



Air Force Life Cycle Management Center (AFLCMC)

Process

For

Self-Assessment / Independent Logistics Assessment (ILA)

Process Owner: AFLCMC/LG

Date: 28 March 2024

Version: 1.10

Record of Changes		
Version	Effective Date	Summary
1.0	27 April 2015	Basic document.
1.1	25 September 2015	(1) Changes from comments received from AFNWC. (2) Changes to utilize LHA questions to assist in answering ILA questions. (3) Changes reflecting Lessons Learned from the accomplishment of AFLCMC program ILAs.
1.2	5 August 2016	(1) Changes made to AFLCMC LA Question Sets (MS B, C, and FRP, and Post-IOC) as a result of Subject Matter Expert (SME) reviews. Changes also made to Logistics Health Assessment (LHA) applicable cross check references. (2) No changes made to AFLCMC ILA Process Guide (this document) itself.
1.3	31 March 2017	(1) Changes made to AFLCMC LA Question Sets (MS B, C, and FRP, and Post-IOC) as a result of Subject Matter Expert (SME) reviews. Changes also made to Logistics Health Assessment (LHA) applicable cross check references. (2) No changes made to AFLCMC ILA Process Guide (this document) itself.
1.4	15 February 2018	(1) Changes made to AFLCMC LA Question Sets (MS B, C, and FRP, and Post-IOC) as a result of Subject Matter Expert (SME) reviews. (2) Updates to policy references in Paragraph 11, References to Law, Policy, Instructions or Guidance.
1.5	1 October 2018	(1) Updates to process to form Independent Validation Teams to include reaching out to the AFLCMC Logistics Directorate for team members. (2) Clarification of the timing of the Kickoff Meeting as well as strategy meetings held prior to the Kickoff Meeting. (3) Updates to policy references in the LA Question Sets.
1.6	15 April 2020	(1) Changes made to AFLCMC LA Question Sets to create a consolidated set of question for both ILA and Logistics Health Assessment (LHA). (2) Changes made to AFLCMC ILA Process Guide (this document) to reflect consolidated ILA and LHA question sets and approach.
1.7	1 March 2021	(1) Table 2, WBS 2.0 – reworded to iterate the use approved LHA as part of the ILA. (2) Para 3.1 – updated reference and verbiage to reflect DoDI 5000.85.

		<p>(3) Para 4.1 – updated reference and verbiage to reflect DoDI 5000.85 and AFI 63-101.</p> <p>(4) Para 4.2 – included suggested columns to be added to question set for ease of ILA tracking.</p> <p>(5) Paragraph 5.2 – reworded to iterate the use approved LHA as part of the ILA.</p> <p>(6) Updated embedded Outbrief slides.</p>
1.8	15 April 2022	<p>(1) Updated Assessment/ILA Criteria to utilize approved LHA or tailored assessment question set as the ILA PO Self-Assessment.</p> <p>(2) Updated ILA IVT qualifications (Table 1) to include new APDP certifications.</p> <p>(3) Updated Entry/Exit criteria and non-MDAP participation left to MDA discretion.</p> <p>(4) Updated/added IVT recommendations (Sections 5.1.2.1, 5.1.2.2).</p> <p>(5) Updated references to reflect DoDI 5000.91 and Section 4325 of Title 10, U.S.C.</p> <p>(6) Removed embedded consolidated ILA/LHA question set for the ability to update outside of any process.</p>
1.9	28 March 2023	<p>(1) Updated Figure 1 for readability.</p> <p>(2) Updated/added Section 8-Roles/Responsibilities details.</p> <p>(3) Separated WBS into attachment.</p>
1.10	28 March 2024	<p>(1) Updated DAFI 63-101/20-101 and DoD LA Guidebook references.</p> <p>(2) Reworked Figure 1 for clarification.</p> <p>(3) Added SR transition to Exit Criteria and References.</p> <p>(4) Updated AFLCMC Template attachments.</p>

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1. Description

- 1.1. An Independent Logistics Assessment (ILA) is an analysis of a program's supportability planning. It is conducted by an independent and impartial team of Subject Matter Experts (SMEs) not directly associated with the program being assessed.
- 1.2. Pursuant to Section 4325 of Title 10, U.S.C and aligned with DoDI 5000.91, Product Support Management for the Adaptive Acquisition Framework paragraph 4.10, as well as DAFI 63-101/20-101 Integrated Lifecycle Management paragraph 7.9, DoD Components will conduct ILAs for major weapon systems before key acquisition decision points, including Milestones B and C and the full rate production decision, to assess the sustainment strategy's adequacy and to identify sustainment cost elements, factors, risks, and gaps that are likely to drive future Operations & Sustainment (O&S) costs or identify changes to system design that could reduce costs, and to develop effective strategies for managing such costs.
- 1.3. An ILA is not a compliance audit, but an effective and valid assessment of the Program Office's (PO) product support strategy, as well as an assessment of how this strategy leads to successfully operating and sustaining a system at an affordable cost. As part of the ILA, statutory, regulatory, and Air Force required program documentation (Reference DoD Independent Logistics Assessment Guidebook) is reviewed and assessed for completeness and compliance prior to a milestone decision.

2. Purpose/Scope

- 2.1. Purpose. The focus of the ILA is to determine if the program's supportability planning and methodology has a basis and can be successfully executed. Conducting the ILA early in the program life cycle, as well as re-assessing the planning at each milestone and periodically thereafter, is critical to fielding an affordable and sustainable system. ILAs provide senior decision makers critical information for making strategic trades within and across various programs, especially as today's acquisition programs are becoming increasingly complex and integrated with other systems.
- 2.2. Scope. This process guide applies to AFLCMC only. This Process Guide does not replace or supersede any existing laws, regulations, directives, policies, or instructions. General ILA process description, specific roles and responsibilities are outlined in the DoD Independent Logistics Assessment Guidebook.

3. Potential Entry/Exit Criteria and Inputs/Outputs

- 3.1. Entry Criteria. Per DoDI 5000.91, Product Support Management for the Adaptive Acquisition Framework, pursuant to Section 4325 of Title 10, U.S.C., DoD Components will conduct ILAs for major weapon systems before key acquisition decision points, including Milestones B and C and the full rate production decision, to assess the supportability strategy's adequacy and to identify sustainment cost elements, factors, risks, and gaps that are likely to drive future O&S costs or identify changes to system design that could reduce costs, and to develop effective strategies for managing such costs. Additional guidance can be found in the Independent Logistics Assessment

- Guidebook. The requirement to conduct ILAs for Non-Major Defense Acquisition Programs (MDAPs) is left to the discretion of the Milestone Decision Authority (MDA).
- 3.2. Exit Criteria. After the PEO signs the ILA Final Report, add completed ILA as a mandatory annex to the program's Life Cycle Sustainment Plan (LCSP). Note: After the program has achieved Initial Operational Capability (IOC), SAF/AQ identifies programs targeted to conduct initial Sustainment Reviews (SRs) which transitions the requirement from ILAs to SRs.
 - 3.3. Inputs. The Program Logistician, Product Support Manager (PSM), Program Manager (PM), Program Engineer, Contracting Officer, and Program Financial Manager will be the primary personnel providing inputs into the Self-Assessment (SA) and ILA.
 - 3.4. Outputs. A completed SA, ILA Final Report, and ILA Outbrief.

4. Guidance

- 4.1. General Guidance. Per DoDI 5000.91 and DAFI 63-101/20-101, PEOs are responsible for ensuring ILAs are conducted for all MDAP programs within their portfolios. ILAs are required prior to Milestone B, C, and the Full Rate Production decision (if Full Rate Production is more than 4 years after Milestone C). ILAs results are annexed to the Life Cycle Sustainment Plan. The requirement to conduct ILAs for Non-MDAP Programs is left to the discretion of the MDA.
- 4.2. SA/ILA Criteria. MDAPs planning to accomplish an ILA will utilize their approved LHA or tailored assessment question sets (to include question responses, comments included, and risks identified) as the ILA SA. If a current LHA is not available, the PO will export the most applicable phased-based LHA question set from the LHA platform, Assessment, Evaluation, Sustainment and Support Application, "AESSA" as a baseline for the SA. AESSA is accessed via [PMRT](#). In other words, the PO's LHA will be reviewed by and provided to the SA Team and used as a baseline for the SA. The SA Team can be within the PO but ideally should not be the same team that completed the original LHA. The SA Team acts as another set of eyes and is a viable aspect of the Independent Validation Team (IVT). The SA is then provided to and used as a baseline for the ILA with additional adjustments to meet team preferences, such as adding suggested additional columns for IVT tracking purposes: IVT Verification Status, IVT Status Description, SA Team Follow-On Response, Discussion Status (Open, Closed), and Date Closed.
- 4.3. ILA Objectives. The ILA shall:
 - 4.3.1. Assess the adequacy of the product support strategy (to include the completion of the core logistics analysis, establishment of organic capabilities, and ensure appropriate funding is in place).
 - 4.3.2. Identify system design and sustainment planning features that impact readiness and future O&S costs.
 - 4.3.3. Identify changes to system design that could reduce costs, and effective strategies for managing such costs.

- 4.3.4. Specifically assess O&S costs to identify factors resulting in cost growth and provide strategies to reduce costs growth. Also, address impacts to O&S costs based on decisions made up front to cut acquisition costs.
- 4.4. ILA Validation Team Composition. An ILA can be performed in one of two ways:
- 4.4.1. Organic IVT. PEOs/Logistics OSFs shall charter IVT and the IVT Lead to validate the PO's SA (reference Section 5.1.2). The team shall be comprised of logistics, program management, and business experts who are independent of the PO. In order to avoid conflicts of interest, "independent" is defined as a team of individuals (government-led) who are not active nor have been recently active (recommended not within 3 years) in the management, design, test, production or logistics planning of the program, whether from the PO, supporting field activity, or a member of a contractor activity.
- 4.4.1.1. Each PEO/Logistics OSF will designate personnel in functional areas (logistics, program management, engineering, financial management, testing, contracting, program protection, and business experts, etc.) from POs within their respective directorate or from other directorates as qualified IVT members (see **Table 1**). PEO/OSF should identify available resources internal to the directorates; however, to support gaps, additional resources to staff an IVT (to include the IVT Lead) can be requested by the OSF. A request for resources (for example IVT Lead, Information Technology Systems Continuous Support (ITCS) SME, etc.) and the expected start date for the IVT may be sent to AFLCMC/LZS Workflow (aflcmc.lzs@us.af.mil); resource(s) will be made available subject to division workload constraints. LZS will provide a response within 5 working days.
- 4.4.1.2. Assessed PO will submit program documentation and PO completed SA to a designated file share location; location should be discussed and agreed upon at the ILA Kickoff. Submission of program documentation will be accomplished at the beginning of the effort. It may not be possible to post all program documentation to the designated file share location due to classification or proprietary nature. In such cases, the PO will work with the IVT to establish an alternative review method.
- 4.4.1.3. The IVT will perform validation of the PO completed SA.
- 4.4.1.4. Additional SMEs can be utilized as members of or in support of the IVT (i.e., Air Force Sustainment Center, Using Commands, etc.). Additional SMEs should be identified no later than the ILA Kickoff.
- 4.4.2. Contractor Supported IVT. Consists of a government team lead with outside contracted personnel supporting the ILA as members of the IVT.
- 4.4.2.1. Each PEO/Logistics OSF will designate qualified personnel (see **Table 1**) in functional areas and designate a government employee as the IVT Lead to ensure the "Independent Assessment" requirement. Each PEO/OSF should first identify their own resourced government team lead, however, to support gaps, additional resources can be requested from the AFLCMC Logistics division. Send request to AFLCMC/LZS Workflow (aflcmc.lzs@us.af.mil) and include

the expected start date for the IVT; a resource will be made available subject to division workload constraints. LZS will provide a response within 5 working days.

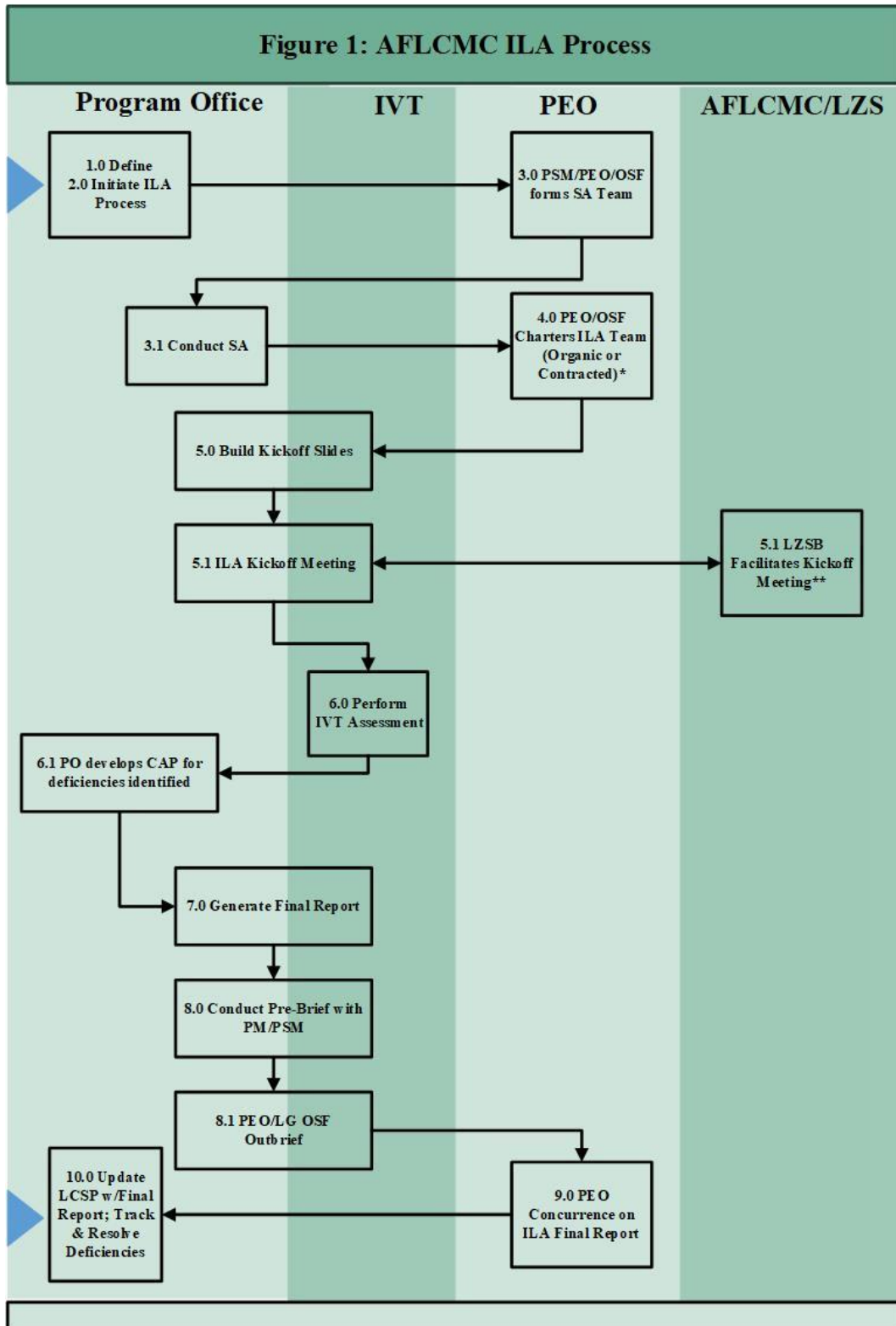
- 4.4.2.2. Assessed PO will submit program documentation and PO completed SA sent to a designated file share location, such as a SharePoint site or Teams Channel (location should be discussed and agreed upon at the ILA Kickoff). Submit program documentation at the beginning of the effort. It may not be possible to post all program documentation to the designated file share location due to classification or proprietary nature. In such cases, the PO will work with the IVT to establish an alternative review method.
- 4.4.2.3. The contractor supported IVT will perform validation of the contractor supported SA.
- 4.4.2.4. The government IVT lead will oversee the team’s completion of the ILA and will validate the overall assessment.

Table 1: IVT Qualifications

Qualification	Team Leader (Must be a Government Employee)	Team Members (May be Government or Contractor Personnel)
Experience	Experience with product support, ability to lead teams, and to interface effectively with senior leaders. Familiarity with the process is key, thus participation in at least one ILA as a IVT member or SA team member. (Recommended)	Must have experience in the functional area being assessed. Participation in at least one ILA. (Recommended)
Education	Advanced Level Life Cycle Logistics Certification. (Recommended)	Advanced Level or equivalent certification. (Recommended)

5. Process Workflow and Activities

The ILA high-level process for key events by organizational groupings (see Figure 1):



6. Work Breakdown Structure (WBS)

Note: Schedule is approximate, and activities are dependent on successful completion of preceding tasks. The WBS gives the “ideal” timing for process flowchart activities. Each specific assessment has its own issues which may shorten/lengthen the goals/targets of the listed “standard.” Each event in the process flowchart is further broken down in the WBS. You must reference the WBS to ensure you understand requirements at each step of the ILA process. The WBS does not replace the use of the LHA for the actual independent assessment. For full WBS, see attachment section.

7. ILA Metrics

- 7.1. Measure time in days for a completed ILA to include SA and Independent Validation.
- 7.2. Current goal is 107 business days (see note listed in Section 7 Note) to complete ILA process; however, the ILA may be completed sooner if appropriate resources are applied.

8. Roles and Responsibilities

8.1. AFLCMC/LZS

- 8.1.1. Process Owner – maintain and coordinate any changes to the ILA Guide.
- 8.1.2. Provide and/or coordinate training for AFLCMC workforce on how to conduct and complete the SA/ILA process. Training may include how to add/use IVT tracking columns (IVT Verification Status, IVT Status Description, SA Team Follow-On Response, Discussion Status (Open/Closed), and Date Closed) to the question set.
- 8.1.3. Supports POs, IVT, and PEOs/LG OSFs with an ILA issues.

8.2. SA Team

- 8.2.1. Conducts SA by verifying PO response on the LHA by providing a response/comment/rationale for each response with reference to specific document(s).
- 8.2.2. Along with IVT Lead, builds Kickoff slides for IVT Kickoff.
- 8.2.3. Supports/attends the IVT Kickoff.
- 8.2.4. Program Manager (PM)
 - 8.2.4.1. Provide input into the SA and ILA process.
 - 8.2.4.2. Approve release of SA results to IVT.
 - 8.2.4.3. Coordinate with PSM with respect to all aspects of the ILA.
- 8.2.5. Product Support Manager (PSM)
 - 8.2.5.1. Provide input into the SA and ILA process.
 - 8.2.5.2. Resolve/address issues/concerns from IVT.
 - 8.2.5.3. Coordinate with the IVT on ILA finds, risk assessments, the ILA Final Report, and the ILA Outbrief.
 - 8.2.5.4. Ensure signed ILA Report is included in the LCSP as an annex.
- 8.2.6. The Program Engineer, Program Financial Manager, and the Program Contracting Officer are also expected to provide input into the SA and assist/resolve/address issues/concerns from the IVT as necessary.

- 8.2.7. After IVT assessment completion, the IVT will work together with the SA Team to develop corrective action plans for all findings.
- 8.2.8. With the IVT taking the lead, develops the ILA Outbrief and the ILA Final Report.
- 8.2.9. Along with PM, PSM, IVT Lead, supports Pre-Brief of the ILA Outbrief.
- 8.2.10. Along with PSM and IVT Lead, supports outbrief.
- 8.3. IVT Team
 - 8.3.1. IVT Lead
 - 8.3.1.1. Whether Organic or Contracted, a government POC is the IVT Lead.
 - 8.3.1.2. Along with the PO and SA Team, builds Kickoff Slides.
 - 8.3.1.3. Leads and Conducts the IVT Kickoff.
 - 8.3.1.4. Oversees team's completion of ILA.
 - 8.3.1.5. Work together with the SA Team to develop corrective action plans for all findings.
 - 8.3.1.6. Along with the SA Team, develops the ILA Outbrief and the ILA Final Report.
 - 8.3.1.7. Along with PM, PSM, and SA Team, conducts the Pre-Brief of the ILA Outbrief.
 - 8.3.1.8. Along with PSM and the SA Team, conducts outbrief.
 - 8.3.1.9. Provides PEO with Program Supportability recommendations and the Final Report for review.
 - 8.3.1.10. Signs Final Report.
 - 8.3.2. IVT Members
 - 8.3.2.1. Conduct the Logistics Assessment.
 - 8.3.2.2. Along with PM, PSM, IVT Lead, supports Pre-Brief of the ILA Outbrief.
 - 8.3.2.3. Along with PSM and IVT Lead, supports outbrief.
- 8.4. Logistics OSF
 - 8.4.1. Working with the PEO, coordinate and assign IVT personnel to perform ILA.
 - 8.4.2. Support PO, IVT, and the PEO with any ILA issue.
- 8.5. Program Executive Officer (PEO)
 - 8.5.1. Review and sign final ILA Report.

9. Tools

- 9.1. The ILA SA shall be accomplished by first completing the annual LHA. If a current LHA is not available, the PO will utilize the current LHA question set as a baseline for the SA.

10. Training

- 10.1. DAU Independent Logistics Assessment Course - LOG 0160 (self-paced): The PO PSM, Logistician and/or PM is encouraged to complete LOG 0160. LOG 0160 introduces the ILA and discusses requirements and timing in order to identify features that are likely to drive future operating/support costs and changes to system design that could reduce such costs, and effective strategies for managing such costs. Additional

information on ILAs is available in DAU LOG 3400/3400V Life Cycle Product Support Course.

- 10.2. Also refer to AFLCMC Focus Weeks available/applicable ILA training.
- 10.3. AFLCMC [Logistics Community](#) SharePoint site has ILA training slides available, as well as other [ILA resources](#).

11. References to Law, Policy, Instruction or Guidance

Process standardization is required by both AFMC and AFLCMC Strategic Plans. References to that relate to this process include the following:

- 11.1. [DoD Independent Logistics Assessment Guidebook](#), 7 Apr 2023.
(The DoD Independent Logistics Assessment Guidebook, Apr 2023, will be adhered to throughout this AFLCMC Process Guide, however, please utilize one of the AFLCMC question sets instead of assessment considerations mentioned in DoD Independent Logistics Assessment Guidebook Appendix A.)
- 11.2. [DAFI 63-101/20-101, Integrated Life Cycle Management](#), 16 February 2024.
- 11.3. [AFLCMC Standard Process for LHA, Version 1.15](#) (search LHA), April 2024.
- 11.4. [AFPAM 63-128, Integrated Life Cycle Management](#), 3 February 2021.
- 11.5. [DoD Product Support Managers \(PSM\) Guidebook](#), November 2022.
- 11.6. [DoDI 5000.91, Product Support Management for the Adaptive Acquisition Framework](#), Nov 2021.
- 11.7. [DoD AF Sustainment Review Guidebook](#), November 2021.

12. Acronyms

ACAT – Acquisition Category Programs
DAFI – Air Force Instruction
AFLCMC – Air Force Life Cycle Management Center
AFMC – Air Force Materiel Command
AML – Acquisition Master List
DoD – Department of Defense
DoDI – Department of Defense Instruction
ESOH – Environment Safety and Occupational Health
GCE – Government Cost Estimating
IOC – Initial Operational Capability
ILA – Independent Logistics Assessment
IPT – Integrated Product Team
IVT - Independent Validation Team
LA – Logistics Assessment
LCSP – Life Cycle Sustainment Plan
LHA – Logistics Health Assessment
MDA – Milestone Decision Authority
MDAP – Major Defense Acquisition Program
O&S – Operations & Support
OSF – Organizational Senior Functional
PEO – Program Executive Officer
PM – Program Manager
PMRT – Project Management Resource Tools
PO – Program Office
PoR – Program of Record
PSE(s) – Product Support Element
PSM – Product Support Manager
PSS – Product Support Strategy
SA – Self-Assessment
SEP – Systems Engineering Plan
SIPOC – Supplier, Input, Process, Output, Customer
SMART – Specific, Measurable, Action Oriented, Realistic, Time Bound
SOW – Statement of Work
SP – Standard Process
SPG – Standard Process Guide
SP&P – Standard Processes and Products
SR – Sustainment Reviews
TEMP – Test and Evaluation Master Plan
WBS – Work Breakdown Structure

13. List of Attachments

13.1 WBS



ILA WBS v1.10.xlsx

13.2 ILA Kickoff Briefing Template (Tailorable)



ILA-Kick-Off-Briefing-Template-2024.ppt

13.3 ILA Outbrief Template (Tailorable)



ILA-Outbrief-Template-2024.pptx

13.4 ILA Final Report Sample Outline (Tailorable)



ILA Final Report Sample Outline.doc