DoD to decrease the divide between "Acquisition" and "Logistics"... perhaps to be more effective in "Sustainment"?

Congress and DoD emphasize weapon system life cycle management. This is reflected in statute such as Title 10 section 4324 which mandates life cycle management for weapon systems and in DoD policy such as DoDI 5000.91 which focuses on product support development across all acquisition pathways and support management in sustainment. DASD (Product Support) works routinely and closely with ASD(Acquisition) and USD(R&E) to ensure supportability is part of engineering and acquisition policy decisions and to provide them with support insights and concerns.

6. What are the Service Chiefs' roles for sustainability and maintainability of programs and/or systems?

DoDD 5100.01 and DoDI 5000.91 address DoD Component Head responsibilities, which include train, equip, and maintain their respective forces which includes establishing requirements, budgeting, and acquisition and sustainment processes to support development, deployment, and operational use of weapon systems; and serving as a decision authority through their Component Acquisition Executive for acquisition and sustainment decisions, designation of PSMs, and approval of ACAT 1B/1C and below LCSPs.

7. How can we access the 2022 National Defense Strategy (NDS)?

The NDS is a classified document; however, the link below is for the unclassified summary:

<https://media.defense.gov/2022/Oct/27/2003103845/-1/-1/1/2022-NATIONAL-DEFENSE-STRATEGY-NPR-MDR.PDF> (Note: after the web event, DoD posted an unclassified version of the NDS here - <https://media.defense.gov/2022/Oct/27/2003103845/-1/-1/1/2022-NATIONAL-DEFENSE-STRATEGY-NPR-MDR.PDF>)

PROGRAM EXECUTION AND WARFIGHTER SUPPORT

1. How can PSMs work with PMs and the Systems Engineering (SE) Team to prioritize designing for life cycle support?

Early engagement with engineering stakeholders is a critical enabler to influencing design decisions. The PSM should work with the chief engineer or systems engineer to ensure the System Engineering Plan (SEP) includes the processes to achieve the required sustainment performance. An example would be the PSM and SE working together during Design Reviews to ensure sustainment is a consideration early in the life cycle. Program office personnel (PM, PSM, SE, BFM, CON) are focused on delivering a material solution for warfighter mission needs. Program offices prioritize with the OEM what the warfighter says is important. So prioritizing life cycle support must start with the requirements process. In addition to the mandatory supportability KPP for availability, ensuring there are subordinate requirements addressing reliability, maintainability, durability, and other suitability attributes is key to developing/delivering effective, affordable product support. Once supportability is captured as an important requirement for design, the PSM must be part of the design trade process. The PSM is not going to win every discussion but he or she needs to be part of the team making design tradeoffs throughout development. To be successful in this, the PSM must have a good working relationship with the PM, SE, CON, and others and work closely with them on a routine basis to deliver the best possible solution for the warfighter.

2. When will we develop a more agile and cost-effective approach to resolving Obsolescence issues?

We have taken several actions to improve our processes for resolving Obsolescence issues. We published an overarching DoDI 4245.15, Diminishing Manufacturing and Material Shortages Management in Nov 2020 and a supporting Manual in October 2022. Prior to this, DoD had been without a policy document focused on DMSMS and obsolescence management since 1976. During this near 50-year gap, there was no direction to higher-level organizations to establish policy, offer guidance, or train personnel on proactive DMSMS management during all aspects of a DoD system's lifecycle. The new Instruction and Manual will bring consistency in obsolescence decisions across the entire Department. For example, when it makes sense to do a life of need buy until a major modification is necessary.

3. How might we best go about improving our partnership with the commercial sector to ensure effective and resilient logistics for the Joint Force?

One way is through industry engagement through NDIA and AIA participation. ASD(S) is a principal participant in USD(A&S) sponsored industry engagements. Understanding what the commercial sector offers to improve DoD capabilities through technology innovation, and their assistance in improving our capabilities, is our position. DASD(PS) also invites industry representatives to provide presentations and participate in the annual PSM conference.

4. Are there any efforts to improve the "balance of power" between the Program Manager (PM) and the Product Support Manager (PSM)? Until that occurs it will continue to be incredibly difficult for PSMs to advocate for sustainment.

DoDI 5000.91 2.9b(2) requires designation of PSMs to all ACAT I and II programs and MTA programs. DoDI 5000.91 also requires the PSMs to report to and provide system product support subject matter expertise to the PM for the development, implementation, and execution of the system's Product Support Strategy. The PM is responsible and accountable for life cycle management, including direction of the program office team, which includes the PSM. As DoD senior leaders have stated, the PSM must have a "seat at the table," bring data-informed recommendations, and when their recommendations are not adopted, articulate the risks and consequences, then support the PM's decision.

5. Many acquisition programs were delegated to the Services. Do you anticipate ACAT 1C acquisition programs becoming ACAT 1D once more?

Once USD(A&S) as the Defense Acquisition Executive has re-categorized a program as ACAT 1C and delegated it for management to a Component Acquisition Executive it is unlikely that it would be re-categorized as ACAT 1D.

6. Do you see the F-35 sustainment strategy making a meaningful transition to an organically led strategy to address the Joint Concept of Contested Logistics environment?

Section 142 of the Fiscal Year 2022 National Defense Authorization Act requires the Department to transfer planning, management, and execution of sustainment functions from the F-35 Joint Program Offices to the U.S. Services. As part of the effort to address this provision, ASD(S) is working with the Services to determine a future F-35 sustainment enterprise structure that will better meet Service requirements. One of the key focus areas for this effort is ensuring that the future F-35 sustainment enterprise is capable of supporting operations in a contested logistics environment, in line with the CJCS JCCL principles.

INDUSTRIAL BASE

1. How can we enable the Defense Industrial Base to be more responsive to short-notice or emergent requirements and their ability to respond (e.g., repair/replace) major U.S. equipment battle losses in a near-peer full conflict?

For those that may not know, the Defense Industrial Base provides the capacity and capability to produce advanced weapon systems critical to maintaining U.S. national security objectives. The U.S. industrial base currently consists of over 200,000 companies. Just this year, the Government Accountability Office (GAO) released a report titled "DEFENSE INDUSTRIAL BASE: DOD Should Take Actions to Strengthen Its Risk Mitigation Approach". The report clearly identified key risks within the Defense Industrial Base that impede its ability to be more responsive to short-notice or emergent requirements.

We believe the Department of Defense can enable the Defense Industrial Base by reducing and or eliminating our reliance on single-source suppliers that is currently causing disruptions in our supply system. This action aligns with the White House Executive Order 14017 to assess risks to the Defense Industrial Base and high priority supply chains such as semiconductors. Finally, the GAOs recommendations, to develop and use performance measures to monitor the aggregate effectiveness of mitigation efforts for DoD-wide industrial base risks, would greatly enable the Defense Industrial Base to be more responsive to short-notice or emergent requirements.

2. How can DoD advance Defense Industrial Base modernization and improve national security? What is the future of the Industrial Base (e.g., Depots, Arsenal, and Ammo plants)?

The Defense Industrial Base modernization is a priority for the DoD, and we are already working with federal, state, and local governments to make significant investments in modernizing our organic industrial base. Section 359 of the National Defense Authorization Act for Fiscal Year 2020 directed the development of a strategy to improve the Organic Industrial Base (OIB) infrastructure. The DoD Strategy ensures the OIB continues to have the capacity and capability to support the readiness and weapon system availability goals of current and future DoD weapon systems now and into the future. The Military Services' infrastructure optimization plans will include specific planning and resourcing infrastructure related activities.

3. How can DoD better leverage capabilities of International Partners Sustainment and Maintenance Repair and Overhaul (MRO) capabilities?

We currently leverage the capabilities of international partners through Foreign Military Sales cases, joint program office partnerships (e.g., F-35), other maintenance partnerships, and collaboration with the NATO Support and Procurement Agency (NSPA). Each of these arrangements is done on a case-by-case basis, and this trend will continue where it makes sense for specific weapons systems and requirements and when it meets the needs of the warfighter and the United States taxpayer.

4. Since newer weapon systems have significant amounts of software, what steps can the Services take to ensure software support is integrated into not only sustainment strategies but development of new technologies, systems, and skillsets to effectively maintain and update?

We recognize software as a critical element in the operability of a weapons system's mission, and software maintenance is clearly defined in Department of Defense Instruction (DoDI) 4151.20, *Depot Maintenance Core Capabilities Determination Process*. Since software meets the criteria of depot maintenance and a core capability requirement, it is DoD policy that software undergo a depot source of repair assignment early in the acquisition cycle which is documented in the weapons systems' life cycle sustainment plans.

In addition, recommend practitioners consult DoDI 5000.87, DoDI 5000.91, and DAU's Adaptive Acquisition Framework Software Acquisition page at <https://aaf.dau.edu/aaf/software/> for information and guidance. It is critical that the PSM ensure the program office software engineering team and representative(s) from the Software Support Activity (if applicable) are involved in creating the software section(s) within the LCSP and advising the PSM during the PSBCA and ILA for each milestone or equivalent decision point.

SUPPLY CHAIN

1. I keep hearing we need to focus on supply chain resiliency vs. efficiency, Will we start to see this in requirements so we can justify the additional cost?

It is not one or the other; they are both important and we need to do both. Part of maintaining an efficient supply chain requires continual assessment of supply chain performance and determining where improving supply chain resiliency can mitigate supply chain risks and

vulnerabilities. Further, driving efficiency into the supply chain ensures the Department can afford to provide weapon systems and support to the warfighter at the lowest/best cost and free up limited resources to address other requirements. Resources are limited, whether we are talking about hardware, software, facilities and/or people so we must remain efficient and continue to look for more efficient ways of doing business to provide warfighter readiness. Resiliency is part of the Department's strategy for ensuring capabilities are available when and where needed. Efficiency efforts ensure that capability stretches as far as possible.

2. What has been learned from the Pandemic's impacts on Supply Chain Risk Management (e.g., proliferation of "bad actors," access to shipping carriers, etc.)?

Recent events have demonstrated the fragility of many of our nation's supply chains. While we always knew that DoD's supply chain competes with commercial industry for several items, such as microelectronics and raw materials, recent disruptions and the resulting material shortages highlighted how competitive the market can be to obtain limited resources. Recent events have also illustrated how dependent the Defense Industrial Base is on foreign companies, some of which that may have ties to potentially adversarial nations.

The Department is taking several steps to counter potential supply chain disruptions. One example is the Department's focus on assisting with actions in support of Executive Order 14017 "America's Supply Chains" which aims to bolster resilient, diverse, and secure supply chains to ensure both our economic prosperity and national security. The Department is currently performing in-depth supply chain assessments for several critical material types such as castings and forgings, batteries, micro-electronics, and critical materials to identify areas for greater investment to mitigate supply chain disruptions. Other actions include:

- leveraging data and software, from both government and commercial sources, to proactively identify and manage potential supply chain risks for all material types.
- updating policies, procedures, and training to include risk-management based approaches for ensuring material availability

3. Regarding Supply Chain challenges from the impacts of inflation and COVID, what is OSD doing to assess the risks and impacts to the Air, Surface and Subsurface Communities and reduce the impact on readiness?

DoD does not intend to enact a policy to increase contract prices due to inflation. With respect to COVID, the Department continues to work closely with the Centers for Disease Control and Prevention and the U.S. Department of State to provide support in dealing with the coronavirus disease outbreak. OSD Industrial Base Policy continues to have regular meetings with industry associations to address COVID related issues. The commercial transportation industry supporting DoD continues to experience varying degrees of worker shortages, which have had minimal impact to DoD.

4. I am interested in product support decisions (e.g., why use ALIS and not legacy Service Supply Chain Systems?) and sustainment plan/future outlook (e.g., will parts be inducted into Supply/owned by the Services?) for the F-35.

The F-35 program is currently transitioning from Autonomic Logistics Information System (ALIS) to a new system, the Operational Data Information Network (ODIN). A key requirement for ODIN is interoperability with existing Service supply chain management and data systems.

Section 142 of the Fiscal Year 2022 National Defense Authorization Act requires the Department to transfer planning, management, and execution of sustainment functions from the F-35 Joint Program Offices to the U.S. Services. As part of the effort to address this provision, I am working with the Services to determine if having the Services take greater responsibility for planning, management, and execution of sustainment functions, including supply support, would be in the best interest of the F-35 sustainment enterprise.

5. How should Service logisticians collaborate in a DoD Trusted Systems and Networks (TSN) Strategy that integrates robust systems engineering, supply chain risk management (SCRM), security, counterintelligence, intelligence, cybersecurity, hardware and software assurance, and information systems security engineering disciplines to manage risks to system integrity and trust while engaging in sensitive activities?

The first step in improving logistician collaboration in a DoD Trusted Systems and Networks (TSN) Strategy is improved awareness of the organizations (including their mission and focus) involved in TSN activities as well as available tools to enable assessments. Additionally, improvements in tools and databases to identify and track key components and CPI are needed to facilitate cross program and portfolio level analysis. To implement Department and Component level collaboration, cross functional teams are needed to bring together the breadth of skills and experience necessary to identify issues and assess/mitigate risk. The members of these cross functional teams should have SCI clearances and access to sensitive intelligence to ensure they are informed by the most up to date relevant threat intelligence and to provide guidance and direction to future intelligence collection and production. Cross functional teams are needed from PEO level and up to identify issues and determine overall impact to Department capabilities, and acquisition decision events should require a TSN assessment including risks and mitigation efforts to address.

6. With the expansion of NATO and United States' presence in the Indo Pacific, what are some foreseen challenges of the growth of our supply chain infrastructure?

The reliance on efficient but fragile commercial sources to move our supplies is at odds with the need for a survivable, robust, and redundant supply chain for our envisioned future operations. DoD operations need a supply chain that is flexible and able to keep up with operational concepts such as Distributed Operations in both the European and Indo Pacific theatres. This is going to require investment in organic assets that can reliably provide those capabilities in contested environments.

INNOVATION, DIGITAL, AND DATA

1. How is the DoD changing logistics/sustainment policies considering the mission need to outperform our near-peer military competitors and changing speed of acquisition, esp. regarding digital engineering (DE)?

In the spirit of the Adaptive Acquisition Framework, DoDI 5000.91 and the DoD Product Support Manager (PSM) Guidebook address Digital Engineering and Digital Product Support. Digital engineering is an enabler for the sustainment community to integrate with Systems Engineering. Digital product support uses digital engineering methods and digital data and system models to implement the Product Support Strategy, enable data-driven decision-making, and deliver effective and efficient product support outcomes throughout the system lifecycle. This is accomplished by the PSM working with Systems Engineers to implement processes identified in the Systems Engineering Plan (SEP).

2. What is the Digital enterprise's impact on sustainment – how can we incorporate digital engineering in fielded systems to get the most "bang for buck?"

The decision to use digital engineering principles and practices for fielded systems should be informed by analysis and implemented where there is a positive return on investment (e.g., life cycle costs, effectiveness and/or efficiency, improvement in sustainment metrics, etc.), and resources to execute are available. Several of the Services are pursuing this, including the USAF's A-10 wing replacement program, B-52 Commercial Reengining Program, and multiple Services sending legacy systems for 3D "scanning" to create 3D digital models of systems/subsystems for modification and sustainment purposes.

Fully developing high fidelity models for system in acquisition is both expensive and time consuming, to get the most bang for the buck in the enterprise, modeling efforts and their level of detail, should be focused on systems that will have the largest impact on the Department's ability to meet its capability needs. Analyses should be conducted to understand which systems should be focused on, based on their criticality to mission success, balanced against the risk the Department incurs in their sustainment, and programmatic data of the acquisition programs. These high value targets for digital modeling should be exploited, as they will have impact on a larger part of the Department's sets of SoSs.

3. What is the vision and mission for adopting Model Based Product Support and Digital Transformation across the DoD Product Support community?

The DoD Digital Engineering Strategy is the top-level strategy document and is supported by both DoDI 5000.91 and DoDI 5000.88. The Services have their own campaigns and initiatives. To read further, consult DAU's ACQuipedia article at <https://www.dau.edu/acquipedia/pages/articledetails.aspx#!734>.

4. What is the department's approach to leverage technology innovation to reduce sustainment costs and improve readiness?

The Department utilizes a coordinated effort among and across multiple life-cycle functional domains. Those domains include program management, engineering, manufacturing, supply, information technology, and maintenance. The Department strives to pursue new technologies and management approaches that offer significant potential to improve the productivity, and efficiencies of DoD maintenance activities and their effectiveness to improve materiel availability.

5. What are DoD's priorities/timelines for digital transformation and any plans to utilize Artificial Intelligence (AI) soon?

We can't speak to precise timelines or plans for AI. However, we think Digital transformation is not one monolithic effort, and therefore there are pockets of progress being made. There are low hanging fruit targets for injection of AI/ML to reduce the tasks that people do repeatedly (data management and capture, pattern recognition, large tradespace analysis, etc.).

6. How can we better use the current Advana database to facilitate audit management for DoD?

Advana, as the Department of Defense (DoD) multi-domain technology platform, has the capability of connecting to authoritative data sources to provide a comprehensive DoD view. This data is accurate and critical to data-driven decisions along with audit ease and reliability by eliminating the requirement for periodic data calls and manual data entry. The analytics are accessible, understandable, and useful to everyone across the Department, regardless of technical expertise. It also provides transparency into the line of sight of data creation, use, and modification across the lifecycle. Advana applications and analyses are capable to view and interact with different systems to drilldown into the data, provide a holistic view of the DoD issues, and/or perform end-to-end reconciliation to support auditability.

7. Distributed operations and associated support rely upon a coupling of point-of-need system knowledge and efficient Artificial Intelligence (AI). Something like troubleshooting our home Wi-Fi comes to mind. Are we benchmarking other organizations' best practices on distributed logistics?

The Military Services are integrating artificial intelligence (AI) and machine learning into logistics and sustainment systems for predictive and other cognitive analytical capabilities which can be used to improve sustainment operations and increase efficiencies. The Military Services are also assessing innovative small business solutions in AI to improve decision-making and facilitate autonomous support operations. One example related to distributed logistics is the Army's intent to explore the use of a John Hopkins AI/ML tool to enable a Command Post Computing Environment.

8. How can we protect high-risk/low-visible sensitive activities against data mining with desired Command and Control "instantaneous" information access on global Transportation Asset Viability?

The Department has moved away from putting cargo/commodity information directly on cargo tracking devices, the devices only contain device identification numbers. Specific cargo/commodity information is maintained in backend systems behind the DoD firewall and is linked using the device identification numbers within these systems. Additionally, cargo tracking device transmissions are required to comply with current DoD data encryption standards and protocols. These precautions have minimized the risk and potential mission impact of unauthorized interception of transportation visibility information, while making this information readily available to support Command and Control.

9. As DoD determines what activities to perform in-house and ask the commercial industrial base to "cover the rest" how will DoD portray those requirements to the private sector? What mechanisms can be used to project future requirements so the private sector can make capital investments today to be prepared for that future workload?

Taking a different approach to portray above-core and non-core workload to the commercial industrial base is done as a contract requirement. Workload identified to support a core capability requirement is driven by statute and assigned within the organic industrial base. DoD instructions provide guidance on calculating how much workload is needed in the organic industrial base to support those requirements. Unfortunately, forecasting any of these workloads is never going to be 100% accurate, and we continuously work through data analyses efforts to improve forecasting requirements. I encourage the commercial industrial base to work more closely with the program offices and organic industrial base using public-private partnerships to enable the forecasting of workloads for both commercial and the organic industrial base.

10. Regarding the balance in the Industrial Base between the Organic Industrial Base and private sector, what processes will be used for determining requirements regarding Core logistics capabilities and sustaining workload? Specifically having a standard set of processes that start with the Depot Source of Repair (DSOR) as 'first up' across all services. We get consistent feedback from our Centers of Industrial and Technical Excellence (CITEs) about the effectiveness or lack thereof in facilitating workload.

The DSOR process is designed to be accomplished prior to acquisition milestone B, but no later than 90 days after critical design review. The DSOR process assigns workloads to sources of depot maintenance support, then the requirements for facilities, equipment, training, etc. must be funded and executed by the Military Department program offices. The funding to establish those capabilities must be obtained through the planning programming, budgeting, and execution (PPBE) processes. There's no denying the combination of DSOR and PPBE processes together is cumbersome; therefore, OSD is continuously working with the Military Services to improve those processes.

WORKFORCE

1. How can I become a Product Support Manager (PSM)?

Please refer to the DoD PSM Guidebook that is hosted on DAU's site. In Appendix D, it goes through the Training, Certification & Experience Requirements needed to be a successful PSM. Also, the guidebook illustrates a notional PSM career path that is very helpful. If being a PSM is a career goal, it's important to have these discussions with your supervisor and mentor(s) to make sure you are taking assignments and training that align with your goals.

2. What are some career broadening or rotational assignments for logisticians?

For a rotational opportunity within OSD at the Pentagon, we have the Office of the Secretary of Defense (OSD) Sustainment Fellowship Program, which is a 1-yr rotation designed to enhance career development of mid-level military O-4/O-5 and civilian GS-13/GS-14 transportation,

supply, maintenance, life-cycle logistics, environmental, energy, acquisition, facility planning, construction, and engineering professionals who have demonstrated significant potential for advancement and greater responsibility in their career field. Throughout the program, OSD Sustainment Fellows will be integrated into one of the Deputy Assistant Secretary of Defense (DASD) offices within the Assistant Secretary of Defense for Sustainment (ASD(S)) portfolio. The nomination memo usually goes out early in the calendar year with a Spring deadline for applications. Fellows begin their rotation that summer. Visit Office of the Assistant Secretary of Defense for Sustainment's website for more information.

In addition, recommend that you further discuss with your supervisor and mentor(s) career broadening and development opportunities within your respective Service.

3. Are there changes being considered to better identify people with the right knowledge, skills, and abilities to fill vacant civilian positions? The current resume-driven system seems cumbersome and inefficient.

Defense Civilian Personnel Advisory Service (DCPAS) is working on several reports and initiatives to more change the policies and principles behind civilian hiring to be timelier and more efficient.

Executive Order 13932, "Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates" directs agencies to use valid, competency-based assessments (vs an applicants self-proclaimed response to a questionnaire) and scale back on educational requirements as a substitute for competencies in the Federal hiring process.

Use of Direct Hiring Authorities- an effort to improve recruitment, DHAs allow agencies to streamline procedures, by expediting the recruitment process and enables the hiring of civilian employees without regard to traditional title 5, U.S.C., competitive examining procedures. The use of DHAs allows hiring managers to directly appoint qualified candidates without applying competitive rating or ranking procedures, veterans' preference, and depending on the type of DHA, public notice may be required, modified, or exempt.

There's a pilot program to implement ePortfolios as part of the hiring process pursuant to section 247 of the NDAA for FY 2021. The purpose of the pilot program is to evaluate the feasibility and advisability of using an ePortfolio as a screening tool beyond current hiring methods and to the impact of using ePortfolio's on time-to-hire and quality of hires.

4. What processes are available to address training deficiencies in Sustainment and provide feedback to Sustaining Engineering regarding weapon system design improvements?

DAU offers extensive training opportunities. Below are credentials that address sustainment/sustaining engineering:

CLCL 014 Parts & Material Life Cycle Management Credential containing the following constituent courses:

- LOG 0320 Preventing Counterfeit Parts in DoD Supply Chains
- LOG 0380 Provisioning & Cataloging
- LOG 0390 Additive Manufacturing
- LOG 0470 Sustaining Engineering

- LOG 0510 Sys. Retirement, Disposition, Reclamation, Demil, Disposal
- LOG 0630 Introduction to Parts Management
- LOG 0640 DMSMS: What PM Needs to Know
- LOG 0650 DMSMS Fundamentals
- LOG 0660 DMSMS Executive Overview
- LOG 0670 DMSMS Component Research
- CLC 004 Market Research
- CLE 019 Modular Open Systems Approach
- CLE 026 Trade Studies

CLCL 010 Technical Data Management Credential containing the following constituent courses:

- CLM 071 Introduction to Data Management
- CLM 072 Data Management Strategy Development
- CLM 076 Data Markings
- CLM 077 Data Management Protection and Storage
- LOG 0580 Standards, Specifications & Technical Publications
- LOG 2040 Configuration Management
- LOG 2150 Technical Data Management

CLCL 009 Information Technology Life Cycle Support Credential containing the following constituent courses:

- CLE 074 Cybersecurity Throughout DoD Acquisition
- CLE 076 Introduction to Agile Software Acquisition
- CLE 080 SCRMM for Information and Communications Technology (ICT)
- CLE 081 Software Assurance (SwA) Awareness Online Training (OLT)
- CLE 083 Information Technology In terms of feedback, recommend providing at applicable program, PEO, or Service Management (ITSM)
- ISA 1011 Basic Information Systems Acquisition
- LOG 0270 Introduction to DoD Software Lifecycle Management

Additionally, DAU-level forums. A best practice is planning a new CLCL 016 Digital Product Support credential by the end of FY23 containing the following constituent courses:

- CLE 084 Models, Simulations, and Digital Engineering
- ETM 1070 Digital Literacy Fundamentals
- ENG 0900 R&M Engineering Interface for the program PSM and Chief Engineer to conduct recurring forums with Product Support (Future) using commands and field units on product improvement.
- LOG 0590 Fundamentals of Digital Product Support (Future)

In addition, encourage both life cycle logisticians and systems engineers to also look at Integrated Product Support (IPS) Element – Sustaining Engineering ACQuipedia Article
As well as consider three additional credentials:

- CLCL 005 Supportability & Design Interface Credential
- CLCL 006 Designing Supportable Systems Credential
- CLCL 007 Product Support Analysis Credential

Links to Courses listed: <https://icatalog.dau.edu/onlinecatalog/tabnavlas.aspx>

Links to Credentials listed: https://icatalog.dau.edu/onlinecatalog/tabnav_credentials.aspx

5. Why are we going back to the office if we have performed well in Telework? Will I have to divulge my personal religious affiliation if I choose not to be vaccinated?

Recommend you work within your Component organization manager or Human Resource.

6. What is the new Life Cycle Logistics certification construct, and what are credentials?

Defense Acquisition Workforce Improvement Act (DAWIA) Certifications are required by law for those in the Defense Acquisition Workforce. As of 1 Feb 2022, the LCL functional area compresses the former three-level certification model into a two-tier framework, consisting of a Foundational and an Advanced Certification. This effort reduced certification training requirements by approximately 100 hours and focuses on the core learning requirements to become an effective life cycle logistician. Course requirements for certification can be found here: <https://icatalog.dau.edu/onlinecatalog/CareerLvl.aspx>

The Defense Acquisition Credential Program is meant to fill training needs that fall outside of the core learning requirements. Defense Acquisition Credentials are job centric/niche learning and may be used to reinforce position-specific requirements or address knowledge gaps. Credentials support a life-long learning mindset. There is no experience or educational requirement to earn a credential. Also, anyone can earn a credential; you do not have to be in the Defense Acquisition Workforce. You can also earn credentials outside of your functional area. Additional information on Defense Acquisition Credential program is available at:

<https://www.dau.edu/training/pages/credentials.aspx>. A list of available life cycle logistics credentials is available at

https://icatalog.dau.edu/onlinecatalog/tabnav_credentials.aspx?tab=CLC

FUNDING

1. Regarding the funding imbalance between what is resourced for Modernization vs. Repair vs. Sustainment, how do we maintain robust supportability capabilities/requirements especially given the tendency to cut the sustainment piece for the sake of front-end development?

The key is to work diligently to keep from cutting the sustainment development piece to pay for other design activities in development and ensuring when these decisions are being made, they are done with a full understanding of the impacts to supportability, cost after fielding and other significant program milestones. Supportability will eventually be paid for, but it will cost more with less desirable results if it is purchased incrementally after fielding instead of up front with a greater impact to influence design.

2. Can anything be done regarding the cost of proprietary Contractor Logistics Support (CLS) and how organic Service support programs suffer when funding is short due to the "all or nothing" nature of CLS (contracts in general)?

Support of our weapon systems requires funding, regardless of who provides it. The issue is really about the ability to reallocate effort and funds during an execution year based on changing priorities or to defer payment while continuing to operate. Certainly CLS contracts can be constructed to pay only for the work performed or the resources consumed. Organic support also requires reimbursement for parts and services. However, the cost for this is often distributed across a number of funding lines (personnel, parts, etc.) so less apparent and may be deferred. One way this occurs is when parts are issued to the operational units but organic repair of the retrograde is delayed until funding is available. In effect, today's operations are leveraging tomorrow's readiness. To better understand the cost of doing business and using a BCA to determine the best value solution, recommend consulting the DoD PSBCA Guidebook and DAU's ACQuipedia articles on PSBCA and Best Value Product Support Arrangements at <https://www.dau.edu/acquipedia/pages/articledetails.aspx#!396> and <https://www.dau.edu/acquipedia/pages/articledetails.aspx#!491>, respectively.

DOD ORGANIZATION

1. Where can I find information on the role of Combat Support Agencies in DoD?

Recommend reviewing the [US Code Website](#) and navigate to 10 U.S. Code Chapter 8 (§ 193 - Combat support agencies: oversight)