

Background

Introduction

Literature
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Methodology

Tools

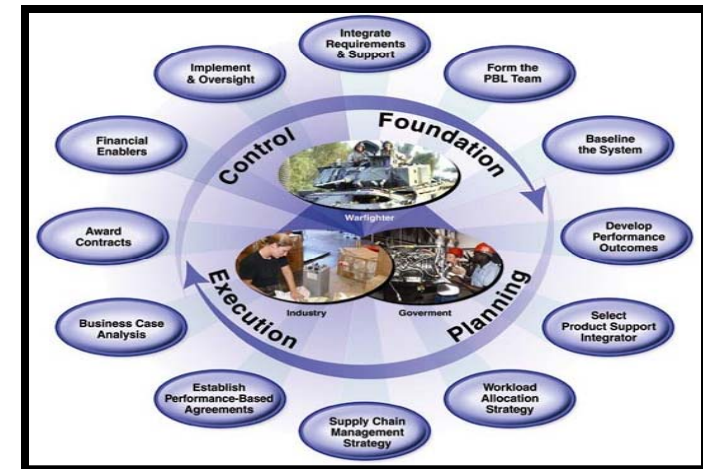
Data/Results

Findings/
Recom'dations

Conclusions



PERFORMANCE BASED LIFE CYCLE PRODUCT SUPPORT: *A NEW LOOK AT ENABLERS & BARRIERS*



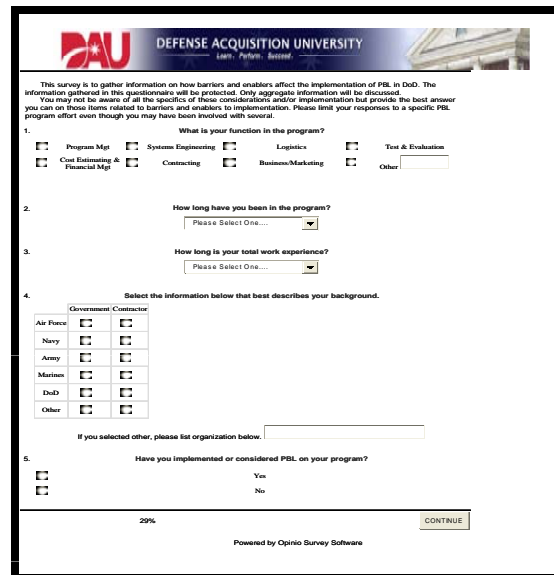
CONDUCTED BY
DEFENSE ACQUISITION UNIVERSITY
PROFESSOR DR. TOM R. EDISON (BRIEFER)
PROFESSOR DR ANDRE MURPHY

Basis of Analysis

Data Gathering Methods



*Historical
Review/Literature
Review*



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This survey is to gather information on how barriers and enablers affect the implementation of PBL in DoD. The information gathered in this questionnaire will be protected. Only aggregate information will be discussed. You may not be aware of all the specifics of these considerations and/or implementation but provide the best answer you can on those items related to barriers and enablers to implementation. Please limit your responses to a specific PBL program effort even though you may have been involved with several.

1. What is your function in the program?
 Program Mgt Systems Engineering Logistics Test & Evaluation
 Cost Estimating & Financial Mgt Contracting Business/Marketing Other _____

2. How long have you been in the program?
Please Select One.....

3. How long is your total work experience?
Please Select One.....

4. Select the information below that best describes your background.
Government/Contractor
Air Force
Navy
Army
Marines
DoD
Other

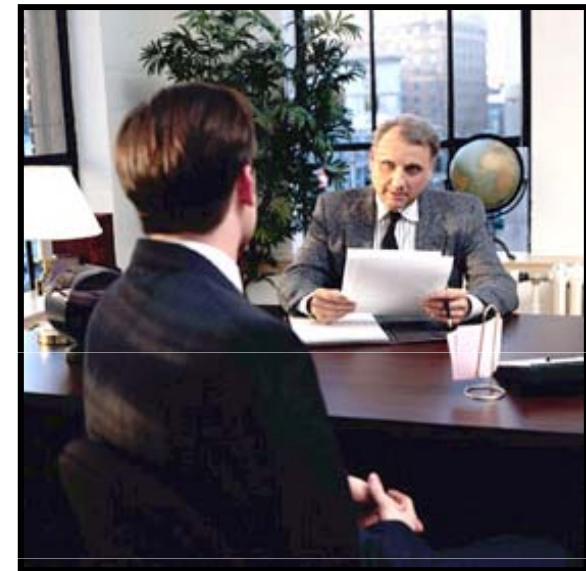
If you selected other, please list organization below: _____

5. Have you implemented or considered PBL on your program?
 Yes No

20% CONTINUE

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Survey



Personal Interviews

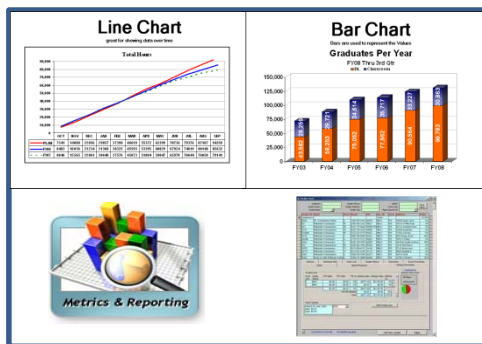
Tools



Subject Matter Experts



OPINIO (Survey Tool)



Data Analysis Applications



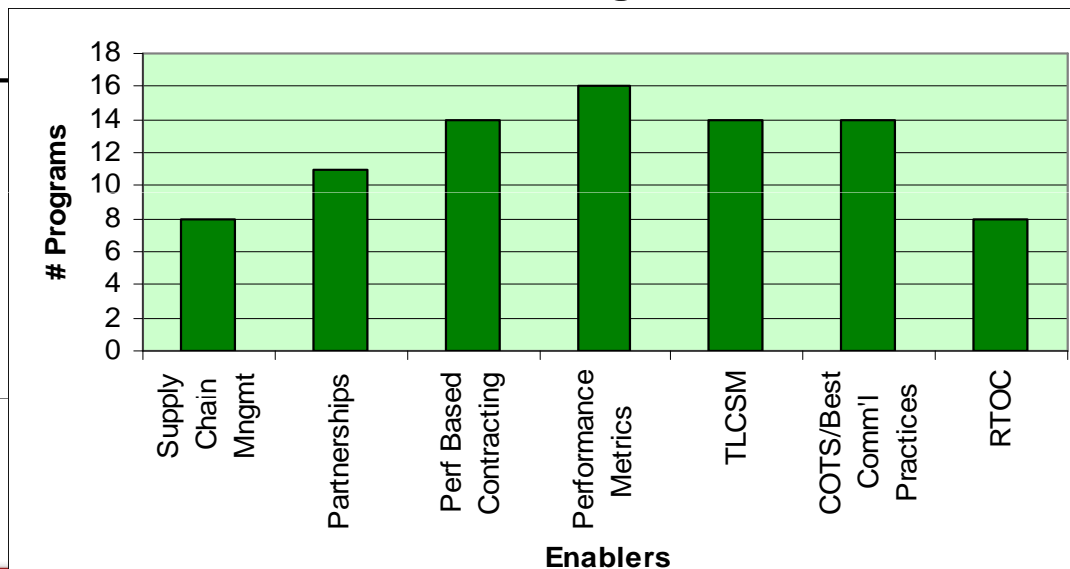
Presentation Specialists

Enablers to PBL Implementation

Dr Hank Devries (n=27; 2005)

Results of the 7 pre-identified ENABLERS:

1. Most frequent enabler to success was Performance Metrics. Performance-based Contracting, Total Life Cycle System Management (TLCSM), and COTS/Best Commercial Practices next highest (same ratings/rankings).
2. Fewer programs were affected by Supply Chain Management (SCM) and RTOC (Reduction in Total Operating Costs).
3. Note: Not mentioned was Partnership. Rated above both SCM and RTOC in the study; below Performance-Base Contracting, TLCSM, and COTS Practices.

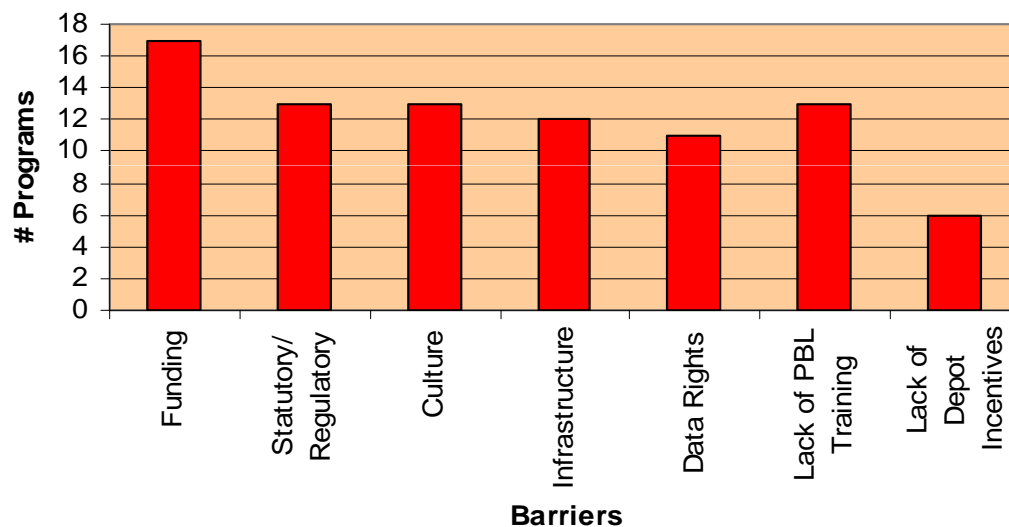


Barriers to PBL Implementation

Dr Hank DeVries (n=27; 2005)

Results of the 7 pre-identified BARRIERS:

1. Funding most frequently encountered barrier followed by Statutory/Regulatory, Culture, and Lack of PBL Training.
2. Least encountered barrier was Lack of Organic Depot Incentives, due to the use of commercial depots by some of the programs surveyed. (DeVries, 2005)
3. Note: Not mentioned : Infrastructure and Data Rights. These two rated more serious than Lack of Depot Incentives but lower than the higher rated barriers of Statutory/Regulatory, Culture, and Lack of PBL Training.





Survey data

Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15
...

Q1 What is your function in the program?

Q2 How long have you been in the program?

Q4 Describe your background.

Q6 Accomplish a BCA?

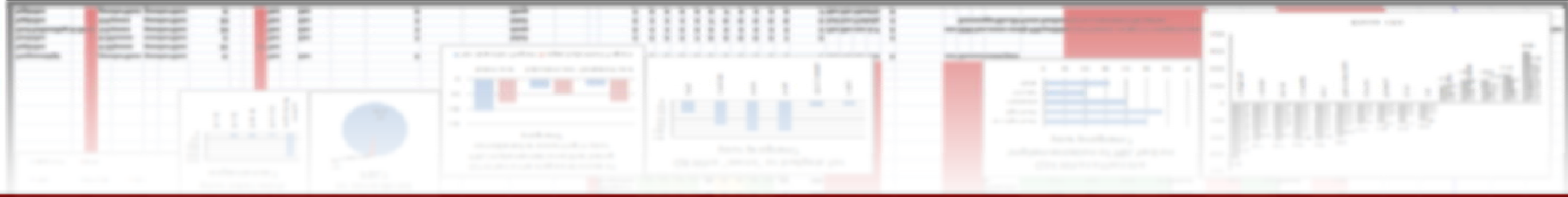
Q3 How long is your total work experience?

Q5 Implemented or considered PBL?

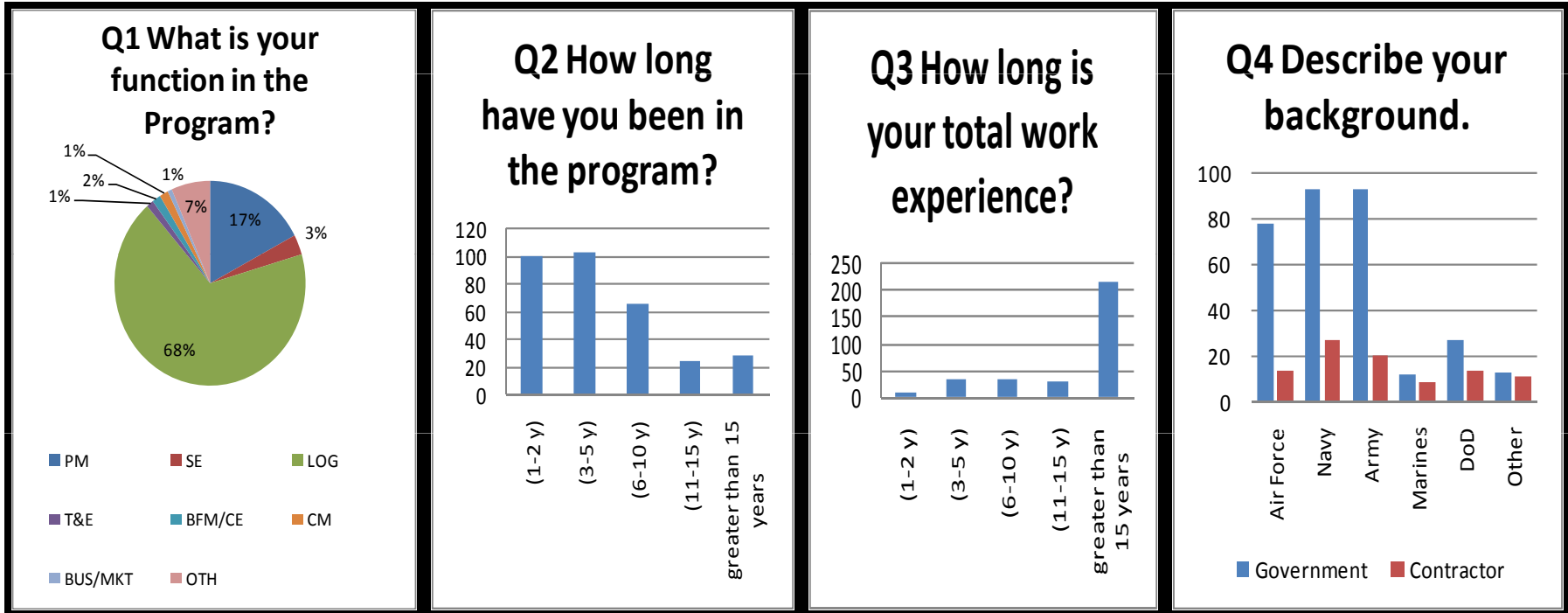
Q7 What is the stage and scope of PBL implementation in either being considered or being in your program?

Q8 Who "owns" or budgets for your program?

Q11 What effect the implementation of PBL had on your program?



Demographics: n=293



Logistics—highest functional area.

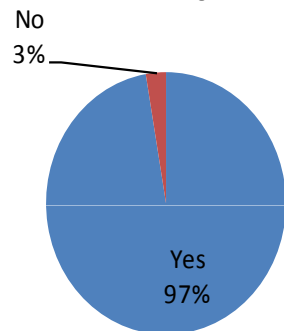
1-5 years with their current program.

Work experience greater than 15 years.

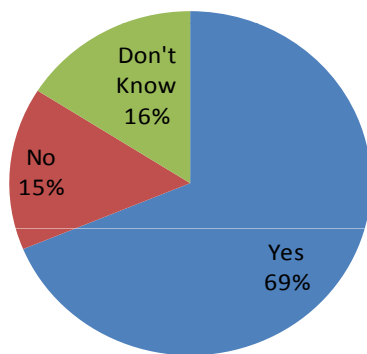
Equal mix of Air Force, Navy, and Army; mostly from government.

Question #5, 6, 7

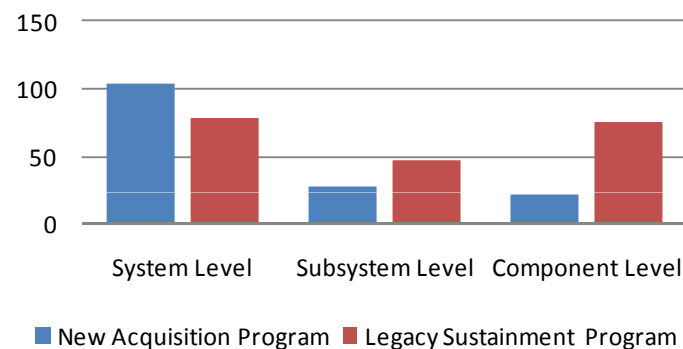
Q5 Implemented or considered PBL?



Q6 Accomplish a BCA?

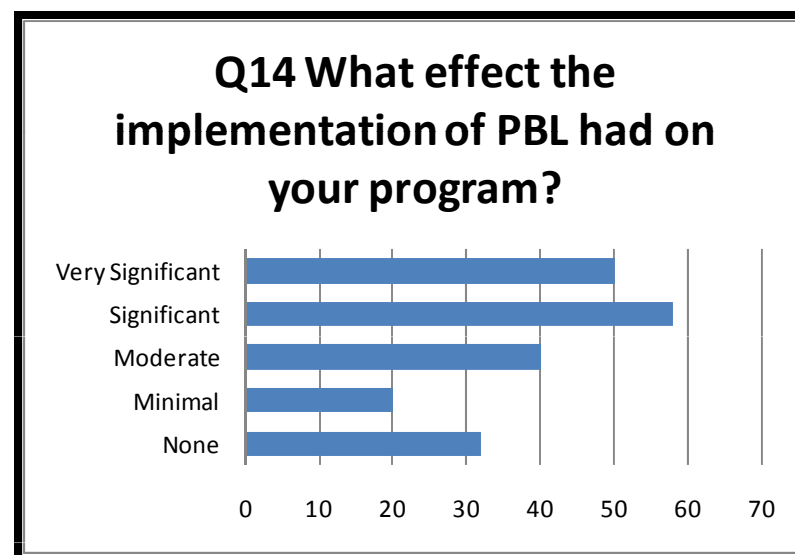
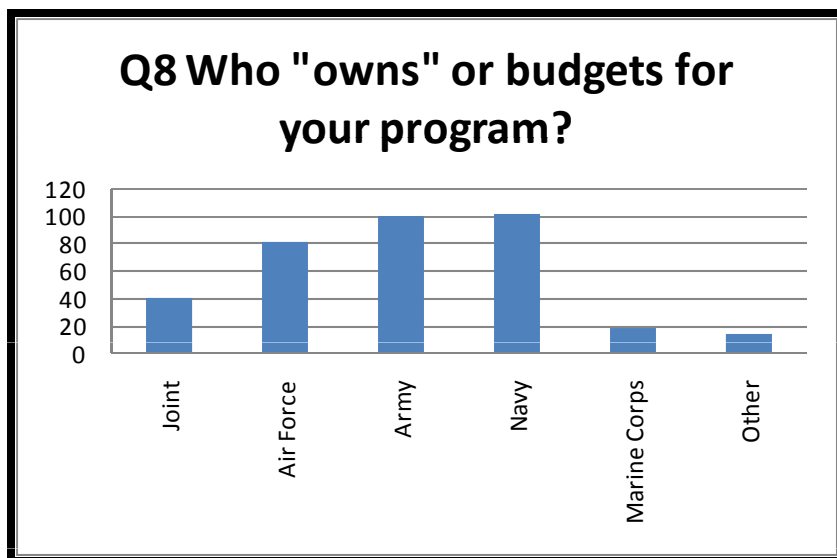


Q7 What is the stage and scope of PBL implementation either being considered or occurring in your program?



**Significant number (97%) had implemented PBL.
 BCA accomplished 69%; no were 15%; 16% did not know.
 Stage & scope: New system level 100; Total 150 new acq; Total 200 legacy.**

Question #8, 14

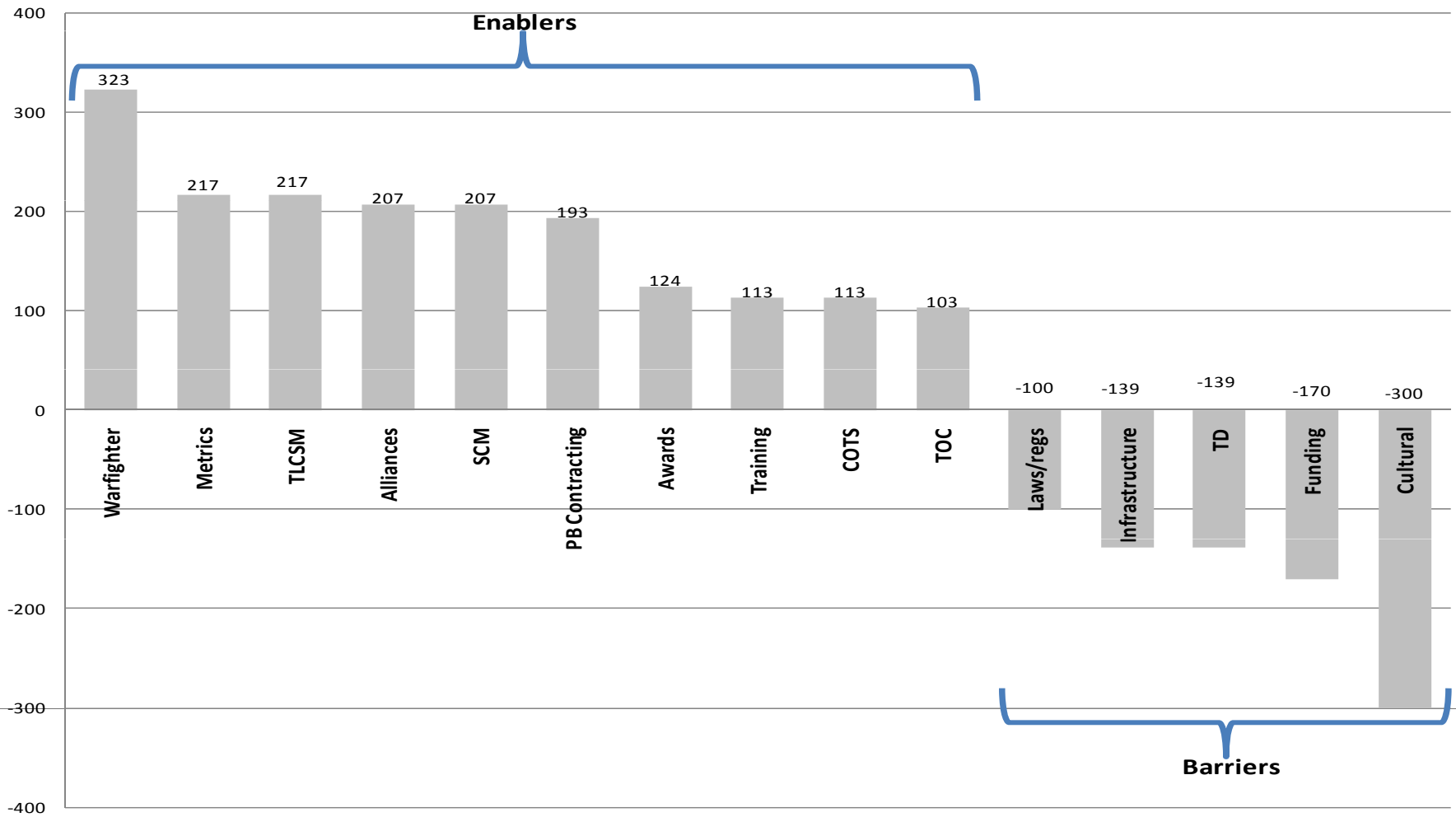


Ownership equal between three major services.

105 thought either very significant or significant impact on program.

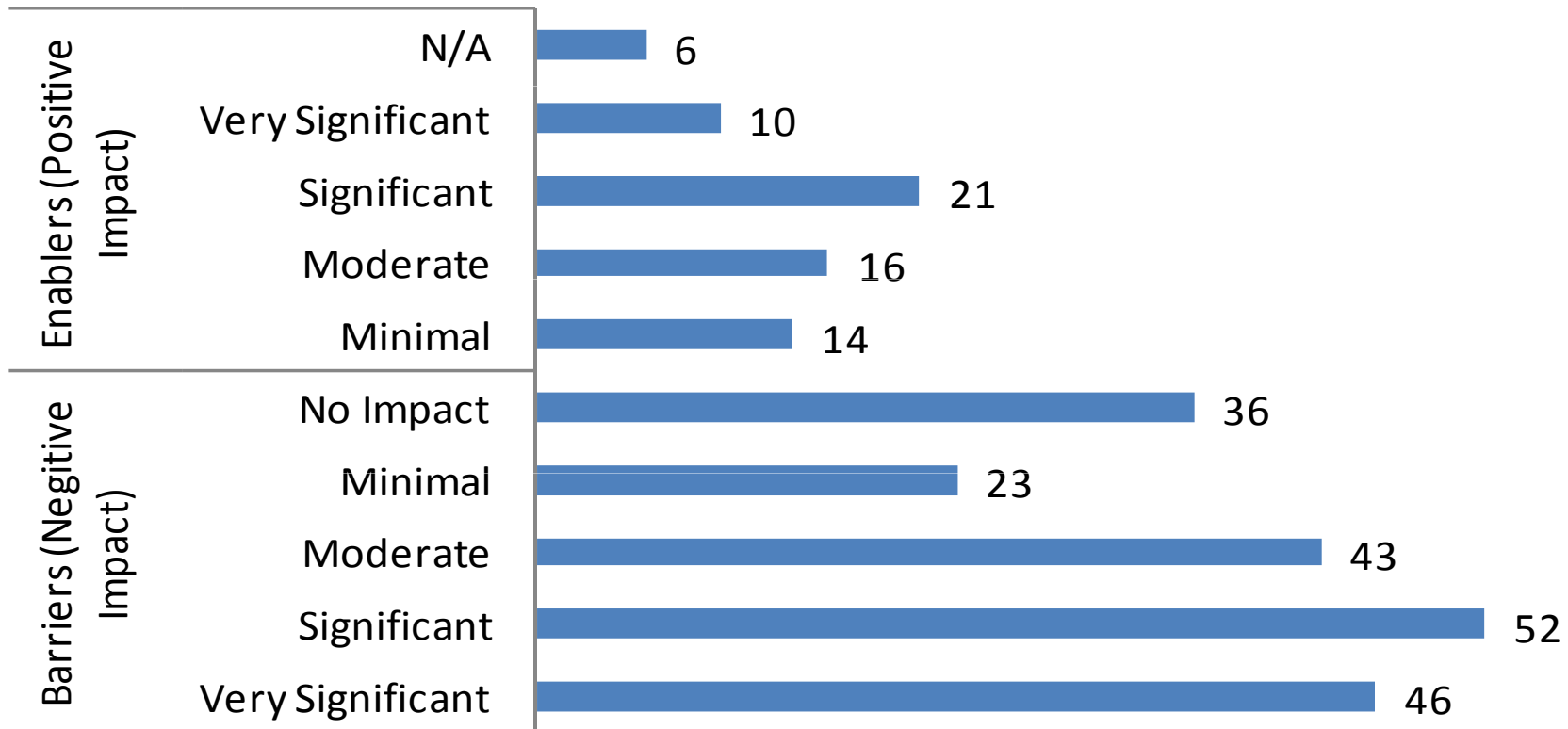
Question #9 (n=293; 27 April 2011)

Enablers/Barriers Relative Comparison



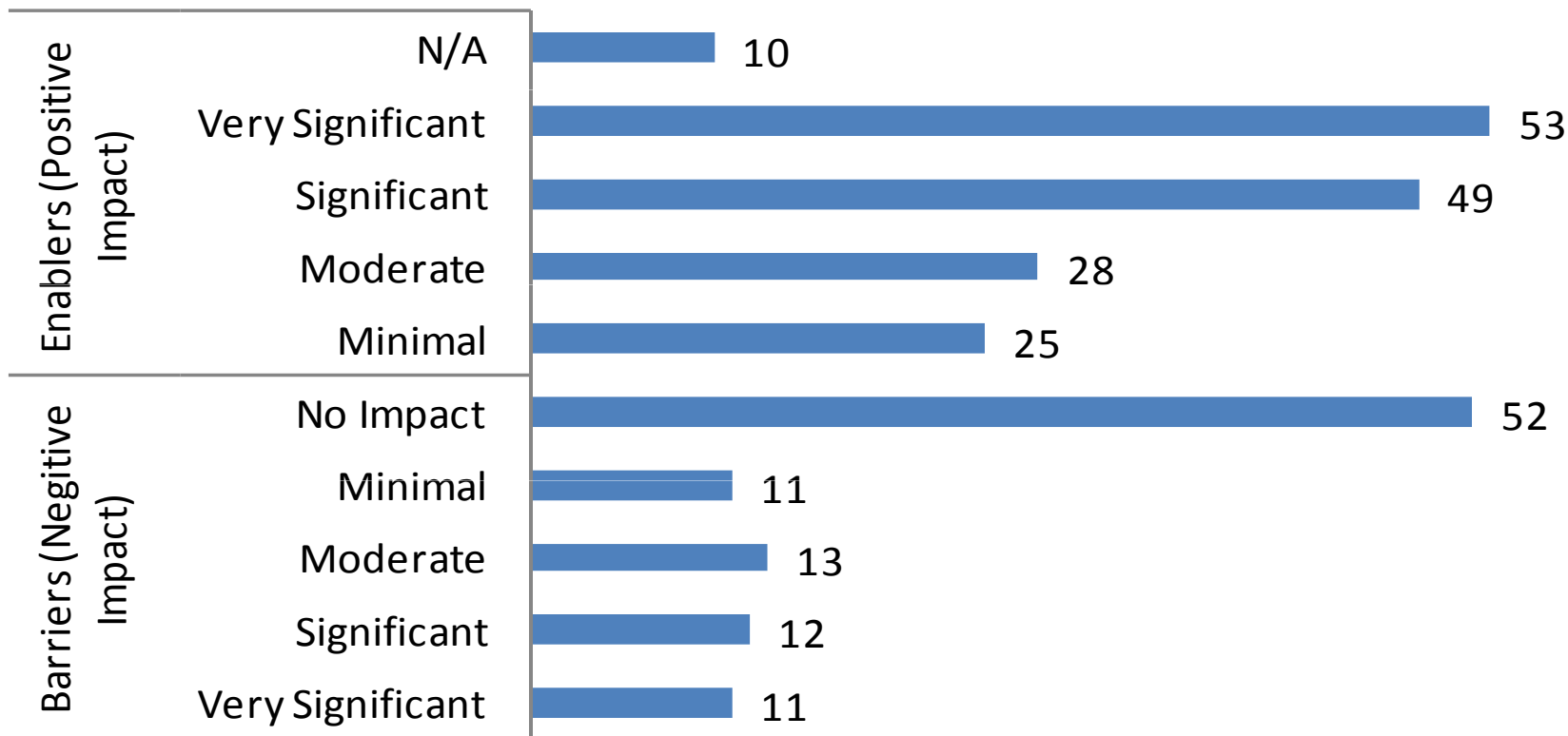
Question #9 (n=293; 27 April 2011)

Cultural Paradigms



Question #9 (n=293; 27 April 2011)

Warfighters' Perspective





Personal Interviews:

- Future plans are to conduct interview of SME's on PBL Implementation to confirm the data collected in this electronic survey.
- Obtained numerous comments on survey that have not been officially reviewed.
- Based on respondents approval to be contacted by researcher in future will contact them based on their comments (relevancy to study).





**Aggregate
Data**

Factors (*Significant Changes)	Rating 2005 (14)	Rating 2011 (15)	Difference From 2011	Comments: Significance
Funding*	1 (Barrier)	2 (Barrier)	Lower barrier rating (-1)	Decreased as barrier in 2011; less negative significance.
Statutory-regulatory requirements	2 (Barrier)	5 (Barrier)	Lower barrier rating (-3)	Decreased as barrier in 2011; minor significance.
Cultural Paradigms	2 (Barrier)	1 (Barrier)	Higher barrier rating (+1)	Minor increase as barrier in 2011; minor significance.
Existing Infrastructure or Organization	5 (Barrier)	3 (Barrier)	Higher barrier rating (+2)	Minor increase as barrier in 2011; minor significance.
Technical Data (TD) Rights*	6 (Barrier)	3 (Barrier)	Higher barrier rating (+3)	Increased as barrier in 2011; more negative significance
PBL Awareness/Training*	2 (Barrier)	8 (Enabler)	Switched to an enabler	Became an enabler in 2011; significant positive change.
Incentives/Awards*	7 (Barrier)	7 (Enabler)	Switched to an enabler	Became an enabler in 2011; significant positive change.
Supply Chain Management(SCM)	6 (Enabler)	4 (Enabler)	Higher enabler rating (+2)	Increased as enabler in 2011; minor significance.
Strategic Alliances /Partnerships	5 (Enabler)	4 (Enabler)	Higher enabler rating (+1)	Increased as enabler in 2011; minor significance.
Performance Based (PB) Contracting	2 (Enabler)	6 (Enabler)	Lower enabler rating (-4)	Decreased as enabler in 2011; minor significance.
Performance Metrics	1 (Enabler)	2 (Enabler)	Lower enabler rating (-1)	Decreased as enabler in 2011; minor significance.
Total Life Cycle Support Management (TLCSM)	2 (Enabler)	2 (Enabler)	Same enabler rating	Same enabler rating in 2011; same significance.
Adoption of Commercial off the Shelf (COTS)	2 (Enabler)	8 (Enabler)	Lower enabler rating (-6)	Decreased as enabler in 2011; minor significance.
Total Ownership Cost (TOC)	6 (Enabler)	10 (Enabler)	Lower enabler rating (-4)	Decreased as enabler in 2011; minor significance.
Warfighters' Perspectives*	N/A	1 (Enabler)	Highest 2011 Enabler	Significant as highest enabler in 2011.

1. Funding (Lower barrier rating (-1) in 2011. Decreased as barrier in 2011; less negative significance.):

- 2005 Funding most significant barrier.
- 2011 second highest barrier.
- Indicates Funding perceived by PBL implementers as less of a barrier than previously thought in 2005.
- Due to the more effective use of the Working Capital Fund by all the services in funding PBL and other funding initiatives.

2. Training (Switched to an enabler in 2011. Significant positive change.):

- 2005 PBL Training was a barrier; rated as second highest to Funding.
- 2011 Training was considered to be an enabler in the second set of enablers—in the last 40%.
- Significant positive change for this factor.
- PBL Training is not a barrier and is an effective enabler to implementing PBL.
- Indicates that PBL has matured to a point where training can help significantly in PBL's implementation.

3. Incentives/Awards (Became an enabler in 2011; significant positive change.):

- 2005 Incentives/Awards were rated as barriers; were rated as the lowest rated barrier.
- 2011 rated an enabler in last 40% grouping of enablers.
- Significant positive change for Incentives/Awards.
- PBL has matured to a point where Incentives/Awards are considered as facilitators or enablers to PBL implementation.

4. Warfighters' Perspective (Highest 2011 Enabler. Significant as highest enabler in 2011):

- A new factor not evaluated in the 2005 study.
- Warfighters' Perspective rated significantly higher than any other of the factors in the 2011 study.
- Considered the most relevant enabling factor helping to ensure that PBL can be effectively implemented.
- Needs to be acknowledged as key to successful PBL implementation

- 1. Warfighters' Perspectives** most important enabling factor to ensure PBL is effectively and efficiently implemented--a significant result of this 2011 study.
 - a) Senior program manager and logisticians indicated that the Warfighter was vital to successful deployment of PBL.
 - b) In all future endeavors that plan to deploy PBL, the Services , OSD, and all functional disciplines (PM, contracting, financing, engineering, etc) should include the Warfighter and their critical perspectives if they desire PBL to be successfully implemented.

- 2. PBL Training and Incentives/Awards** are effective enablers to PBL implementation and need to be fully embraced by the Services and OSD when implementing PBL.
 - a. Data indicated that current respondents consider these factors to be vital to success of PBL.
 - b. Rated as barriers in 2005; have been shown in 2011 study are actually effective enablers and need to be leveraged as such.
 - c. PBL training should be continued and potential implementers should attend PBL/DAU courses and related conferences/symposiums.
 - d. Would also aid in reducing impact of PBL barrier, Cultural Paradigms.
 - e. Continual attention should also be placed on ensuring that incentive based contracts are properly managed by DoD and the services contracting agencies.

- 3. Cultural Paradigms** were identified by respondents as the major barrier to successful PBL deployment.
- a. DoD leadership should ensure that PBL training provided so personnel understand what is at stake (more affordable product support, increased readiness, enhanced efficiencies, etc).
 - b. Should understand what the cultural impediments are to PBL's acceptance as an effective means to ensure greater product support and mission effectiveness.
 - c. Success stories that highlight the true capabilities of PBL should be developed and shared throughout the services—along with how and who have been most successful in implementing PBL.
 - d. Future training should include awareness of related cultural impediments and techniques for reducing PBL impediments.
 - e. Target audience for this type of training would be senior program managers and logisticians.

- 4. OVERALL RECOMMENDATION:** Emphasis should be placed on enhancing all the identified 10 enablers. Efforts should be placed on reducing the effects of the 5 identified barriers.
- a. Besides Warfighters' Perspectives five enabling factors in the first grouped set (Partnerships, SCM, Metrics, TLCSM, and PB Contracting) will provide greatest payback in terms of obtaining largest benefit for critical and limited time and/or resources invested.
 - b. Besides focusing on Cultural Paradigms, 4 grouped items identified as barriers (TD, Funding, Infrastructure, and Laws/Regulations) should be treated as opportunities for mitigation efforts to reduce negative impacts on effective PBL implementation.

SUMMARY

- Warfighters' Perspective (2011) replaced Performance Metrics from 2005 study as most significant enabler;
- Cultural Paradigms (2011) replaced Funding from 2005 study as most significant barrier; and
- Two barriers from 2005 study determined to be enablers in 2011 study (Training & Awards/Incentives).

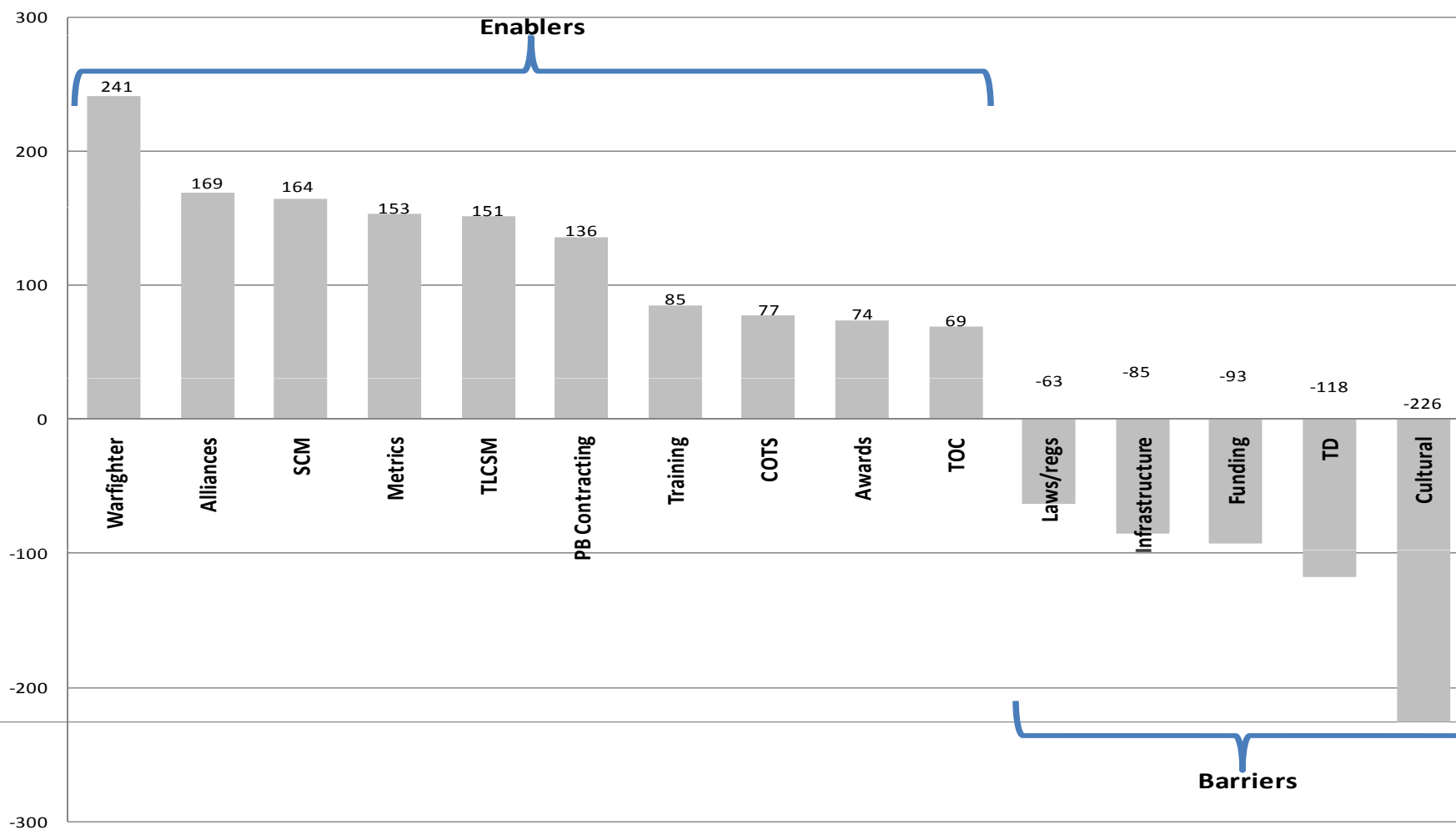
FINAL RECOMMENDATIONS

- **Results of this survey should be used to highlight current barriers and enablers.**
- **Will be used in DAU training to inform attendees of these elements of PBL implementation—new LOG 340 (DAU) course**
- **Continuing to review comments and suggestions in the survey to make recommendations and proposals for additional changes.**
- **More empirical studies need to be accomplished to obtain meaningful data on PBL ROI and lessons learned.**

Questions?

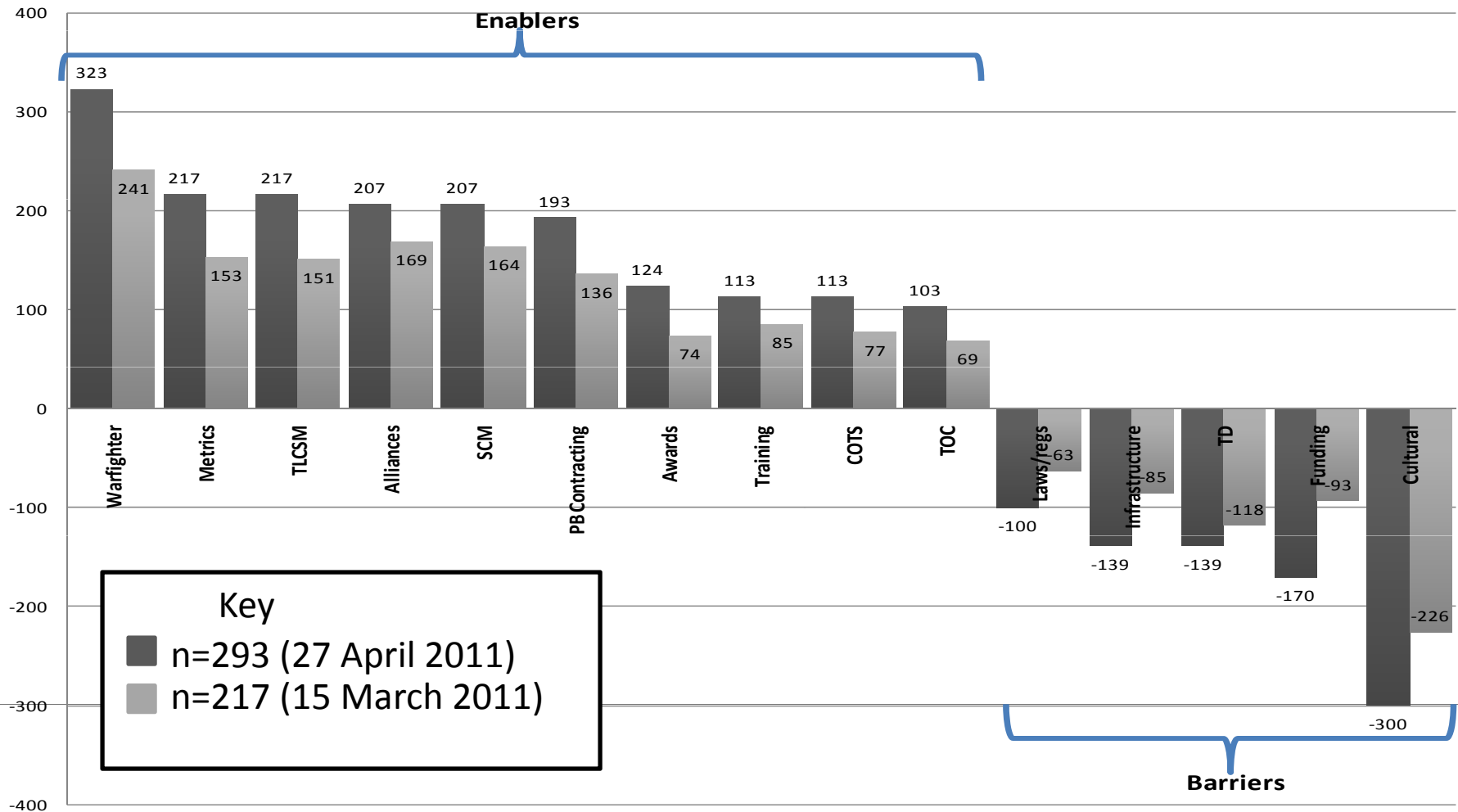
Question #9 (n=217; 15 March 2011)

Enablers/Barriers Relative Comparison



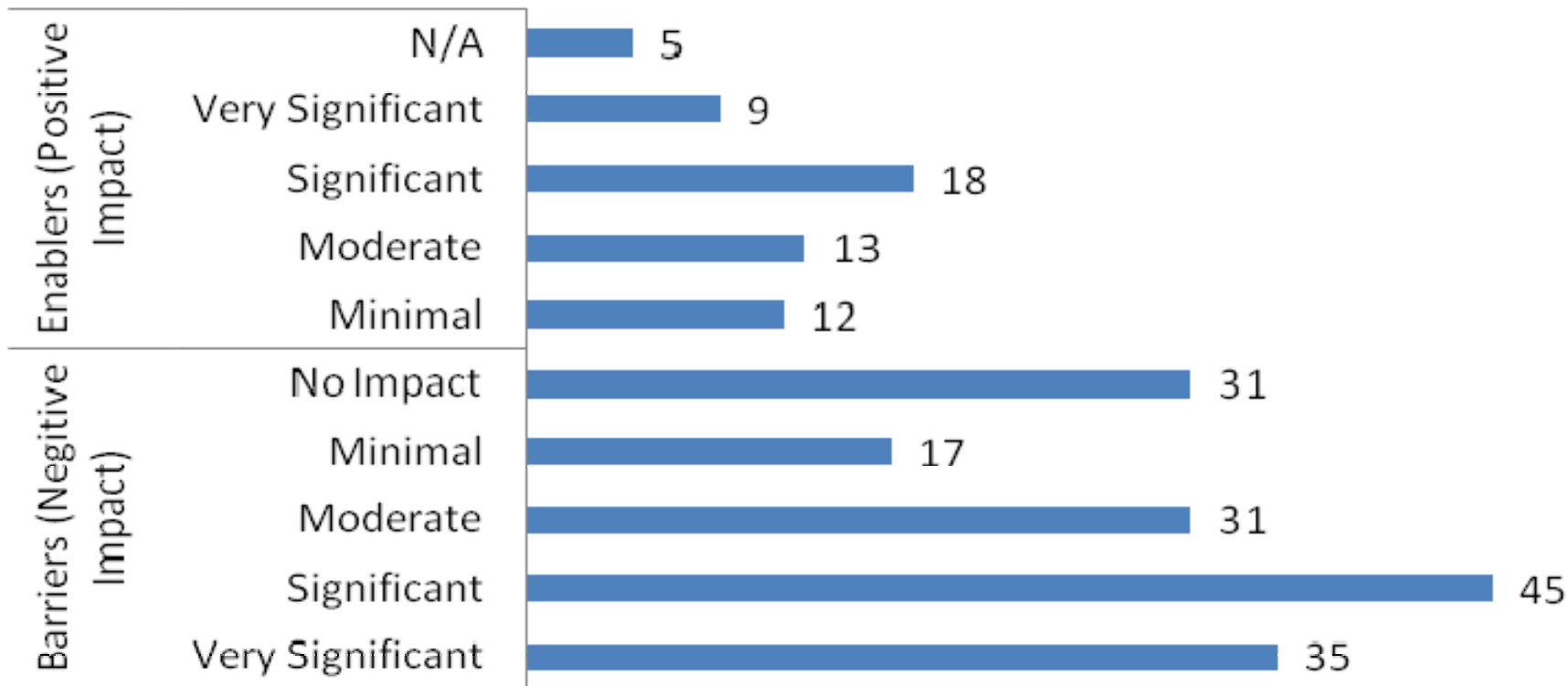
Question #9 Comparison—Two sets of data

Enablers/Barriers Relative Comparison



Question #9 (n=217; 15 March 2011)

Cultural Paradigms



Question #9 (n=217; 15 March 2011)

Warfighters' Perspective

