



LOGISTICS AND
MATERIEL READINESS

ASSISTANT SECRETARY OF DEFENSE

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WASHINGTON, DC 20301-3500

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MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (ACQUISITION,
LOGISTICS, AND TECHNOLOGY)
ASSISTANT SECRETARY OF THE NAVY (RESEARCH,
DEVELOPMENT AND ACQUISITION)
ASSISTANT SECRETARY OF THE AIR FORCE (ACQUISITION)
DIRECTOR, MISSILE DEFENSE AGENCY

SUBJECT: Product Support Manager Career Development Roadmap

The April 2014 Government Accountability Office (GAO) report, "GAO-14-1326 Weapon Systems Management: DoD Has Taken Steps to Implement Product Support Managers but needs to Evaluate Their Effects," recommended that the Secretary of Defense direct the Under Secretary of Defense for Acquisition, Technology and Logistics, in coordination with the Defense Acquisition University and the Service Secretaries, develop and implement a comprehensive career path and associated guidance to develop, train, and support future Product Support Managers (PSMs).

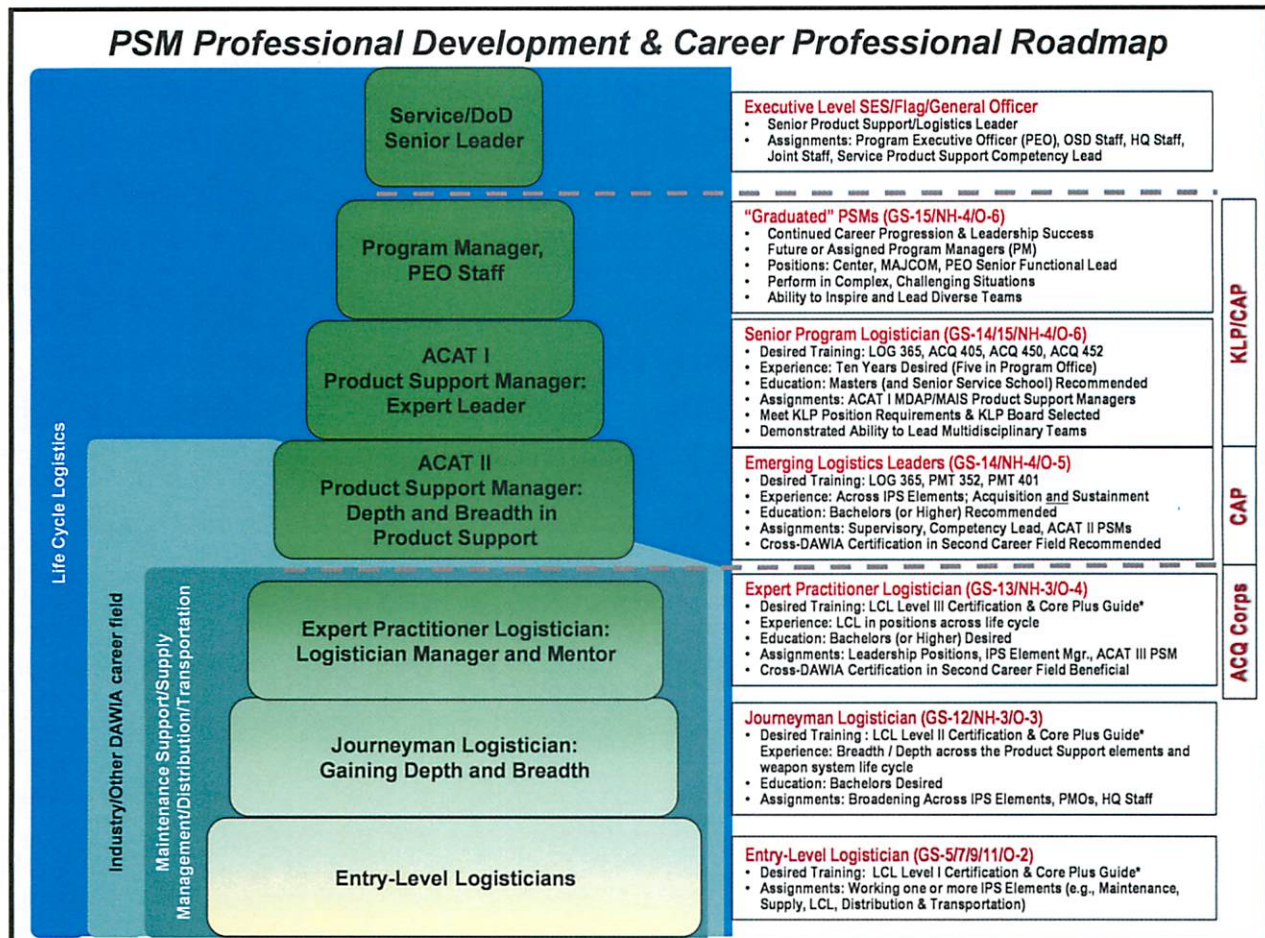
In response to the GAO recommendation, the attached PSM career path framework and PSM position category description (PCD) have been developed to assist with training and assignment of life cycle logisticians. It is recognized that there is no single career path that culminates in a qualified PSM, but the combination of assignments and training an individual receives throughout their career should ensure they possess the skills and competencies identified in the PSM roadmap. To successfully achieve the expected product support and life cycle outcomes articulated in statute and policy, DoD and the Components must have the right people with the right mix of experience, expertise, leadership, training, and education assigned as PSMs. These individuals must understand how acquisition and sustainment intersect, why life cycle management is so critical, and how to design for supportability from the earliest stages of program development. Components should adapt and apply this framework as necessary to satisfy their specific life cycle logistician needs.

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Attachments:
As stated

Product Support Manager Training, Certification, and Experience Framework



1. **Background.** While each of the Services and Defense Agencies have assigned PSMs and may depict their career roadmap for the PSM position slightly differently, there are many commonalities across the Department of Defense. The DoD PSM career path framework leverages the commonalities and includes progressive leadership growth, with balanced sustainment and acquisition education and experience reaching beyond the minimum Defense Acquisition Workforce Improvement Act (DAWIA) requirements to shape and develop the logistician into PSMs, and when appropriate, into future senior executives with even greater responsibilities. Developing logisticians starts with clearly articulated requirements and a rigorous commitment to human capital professional development.
2. **PSM Position.** PSMs are assigned to every Acquisition Category (ACAT) I and ACAT II program prior to, but no later than, program initiation and to former ACAT I/II programs that are post-Initial Operational Capability or no longer have PMs reporting to Component Acquisition Executives (CAEs). Assigned PSMs are required to take the LOG 365 Executive Product Support Manager's Course available from the Defense

Acquisition University. The Life Cycle Logistics (LCL) Position Category Description (PCD) designates the PSM position and outlines responsibilities.

3. **PSM Career Path.** There is no single career path to becoming a PSM. There may be as many successful paths to PSM as there are qualified, experienced, and motivated candidates to fill available positions. However, the typical PSM career path may include the following:

- a. Entering the Logistics Workforce. Entrance into the Logistics workforce will be from one of several avenues for civilians and military personnel. Civilians have application options using USAJOBS.gov, the official jobsite for the Federal Government. Within USAJOBS, applicants are distinguished as external and internal hires. External hires from industry are encouraged where appropriate.

While the majority of DoD civilian life cycle logisticians are assigned to 0346 Logistics Management Series, internal applicants can cross train by applying for an LCL position from other logistics occupational series, such as 0343 Management and Program Analysis, 1670 Equipment Specialist, 2010 Inventory Management Specialist, and others outlined in the LCL Position Category Description. Internal applicants also have various Service/Defense Agency-specific career programs that provide opportunities to enter the LCL workforce. Ultimately PSMs are assigned to 0346 Life Cycle Logistics (LCL) coded positions.

In addition to DoD civilians, PSMs can also come from the ranks of uniformed military personnel. Most DoD logistics officers start their careers in field units for their first four years. After those first four years, a multitude of opportunities are available to officers. To develop LCL experience, logistics officers can be directly assigned to an LCL coded position by the assignment team. After gaining initial experience and Level I, and possibly Level II, certifications, officers will continue to move between operational assignments and LCL positions to ensure career progression and meet the requirements for the LCL experience. Overall, officer development is similar to civilian LCL development, with the exception of operational experience for the military officer.

- b. Gaining Breadth and Depth as a Logistician. Personnel should focus on gaining not only breadth of experience, but also depth of experience. Breadth means experience across the LCL competency areas as well as other logistics areas outside of the defense acquisition workforce, including the three other workforce categories identified in the 2008 DoD Logistics Human Capital Strategy (supply management, maintenance support, and transportation/deployment/distribution). Depth means progressively increasing expertise in each of the competency areas.

Expertise in all aspects of product support, both planning and execution, is essential as future PSMs progress in their careers. To fully gain breadth and depth of experience, individuals desiring assignment as a PSM need to consider opportunities within both traditional acquisition and sustainment organizations, including serving at

organic depot-level maintenance and/or materiel management organizations in order to develop and maintain a high level of system sustainment expertise. Individuals should work with their supervisors to identify broadening opportunities that will enable them to obtain this experience.

- c. Grooming LCLs for Entry into Leadership Positions. Individuals who have fully achieved the breadth and depth of competencies discussed in the previous section should continue to seek opportunities for professional growth. At this stage in their careers, the individual should focus on opportunities to obtain broadening in areas outside of the life cycle logistics discipline. Areas of particular importance include systems engineering, business, cost estimating, financial management, contracting, and, most importantly, program management. LCLs are particularly encouraged to seek program management broadening since much LCL work, especially for programs in the Operations and Support Phase, can leverage the program management concepts, tools, and training. Interested individuals should work with their manpower and training organizations to craft a tailored career-broadening program that will provide personnel opportunities to cross-train and cross-flow between the Program Management, Systems Engineering, or Business/Financial Management communities and the LCL workforce.
 - d. PSM: Expert Leaders. Experienced LCLs who meet the criteria outlined in this document will have the breadth, depth, and expertise to assume responsibility as a formally assigned, fully qualified DoD PSM.
 - e. “Graduated” PSMs. Senior LCLs who have successfully completed a PSM assignment will have the background, experience, and expertise to serve in a variety of other related positions. Examples include serving on a Program Executive Office (PEO) staff or assuming a senior leadership role within the broader logistics community at OSD, the Joint Staff, Service headquarters, or a MAJCOM. Senior LCLs may also find opportunities to serve as Program Managers or even PEOs within the program management community.
4. **Service Implementation:** Each Service/Agency will tailor to fit their specific needs. To ensure both current PSM success and future PSM professional development, it is imperative that DoD, the Components, Major Commands, and individual PEOs and program offices commit to the following five principles: first, build a workforce with expertise, breadth and depth; second, commit to grooming future PSMs through identification, mentoring, and coaching; third, commit to and foster a culture of continuous lifetime learning; fourth, make professional development a priority; and fifth, continuously refine the required competency set for life cycle logisticians and PSMs.

AT&L Workforce Position Category Description (PCD)

Career Field:	Life Cycle Logistics	Ref:	(a) DoDD 5000.52 dtd 12 Jan 2005
Career Path:	Not Uniquely Specified		(b) DoDI 5000.66 dtd 21 Dec 2005
Short Title:	LCL		(c) DoD Desk Guide for AT&L Workforce Career Management dtd 10 Jan 2006
Category Code:	L		
Date Approved:	24 Nov 2014		
Last Reviewed:	24 Nov 2014		

Notes:

1. This PCD is intended to assist in determining which AT&L career field/path to assign to an AT&L position per Title 10 sec. 1721. If 50% or more of the duties and responsibilities of the position match the "General Acquisition-Related Duties" described below AND the preponderance of those duties match the "AT&L Career Field/Path Specific Duties" described below, assign the position to this position category.
2. All acquisition positions require management attention with respect to certification requirements and individual development. See reference (c).
3. Critical Acquisition Position (CAPs) are a subset of acquisition positions, and Key Leadership Position (KLPs) are a subset of CAPs. Both CAPs and KLPs represent positions with responsibility and authority that are critical to the success of a program or effort. These positions require management attention with respect to Acquisition Corps membership, tenure and other specific statutory requirements. See reference (c).

General Acquisition Related Duties: The conceptualization, initiation, design, development, test, contracting, production, deployment, logistical support, modification, and disposal of weapons and other systems, supplies, or services (including construction) to satisfy DoD needs, intended for use in, or in support of, military missions.

AT&L Career Field/Path Specific Duties:

- Understand and successfully demonstrate the applicable competencies and proficiencies underlying the seven Life Cycle Logistics (LCL) competency areas identified in the 2008 DoD Logistics Human Capital Strategy (Design Influence, Integrated Logistics Support Planning, Product Support & Sustainment, Supportability Analysis, Reliability and Maintainability Analysis, Configuration Management, and Technical/Product Data Management).
- Plan, develop, implement and manage effective and affordable product support strategies throughout the life cycle for weapons, materiel, or information systems, as addressed in the DoD 5000 series.
- Perform a principal joint and/or Component logistics supportability role during the acquisition and sustainment phases of the system life cycle.
- Develop and implement outcome-based product support strategies that optimize readiness & life cycle cost affordability.
- Deliver logistics products and services to sustain system operational readiness.
- Develop and document the product support strategy in a Life Cycle Sustainment Plan which describes efforts to ensure the system's design, as well as the development of the product support package, are integrated and contribute to achieving life cycle sustainment outcome metrics.
- **Product Support Manager (PSM) Positions.** The PSM for Major Defense Acquisition Programs (MDAP) (ACAT I) and post-IOC MDAP programs will be acquisition designated in the LCL career field as a KLP. Additionally, the PSM for non-Major Defense Acquisition Programs (ACAT II) and post-IOC ACAT II programs will be acquisition designated in the LCL career field as a CAP. (KLPs are defined as a subset of CAPs, and all CAPs require Level III in the designated acquisition career field.)
- **The principal duties of the PSM are to:**
 - Develop and implement a comprehensive product support strategy for the weapon system;
 - Use appropriate predictive analysis and modeling tools that can improve material availability and reliability, increase operational availability rates, and reduce operation and sustainment cost;
 - Conduct appropriate cost analyses to validate the product support strategy, including cost-benefit analyses as outlined in Office of Management and Budget Circular A-94;
 - Ensure achievement of desired product support outcomes through development and implementation of appropriate product support arrangements;
 - Adjust performance requirements and resource allocations across product support integrators and product support providers as necessary to optimize implementation of the product support strategy;
 - Periodically review product support arrangements between the product support integrators and product support providers to ensure the arrangements are consistent with the overall product support strategy;
 - Revalidate any business-case analysis performed in support of the product support strategy prior to each change in the product support strategy or every five years, whichever occurs first;
 - Ensure that the product support strategy maximizes small business participation at the appropriate tiers;
 - Ensure that product support arrangements for the weapon system describe how such arrangements will ensure efficient procurement, management, and allocation of Government-owned parts inventories in order to prevent unnecessary procurements of such parts; and
 - Identify obsolete parts that are included in the specifications of the system being acquired and determine suitable replacements for such parts.

Typical Line and Staff Position Titles: Product Support Manager (PSM), ILS Manager, Logistics Element Manager, Logistics Management Specialist, Logistics Engineer, Weapon Systems Manager, Supply Specialist, Supply Chain Manager, Equipment Specialist, Maintenance Manager, Transportation Management Specialist.

Typical Position Locations: Acquisition organizations within the DoD Components (e.g., Systems, Logistics and/or Materiel Commands, Direct Reporting Program Managers (DRPMs), PEOs, as well as organizations/field activities directly supporting such organizations). Other DoD Components, Agencies and OSD/Service/HQ staff elements performing/supporting acquisition related functions, such as: logistics centers, life cycle management centers, inventory control points, logistics readiness centers, warfare centers, etc. as appropriate given the general and specific duties identified above, as well as the information provided in Note 1 above.

Typical Career Codes:

Civilian Personnel			Uniformed Personnel				
OCC Series			Army AOC	Navy AQD	Air Force AFSC	Marine Corps MOS	
0301	1101	2010	88A	ALx	20Cx	6002	8060
0340	1515	2032	88B		21xx	6602	8862
0343	1670	2101	90A			8057	
0346	2001	2130	91B			8058	
0801	2003		92A			8059	

Recommended Changes/Updates: Forward to: Director, Learning Capabilities Integration Center (Attn: Dir, Academic Programs), Defense Acquisition University, 9820 Belvoir Road, Suite 3, Fort Belvoir, VA 22060-5565 or call 703-805-4090.