



**DMSMS &
STANDARDIZATION
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OCTOBER 25-28, 2010

Joint Expeditionary Basing Working Group (JEBWG) Standardization Initiative

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Standardization Case Study Panel

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Outline



- **Project Background**
- **Standardization Template**
- **Summary**



Defense Materiel Readiness Board (DMRB) Tasking



- **Identify JEBWG standardization successes above the component level**
- **Examine processes that generated the successes**
- **Develop a template/decision tree/process flow for standardization**
 - **Map processes and decision points from identification of the standardization opportunity through implementation and evaluation of the results**
- **Based on lessons-learned apply template to other standardization opportunities and develop recommendations**

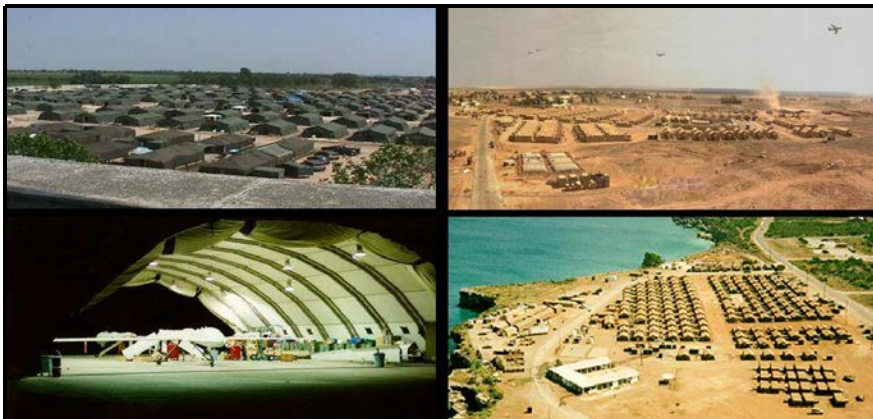


Joint Expeditionary Basing Working Group

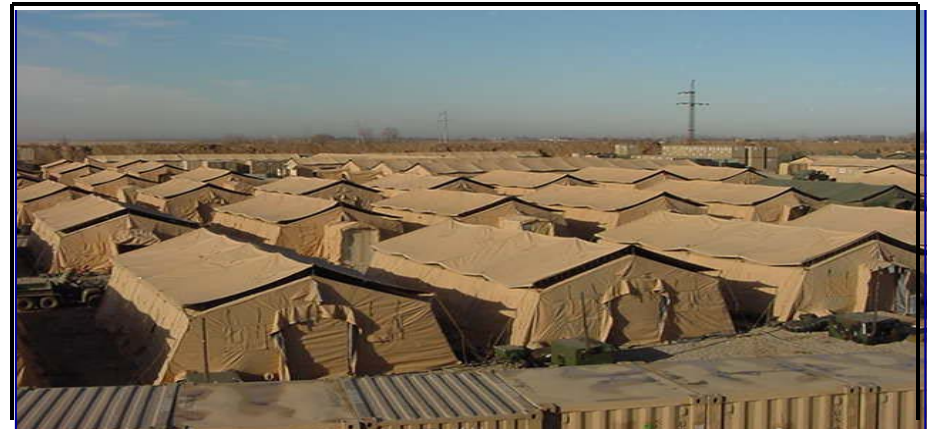


- **Charter signed by senior logistics officers from each service**
- **Army and Air Force co-chair the JEBWG**
- **Anticipated benefits**
 - Lower Service R&D costs (less duplication of effort)
 - Leverage economies of scale
- **Developed business processes that reflect group collaboration**
- **JEBWG - Acquisition**
 - Current contract vehicles for other Services to utilize
 - Future and emerging requirements
- **JEBWG - Engineering**
 - Common engineering standards
 - Hardware specifications

Basic Expeditionary Airfield Resources (BEAR)

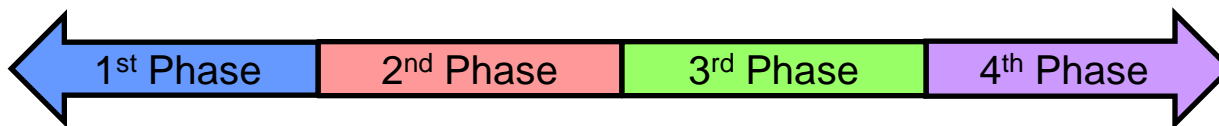
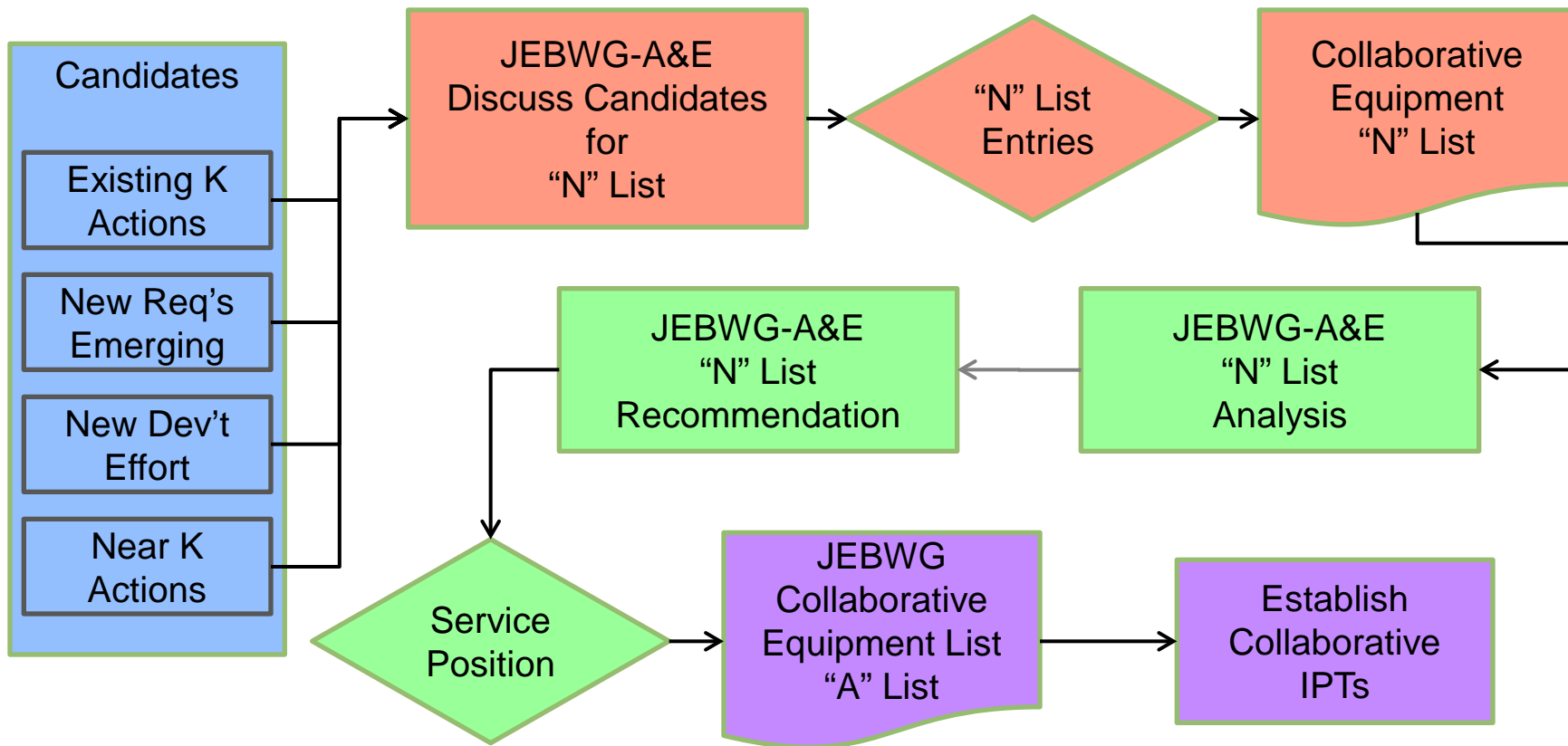


Force Provider (FP)





JEBWG Repeatable Process



Note: There is concurrent activity throughout the process cycle



Standardization Opportunity



TriCon Refrigeration Container System (TRCS)





TRCS is designed for the carriage of deep frozen, frozen, chilled and general cargo by road, rail, air, and sea...



Draft Standardization Template





Standardization Template

I. PURPOSE: The purpose of the template is to assist in making an informed standardization decision by assessing: (1) standardization opportunities; (2) standardization decision processes and, (3) implementation of the standardization decision.

II. SCOPE: The standardization template is intended to be a tool that helps in the standardization decision process. The intended user community is the Defense Standardization Program (DSP) Standardization Management Activities and other DoD activities engaged standardization decisions.

III. REFERENCE MATERIAL: The Defense Standardization Program (DSP) policies and procedures are found in DoD 4120.24-M. Chapter 3 of the manual covers standardization in the acquisition process, i.e. mandatory standardization considerations, standardization considerations for program offices, standardization considerations for buying commands and when not to standardize.

1. DoD Instruction 4120.24, Defense Standardization Program (DSP)
2. DoD 4120.24 M, Defense Standardization Program (DSP) Policies and Procedures
3. DoD Defense Standardization Program website www.dsp.dla.mil
4. SD-1, Standardization Directory [a list of Standardization Management Activities and contact information]

IV. OPPORTUNITIES: A standardization opportunity exists whenever there is need to support interoperability and improve logistics readiness by promoting commonality of systems, components, and architectures; provide products and services of value through an integrated standardization process or reduce Total Ownership Costs through standardization of interfaces, architectures, processes and parts.

Opportunities can be found in the requirements process; the acquisition process, and the sustainment process. Since standardization is all encompassing this template includes both materiel solutions and non-materiel solutions. For materiel standardization solutions, there are formal programs established under the purview of the OSD, Defense Standardization Program Office (DSPO). These programs are implemented using the Defense Standardization Program (DSP) infrastructure. For non-materiel solutions, implementation may require changes to the doctrine, organization, training, materiel, leadership, personnel, and facilities (DOTMLPF) domains which are outside of the purview of the DSPO.

V. PROCESS LEVELS: The standardization template is comprised of two levels. Level 1 is intended to work through the decision process and to categorize the standardization solution as a Materiel solution or a Non-Materiel solution. Level 2 includes data elements considered necessary to (a) document the standardization project; (b) capture the potential benefits and (c) evaluate the standardization options.

Level 1 - The Level 1 process flowchart (figure 1) captures the initial steps to be used to identify standardization opportunities and facilitate data gathering in support of materiel and non-materiel standardization solutions.

Level 2 - The Level 2 process flowchart (figure 2) captures the fundamental steps to be used to gather pertinent data associated with standardization opportunities within the requirements, acquisition and sustainment processes.

Note: The standardization template is being refined by the DMRB's Working Group



Standardization Template



Purpose:

The purpose of the template is to assist in making an informed standardization decision by assessing

- Standardization opportunities
- Standardization decision processes and
- Implementation of the standardization decision

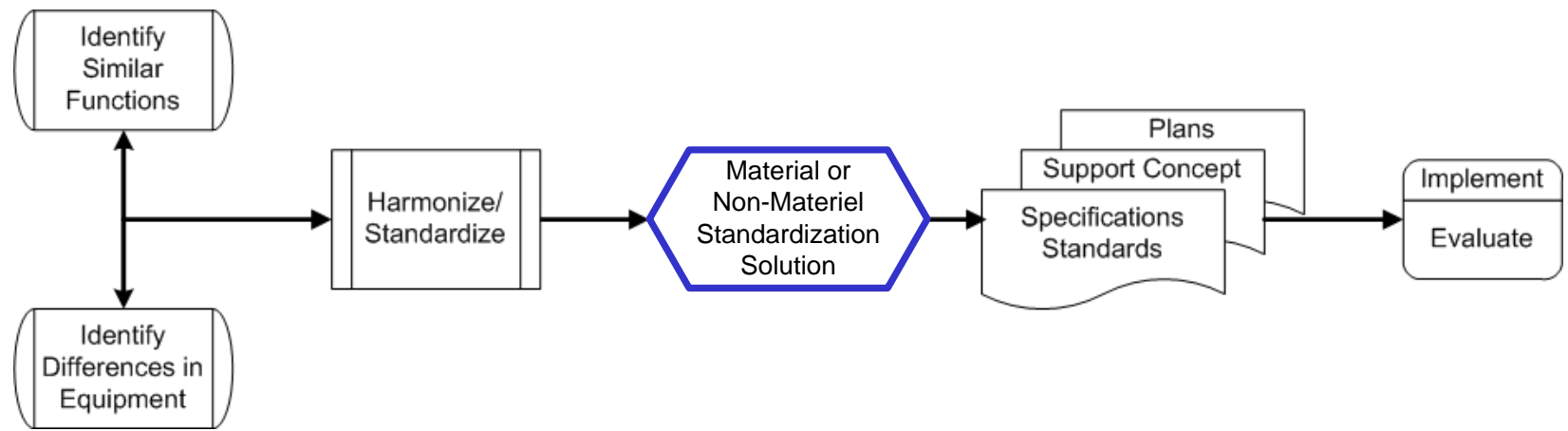
Scope:

The standardization template is intended to be a tool to help in the standardization decision process. The user community includes

- Defense Standardization Program (DSP) Standardization Management Activities
- DoD activities engaged in standardization decisions



Standardization Template (Level 1)





Standardization Solutions



- **Material Solution***

- Parts Management
- Specifications & Standards
- Non-Government Standards
- International Standards
- Joint Standardization Boards
- Item Reduction Program

* DSPO Programs

- **Non-Materiel Solution***

- **D**octrine
- **O**rganization
- **T**raining
- **M**ateriel
- **L**eadership
- **P**ersonnel
- **F**acilities

* DOTMLPF Domains



Level 1 – Data Elements



- **The data elements associated with Level 1 are general questions designed to determine if the standardization opportunity is a viable candidate and if the potential solution is worth pursuing**
 1. How was the candidate identified as a standardization opportunity?
 2. Was there a decision criterion used to identify the candidate?
 3. Was the standardization decision documented?
 4. Does the standardization opportunity have a sponsor or requisite leadership support?
 5. Will the standardization opportunity be a DoD/Joint effort or a single Service effort?
 6. Was the decision to standardize based on commonality and agreement to standardize on technical requirements?



Level 1 – Data Elements



- **The data elements associated with Level 1 are general questions designed to determine if the standardization opportunity is a viable candidate and if the potential solution is worth pursuing**
 7. Was the decision made to consolidate procurement contracts and take advantage of economic order quantities?
 8. For materiel standardization solutions, was consideration given to the Defense Standardization Program Office (DSPO) programs, i.e. parts management, DSP specification and standards, and item reduction?
 9. For non-materiel standardization solutions, was consideration given to requisite changes to the DOTMLPF domains, i.e. doctrine, organization, training, materiel, leadership, personnel, and facilities?
 10. What is the expected outcome, e.g. a DSP product, a change within a DOLMLPF domain, a formation of a working group, a business case, a case study, etc?



Project Level 1 - Data Element Examples



- **Question 1 - How was the TriCon refrigeration container identified as a standardization opportunity?**
 - Air Force currently uses the Advance Design Refrigerator (ADR) 300.
 - There is no current contract for replacements of assets that were used in support of OEF/OIF.
 - Army already in the process of replacing FP refrigeration.
 - Air Force seizing the opportunity to utilize the Army contract.
- **Question 2 - Was there a decision criterion used to identify the TriCon refrigeration container project?**
 - Yes; same form, fit, and function as the ADR300; increasing BEAR and FP replacement requirements due to OEF/OIF utilization.



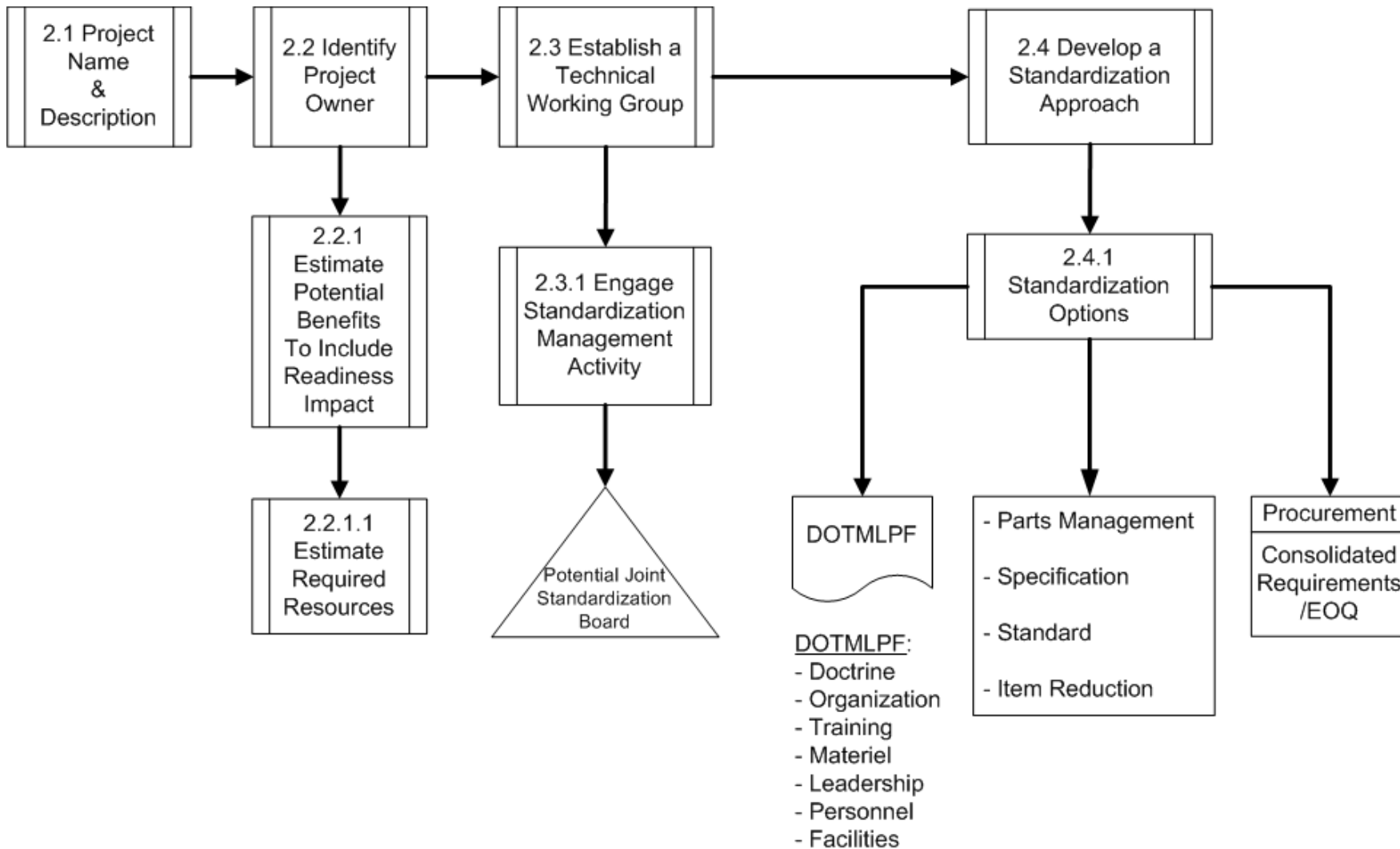
Project Level 1 - Data Element Examples



- **Question 6 - Was the decision based on commonality and the agreement to standardized on technical requirements?**
 - Both the BEAR and FP civil engineers and Services communities developed joint requirements that will meet all service specifications, i.e. airlift configuration, appropriate shelving and larger door for mortuary refrigeration.
- **Additional Question - Was action taken to determine if a standard unit was available?**
 - Yes; GSA has a tri-con type refrigerator on their schedule, which can be utilized as a suitable substitution, however, no sustainment spares tail. AF and Army were able to work together to develop a common specification document and purchase description.



Standardization Template (Level 2)





Level 2 – Data Elements



- **The data elements associated with Level 2 are data gathering questions that should be answered in order to evaluate or assess the standardization solution. The applicability of a data element may vary dependent upon the nature of the standardization opportunity and the proposed solution**
- **The data elements are categorized as follows**
 - **Standardization Project**
 - **Policy/Doctrine**
 - **Acquisition**
 - **Life-Cycle**
 - **Readiness**
 - **Training**



Level 2 – Standardization Project Data Elements



- **The following data elements are intended to address the standardization project**
 - S1 – Has the standardization opportunity been fully described and given a project name for identification purposes?
 - S2 – Has a project owner been assigned?
 - S3 – Will a working group need to be formed?
 - S4 – What is the standardization approach?
 - S5 – What are the standardization options?
 - S6 – Have potential benefits been established to support the project?
 - S7 – Will additional resources be required?
 - S8 – Has the appropriate standardization management activity been engaged?
 - S9 – Is there a potential for a joint standardization board?



Level 2 – Policy/Doctrine Data Elements



- **The following data elements are intended to address policy, doctrine and procedures**
 - P1 – Is OSD/DoD policy sufficient?
 - P2 – Is joint guidance and doctrine sufficient?
 - P3 – Is there a need for a joint Proponent?



Level 2 – Acquisition Data Elements



- **The following data elements are intended to address acquisition process improvements**
 - A1 – Does the acquisition strategy include a standardization approach?
 - A2 – Does a U.S.-ratified international standardization agreement (ISA), such as North Atlantic Treaty Organization Standardization Agreement (NATO STANAG), exist that is applicable?
 - A3 – Must the system or subsystem interoperate with other systems, subsystem, or equipment?
 - A4 – Must form, fit, function, or interface be defined to permit interoperability or connectivity between discrete items?
 - A5 – Is uniform configuration necessary for ease of operations or safety?



Level 2 – Acquisition Data Elements



- **The following data elements are intended to address acquisition process improvements**
 - A6 – Is design control necessary because predictable performance is an essential requirement?
 - A7 – Do organic logistics support considerations demand that form, fit, function, or interface be identical to replace or substitute for an equivalent item (interchangeability)?
 - A8 – Would commonality improve training for operations, maintenance, or repair?
 - A9 – Would research and development costs, engineering time, or procurement time be reduced?



Level 2 – Life Cycle Data Elements



- **The following data elements are intended to address life cycle requirements and operating & support costs**
 - L1 – What item, process, practice, criteria, or principles are being addressed?
 - L2 – Was action taken to determine if a standard unit was available?
 - L3 – Is there a program/project manager's office involved in the standardization decision?
 - L4 – Is there an impact on the acquisition plans?
 - L5 – Is there an impact on the maintenance or sustainment plans?
 - L6 – Were the Defense Standardization Program programs considered as materiel solutions?



Level 2 – Readiness Data Elements



- **The following data elements are intended to address the impact on Materiel Readiness**

R1 – What is the impact on materiel readiness, i.e. material availability, material reliability, operating & support costs, and mean down time?



Level 2 – Training Data Elements



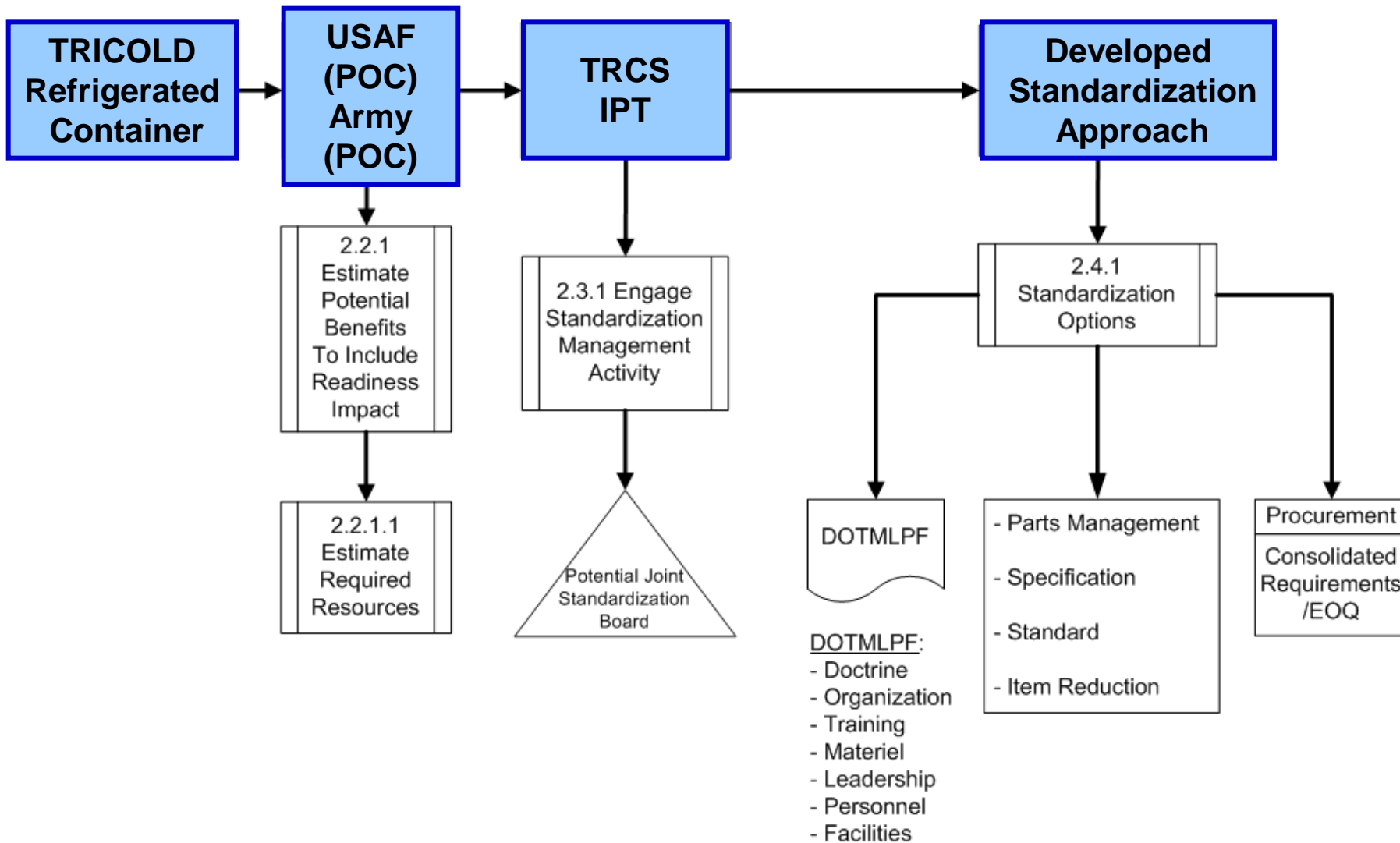
- **The following data elements are intended to address potential training shortfalls**

T1 – Will additional fielding or maintenance training be required?

T2 – For fielded equipment, will the program of record office take responsibility for providing any additional training?



Project Template (Level 2)





Project Level 2 - Data Element Standardization Approach



- **Requirements**
 - Developed and documented joint performance requirements
- **Specification**
 - Prepared a military performance specification for a TRICON Refrigerated Container System [Mil-PRF-32335, dated 14 July 2010]
- **Acquisition**
 - Consolidated procurement requirements



Assessment Matrix



- The more data elements addressed, the more complete will be the assessment

Process Level	Data Element	Materiel Solution	Non-Materiel Solution
1	1	X	X
1	2	X	X
~	~	~	~
2	S1	X	
2	S2	X	
2	~	~	~
2	P1	X	X
2	P2	X	X
2	~	~	~
2	A1	X	X
2	A2	X	X
2	~	~	~
2	L1	X	X
2	L2	X	X
2	~	~	~
2	R1	X	X
2	~	~	~
2	T1	X	X
2	T2	X	X
~	~	~	~

~ indicates that there are additional data elements in the Appendix



Implementation



- **Based on a completed matrix describe the proposed resolution of any standardization issue to include**
 - Applicable process, i.e. requirements development, acquisition, or sustainment process
 - Materiel and/or non-materiel solution
 - Applicable data element category, i.e. policy/doctrine related; acquisition-related; life-cycle related; readiness related; training related, etc., in which issues have been identified and require resolution
 - Requisite actions to resolve the outstanding standardization issue, e.g. Senior-level decision or attention, resources, change in policy or practice, materiel solution, etc.
- **Develop a standardization approach**
- **Identify expected outcome**



Potential Outcomes



- **A DSP program solution**
- **A change to a DOTMLPF domain**
- **Formation of a working group**
- **A business case – attributes include**
 - Background & issue description
 - Proposed material and/or non-material solution
 - Benefits, e.g. cost savings/avoidance, improved readiness, process improvement, etc.
 - Funding and/or resources required to implement the solution
- **A case study – attributes include**
 - Problem/Opportunity statement
 - Solution/Constraints
 - Investment and payoffs
 - Lessons Learned



Summary



- **The joint project met the Defense Materiel Readiness Board's request to develop a standardization template**
- **The template is a tool intended to help**
 - Assess a standardization opportunity
 - Identify a materiel and/or non-materiel standardization solution
 - Assign a project owner
 - Establish a joint working group
 - Engage standardization management activities
 - Develop a standardization approach
 - Identify potential outcomes