



Air Force Life Cycle Management Center (AFLCMC)

Standard Process

For

Logistics Health Assessment (LHA)

Process Owner: AFLCMC/LG-LZ

Date: 8 February 2021

Version: 1.12

Record of Changes		
Version	Effective Date	Summary
1.0	21 Mar 2013	Basic document. Approved by S&P Board on 21 Mar 2013.
1.1	16 May 2013	Added/incorporated clarification comments from EN and PK. Approved by S&P Board on 16 May 2013.
1.2	1 July 2013	Incorporated LHA Business Rules Attachment. Updated links.
1.3	17 October 2013	Changed System Metric and Reporting Tool (SMART) to Acquisition Workbench. Update language to reflect life cycle considerations.
1.4	27 December 2013	LHA Compliance Decision Model.
1.5	27 July 2015	LHA data will now be pulled 2 nd business day after the due date, time metric clarified, added AFMC Council Metric, training now conducted by AFLCMC/LG-LZ, Cost/Schedule category added, AFI 63-101/20-101, AFLCMC Memorandum updated, LHAs now to be performed twice a year vice quarterly (March and September), LHA Business Rules (Attachment 1), and comments are now required on all questions.
1.6	21 December 2015	Adjusted the LHA Business Rules (Atch 2) to align with the changes in the LHA SP.
1.7	13 December 2016	Updated Standard Process to add new LHA Compliance and Quality metric approved by S&P Board and to align Business Rules to updated LHA scoring methodology (Atch 2).
1.8	26 February 2018	Updated Standard Process and Business Rules to reflect the LHA frequency changing from a semi-annual assessment to an annual assessment starting in Jun 18 and updated LHA metric to reflect LHA compliance and the top 5 Product Support risk drivers each LHA cycle.
1.9	21 February 2019	Updated Standard Process to reflect the change in ownership organization from AFLCMC/LZIA to AFLCMC/LZSB. Also, change to Figure 2, LHA Compliance and Product Support Risk Metric SMART Attributes, for exclusion of Low Risk (In-Process) responses from risk calculation / identification. Eliminated references to WSER. Eliminated references to WSER in Attachment 1, LHA Business Rules. Approved at 21 FEB 2019 S&P Board.
1.10	15 April 2020	Updated Standard Process and Business Rules to reflect the consolidation of the LHA and ILA

		question sets and to account for the rehosting of the LHA to Cloud One.
1.11	3 November 2020	Updated the Standard Process for other necessary updates reflecting the re-hosting of the LHA to Cloud One.
1.12	8 February 2021	Modified waiver process.
		Updated language to reflect SAM functionality.

Logistics Health Assessment (LHA) Process

1.0 Description

- 1.1** The Logistics Health Assessment (LHA) provides the Life Cycle community a standard, tailorable, user friendly tool to report on and ensure long-term sustainment and availability considerations that can be identified and integrated into early program/system decisions and re-evaluated throughout the life cycle of the program/system. This assessment enhances the potential for systems to be fielded and managed with a product support structure in place and optimizes the warfighter's ability to meet mission performance requirements. The LHA contains 14 question sets addressing the 12 Integrated Product Support Elements (PSEs), Product Support Cost/Schedule and Environment Safety and Occupational Health (ESOH). Additionally, a non-graded demographic question set is included. Details on how to access the LHA Application in the Cloud 1 environment are specified in Para. 7.0. The LHA covers all program phases from Materiel Solution Analysis (MSA) through Operations & Support (O&S) (DoDI 5000.02). Additionally, by identifying potential risks, the LHA becomes a predictive tool. The Product Support Manager (PSM) or designated representative shall ensure all questions, regardless of the response option selected, have an explanation in the comment/issue section to provide a historical record and verification of status. Explanations should reference the program/system's Acquisition Strategy, Statement of Work (SOW)/contract, or other acquisition documents, i.e. Life Cycle Sustainment Plan (LCSP), Systems Engineering Plan (SEP), Test and Evaluation Master Plan (TEMP), etc.
- 1.2** In accordance with AFI 63-101/20-101 Para. 7.9.1 and AFLCMC Memorandum, "Logistics Health Assessment (LHA) Process Change for AFLCMC Programs" dated 15 August 2018, all AFLCMC Acquisition Category (ACAT) programs [managed IAW DOD 5000.02] on the Acquisition Master Listing (AML) and Weapon System flying platforms in O&S will complete an LHA once per year to capture enterprise compliance and facilitate an enterprise product support health assessment.

Depending on individual program requirements, the LHA Application will support additional out of cycle LHAs to be accomplished if required (i.e., meeting program acquisition milestone/review, etc.). As an example, existing programs/projects that are planning on becoming a Program of Record (PoR) would be required to complete an LHA in advance of being placed formally on the AML. Such an LHA would be completed and ready for the Milestone Decision Authority to approve the current state of the LHA and Product Support Strategy. Programs not required to complete an LHA may complete one if they so choose to assess the program product support health. Such an LHA would be completed and ready for the Milestone Decision Authority to approve the current state of the LHA and Product Support Strategy. Programs not required to complete an LHA may complete one if they so choose to assess the program product support health. Directorates are encouraged to internally require non-AML programs, including 804 programs, to complete LHAs at their discretion, and these LHAs will also be tracked and included in the baseline analysis. LHAs are accomplished at every phase of the life cycle.

Performing LHAs across all phases of programs will enable leadership to have a life cycle (cradle to grave) view of individual systems and ultimately an enterprise product support view across center programs. In addition, the LHA provides IPTs and Programmatic

Leaders insights into Program/Project gaps or deficiencies that need to be addressed, improved or corrected in order to provide the proper level of Product Support for the warfighter as well as ensure compliance. The LHA is also a tool that can be used to identify and provide additional workload requirements that may need to be included in the Government Cost Estimating (GCE) process to help improve financial/funding fidelity, planning and reporting. The LHA also directly feeds into the creation or update of the Product Support Strategy (PSS).

The system-level Program Manager (PM) and PSM are the review and approval authorities for individual LHAs (depending on program set up, PM and PSM may be dual hatted and may perform both review and approval function) with oversight and guidance from the Logistics Organizational Senior Functional (OSF) in the Program Executive Officer (PEO) Directorate in which the program resides.

Starting with the CY 2020 LHA Cycle, Major Defense Acquisition Programs (MDAPs) planning to accomplish an Independent Logistics Assessment (ILA) will utilize their completed LHA (to include question responses, comments included, and risks identified) as the ILA Program Office Self-Assessment. In addition to the completed LHA, a program shall also create a library of program related documentation to be used to verify the program office responses included in the LHA. The LHA question sets have been revised in order to utilize them for both the ILA and LHA.

- 1.3 LHA data will be pulled by AFLCMC/LG-LZ on the 2nd business day following the LHA completion. See data pull schedule below, **Table 1**.

Table 1. Data Pull Schedule

LHA Due Date	AFLCMC/LG-LZ Data Pull
30 June	2nd Business Day in July

2.0 Purpose/Scope

- 2.1 Purpose. The LHA is designed to ensure supportability considerations are addressed and managed effectively throughout the entire life cycle of the program/system. The LHA score and rating is the basis for a program’s Product Support Strategy planning, implementation, execution, and recommendations across all program life cycle phases. The LHA will inform AFLCMC leadership and PEOs/Milestone Decision Authorities (MDAs) of the supportability “health” of a program.
- 2.2 Scope. This standard process applies to AFLCMC and does not replace or supersede any existing laws, regulations, directives, policies, or instructions.
- 2.3 The LHA supports strategic planning (mission, vision, and objectives).

3.0 Potential Entry/Exit Criteria and Inputs/Outputs

- 3.1 Entry Criteria. An active program listed on the AML and weapon system flying platforms in O&S will perform an LHA. Additionally, any program/project seeking to become a

PoR will be required to complete an LHA in advance of the MDA, even though not yet on the AML. Once the initial LHA has been performed, this process will continue once per year to reflect updates in Product Support status. The required LHA completion date is 30 June. Programs may choose to conduct an LHA(s) more often if they so choose.

- 3.2** Exit Criteria. Final exit of the LHA process is when the program is no longer on the AML or the weapon system flying platform in O&S is no longer reported in the USAF active inventory.
- 3.3** Inputs. The completion of an LHA is an IPT activity with the assigned program Logistician as the primary functional point of contact. The LHA assessment is initially performed by Logistics and further enhancement, clarity and information is provided by other functionals as required. (Reference Table 3, WBS.)
- 3.4** Outputs. A completed, reviewed, and approved LHA. Any participant in the LHA assessment, review, and approval may export the LHA in several formats including Excel and PDF. Note: Health color codes are explained in Attachment 1 – LHA Business rules. An exported LHA will contain the following:
 - 3.4.1** Entity name, comprised of LHA model, program, and status
 - 3.4.2** Entity overall health, comprised of color code rating and score
 - 3.4.3** For all PSE and Demographic Questions: answers, comments, and all issues included

4.0 Process Workflow and Activities

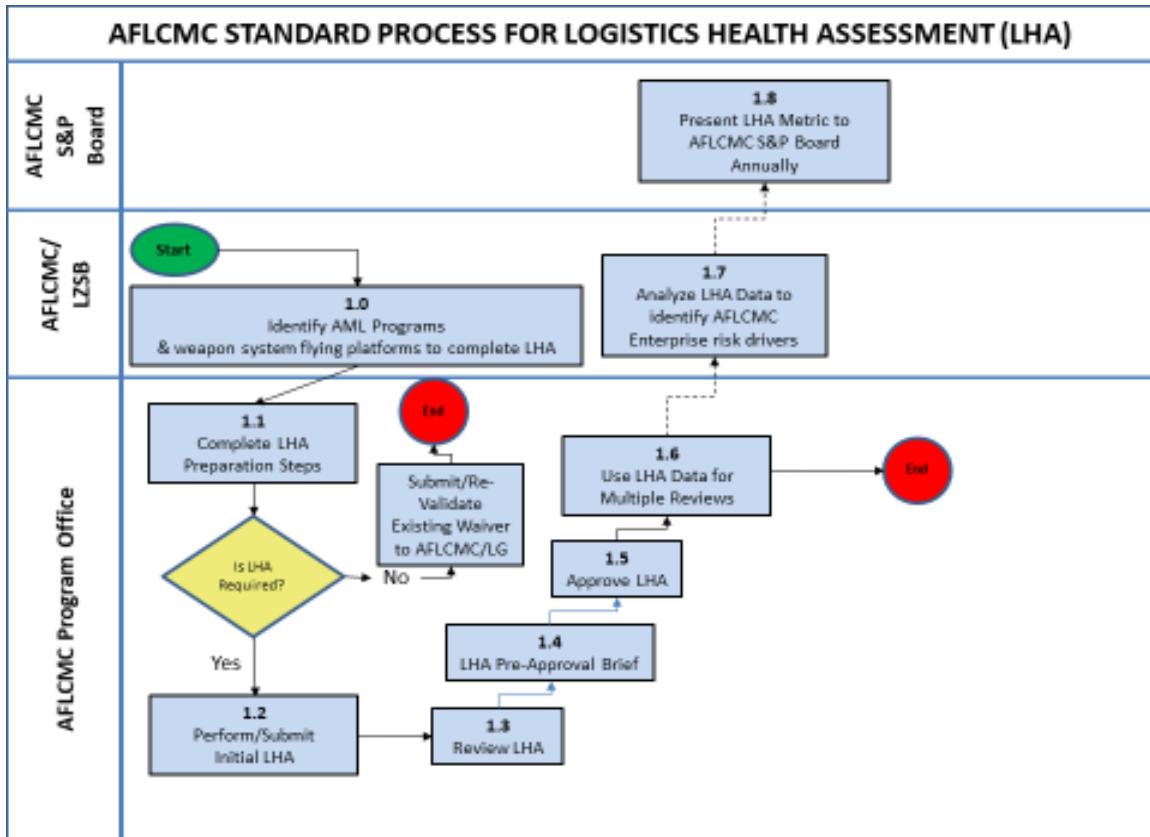
4.1 Process Supplier-Inputs-Process-Outputs-Customer (SIPOC), **Table 2.**

Table 2. SIPOC

Supplier	Inputs	Process	Outputs	Customer
PSMs, Program Logisticians, PM, AFLCMC/LG-LZ, Other Functionals	Program information (AFLCMC, AF Sustainment Center (AFSC), AF Nuclear Warfare Center (AFNWC), etc.), new/revised policy	Provides the program life cycle communities a standard, tailorable, user friendly tool to report on and ensure long-term sustainment and availability considerations that can be identified and integrated into early program decisions.	LHA documented, reviewed & approved in the LHA Application	HHQ, Center Senior Leadership PEOs, OSFs, PMs, PSMs, AFLCMC/LG-LZ, Process users, Other Functionals

4.2 Process Flowchart. The high level process flowchart below, **Figure 1**, depicts the LHA process.

Figure 1. Process Flowchart.



4.3 Work Breakdown Structure (WBS) gives the detail for process flowchart activities.

Table 3. WBS

Lvl	WBS	Activity	Description	OPR	Time (Hours/Days)
1	1.0	Logistics Health Assessment (LHA)	Programs identified on the AML, kept by Secretary of the Air Force for Acquisition (SAF/AQ), and weapon system flying platforms in O&S are required to complete an LHA	Owner: AFLCMC/LG-LZ	
2	1.1	Complete LHA Preparation Steps	Programs review and establish LHA roles, request site provisioning for new programs, and review the Compliance Decision Model (Waiver Request) (Fig. 4) to determine if they need to complete an LHA or to re-validate existing waiver.	PSM/Program Logistician	1 hour
2	1.2	Perform/Submit Initial LHA	Initiation and development stage in LHA Application: <ol style="list-style-type: none"> 1. Initiate New Assessment 2. Develop New Assessment 3. Prepare to submit New Assessment 4. Submit Completed Assessment into workflow for review and approval. 	Program Logistician/any participant in LHA Rater	15 Hours
2	1.3	Review LHA	Review Stage in LHA Application: Review submitted assessment via workflow	Functional lead Logistician/PSM (Depends on site workflow roles established, may also be PM or PM-Delegate)	1 Hour

Lvl	WBS	Activity	Description	OPR	Time (Hours/Days)
2	1.4	LHA Pre-Approval Brief	Brief LHA results to PM, which may include: <ul style="list-style-type: none"> – Score overview with LHA exported file – Answer count by response type – Detailed listing changes 	PSM	1 Hour
2	1.5	Approve LHA	Approve LHA in LHA Application via workflow	PM (typical) or PM Delegate or PSM (Depends on workflow roles assigned)	1 Hour
2	1.6	Use LHA data for multiple reviews	Provide LHA data to applicable Review in required format (e.g. Independent Logistics Assessment (ILA), Program Sustainment Review) for applicable Weapon System programs.	PSM/Program Logistician	Through annual cycle of the LHA data and as needed.
2	1.7	Analyze LHA Data to Identify AFLCMC Enterprise Risk Drivers	Utilize roll-up reports out of LHA Application, investigate for any trends / root causes for red categories / questions across the AFLCMC Enterprise and identify potential mitigation strategies. Provide feedback to Logistics OSFs during OSF Crosstalks.	AFLCMC/LG-LZ	20 Days
2	1.8	Present LHA Metric to AFLCMC S&P Board Annually	AFLCMC Standards & Processes (S&P) Board members review LHA metrics.	AFLCMC S&P Board	2 hours

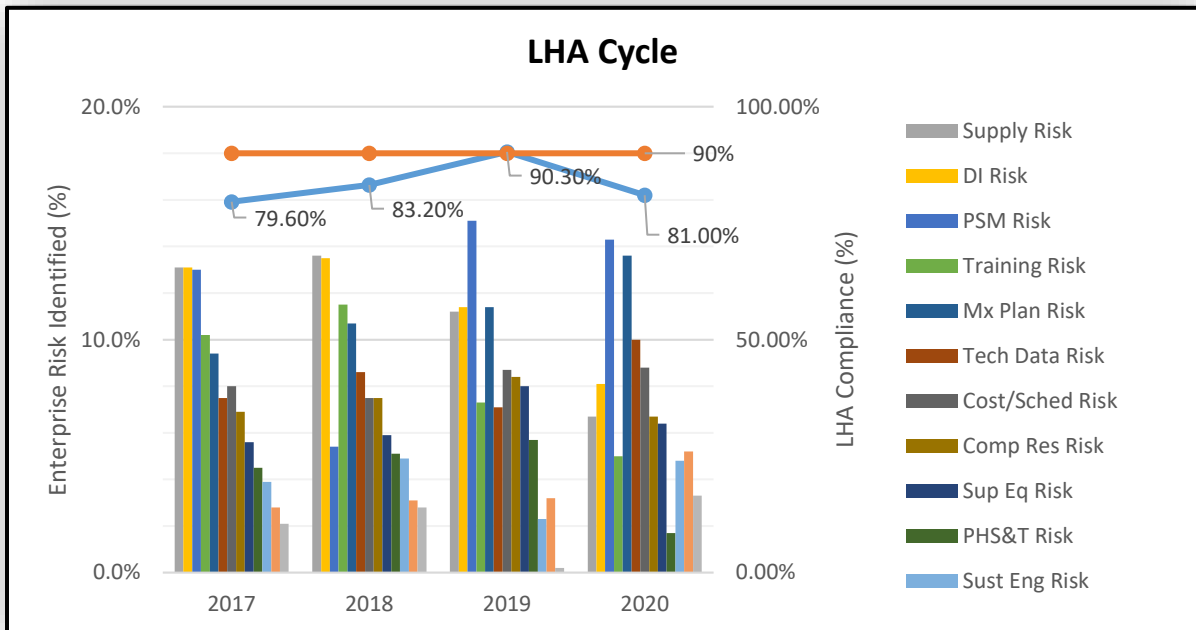
5.0 Measurement

- 5.1** Process Results: Measure AML programs and weapon system flying platforms in O&S completing LHA in LHA Application.
- 5.2** Compliance and Product Support Risk Metric. **Figure 2** depicts the Specific, Manageable, Actionable, Relevant, Trending (SMART) attributes for the LHA Compliance and Product Support Risk metric and **Figure 3** depicts the LHA Compliance and Product Support Risk metric that is shown annually to the S&P Board.

Figure 2. LHA Compliance and Product Support Risk Metric SMART Attributes

	Metric Attribute	Description
Administrative Info	APD Ref No	P01
	Process Name	Logistics Health Assessment (LHA)
	Process Lead	Amanda J. Abdinor
	Metric POC	Amanda J. Abdinor
	Date Completed	1 Oct 2020
S	Metric Name / Description	Logistics Health Assessment (LHA) Compliance & Product Support Risk Description: The measure LHA Compliance is the percentage of programs that completed the LHA. The LHA Product Support Risk measures the total percentage of risk identified by the top 5 Product Support Elements (PSE) for each LHA cycle across the AFLCMC enterprise.
	Calculation	Compliance: Percentage of LHA eligible programs that completed the LHA. Product Support Risk: The percentage of the total LHA questions which had responses of Med/High risk identified from all completed LHAs for the respective LHA cycle broken down by Product Support Element.
	Business Rules	Please see "Attachment 2: LHA Business Rules" within the LHA Standard Process
M	Data Source	Consolidated Excel Spreadsheet from individual LHA Excel Spreadsheets
A	Process Owner	AFLCMC/LZSB
	Decision Maker	AFLCMC/LG
	Review Forum / Governance Body	S&P Council
	Target	90% LHA Compliance
	Thresholds (R/Y/G)	LHA compliance has a goal of 90% completion rate for each LHA cycle. Product Support Risk does not have an associated R/Y/G threshold or goal but reflect areas that, from an enterprise perspective are areas that provide challenges to programs and are areas that are looked at to determine if there are common threads that can be addressed by policy changes, training, etc.
	Baseline Performance	May 2017 Assessment
R	Enterprise Impact / Process Purpose	Provide leadership a snapshot of the LHA compliance and an enterprise look at those Product Support Elements that programs have identified risk from a program execution vantage point.
	LCMC Obj	Objective 2.1
T	Baseline Date	May 2017
	Review Frequency	Annually
	Update Frequency	Annually

Figure 3. Compliance and Product Support Risk Metric Shown Annually to S&P Board



5.3 Final business rules for the LHA Standard Process and this metric have been approved by the S&P Board (Attachment 1) as of 21 February 2019 with additional administrative updates made as of 26 February 2020.

6.0 Roles and Responsibilities

6.1 AFLCMC/LG-LZ (Process Owner)

6.1.1 Manage the overall LHA process on behalf of AFLCMC.

6.1.2 Maintain and coordinate any changes to this standard process, “AFLCMC Standard Process for LHA”.

6.1.3 Provide training to the AFLCMC workforce on how to complete the LHA during Focus Week, Journeyman Training, and ad hoc as requested/required and to communicate any changes to the LHA process.

6.1.4 Perform detailed analysis and develop mitigation plans for high risk areas on LHA data for use at AFLCMC level and presented during appropriate Logistics OSF Crosstalk forums.

6.2 Personnel Administrator (PA). Review and approve new-user access requests for specific LHA program sites for the user roles of PM, PM Delegate, PSM, and Logistician.

6.3 PSM/Program Logistician. Complete the LHA within the LHA Application.

6.4 PSM/Functional Lead Logistician

- 6.4.1** Ensure LHAs are performed for their assigned programs in accordance with center guidance.
- 6.4.2** Review and approve completed LHAs.
- 6.4.3** Ensure input from other functionals as required.
- 6.4.4** Serve as program logistics authority for LHA execution.
- 6.5** PM. Review and approve completed LHAs unless delegated to PSM or PM Delegate for approval.
- 6.6** PM Delegate. Review and approve completed LHAs unless delegated to PSM or PM for approval.
- 6.7** OSF for Logistics. Advise the PEO/PSM on program LHAs and reviews portfolio LHAs for product support risk trends.
- 6.8** AFLCMC Standards & Processes (S&P) Board: Approve the LHA standard process and all major revisions to the process.

7.0 LHA Application On-Line Tool.

The LHA Application, resident in the Cloud 1 environment, is accessed by navigating to Project Management Resource Tools (PMRT) via the following URL:

<https://pmrt.altess.army.mil/pmrt/login.jsp?refer=/>

Upon selection of the LHA Application (double click) the user is taken to the Web Application Software Products (WASP) Home Page. At the WASP Home Page, the user then selects (double clicks) the Support Assessment Module (SAM) to access the LHA Home Page.

Note: These systems operate through separate access requests and approvals. Please allow 48-72 business hours for verification and systems approved access.

8.0 Training


- 8.1** AFLCMC/LG-LZ will provide LHA training as required/requested. Classes will be taught in a classroom or online.
- 8.2** One-on-one assistance is available at any time from [AFLCMC/LZSB](#).
- 8.3** AFLCMC/LG-LZ Community SharePoint LHA Training Files:
[https://usaf.dps.mil/sites/41289/Pages/SitePages/Logistics-Health-Assessment-\(LHA\).aspx](https://usaf.dps.mil/sites/41289/Pages/SitePages/Logistics-Health-Assessment-(LHA).aspx)
- 8.4** Acquisition App Store Training SharePoint Site:
<https://usaf.dps.mil/teams/10033/default.aspx>

9.0 Definitions, Guiding Principles, or Ground Rules & Assumptions.


- 9.1** AFLCMC LHA Compliance Decision Model
 - 9.1.1** This model enables programs to step through five questions to determine if they are required to perform an LHA. (See Figure 4)

- 9.1.2** Programs that are not exempted from completing an LHA based on the AFLCMC LHA Compliance Decision Model are required to perform an LHA. AFLCMC/LZSB will follow-up annually to determine if the waiver is still valid.
- 9.1.3** The directorate organization senior functional (OSF) shall approve waivers submitted by programs within their directorate and shall notify LZSB of the decision. (See Figure 4).

Figure 4:



AFLCMC LHA Compliance Decision Model



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Question	Source	Answer	Example
1. Is program on the AML?	Review current AML from PMRT	No, LHA is <u>NOT</u> required Yes, LHA is required	A program not in the AML does not currently require an LHA (this will change as we add non-AML programs)
2. Is weapon system flying platform (i.e., C-17, A-10, MQ-9, etc.) part of USAF active inventory? N/A for other AML programs	PEO	No, platform-level LHA is <u>NOT</u> required Yes, platform-level LHA is required	Weapon system platforms will complete LHA utilizing O&S model
3. Is program awaiting removal from AML?	SAF/AQX: Paperwork submitted from PEO to SAF/AQX	No, LHA is required Yes, LHA is <u>NOT</u> required	Programs have submitted "AML change request Rev 18" to SAF/AQ
4. Is the program funded?	Program Office: CCAR	No, LHA is <u>NOT</u> required Yes, LHA is required	If the program is not funded, a LHA is not required
5. Any program Product Support work scheduled?	PEO OSF(LG)	No, LHA is <u>NOT</u> required Yes, LHA is required	Low cost mods, or service bulletins, where work may not be planned this year, don't require an LHA until work is scheduled

If LHA is not required, provide contact information and rationale for why LHA is not needed for specified program and follow these coordination steps:


1. Product Manager for initial approval
2. Product Support Manager for additional approval
3. OSF for final approval
4. Notify AFLCMC/LZSB Workflow (afldcm.lzs@us.af.mil)

10.0 References to Law, Policy, Instructions or Guidance. Process standardization is required by both AFMC and AFLCMC Strategic Plans. References that relate to this process include the following:

- 10.1** *DoD Logistics Assessment Guidebook, July 2011.* Link (requires DAU log in): https://www.dau.edu/guidebooks/Shared%20Documents%20HTML/LA_Guidebook.aspx
- 10.2** *DoD Product Support Managers (PSM) Guidebook, Demember 2019.* Link: <https://www.dau.edu/guidebooks/layouts/15/WopiFrame.aspx?sourcedoc=/guidebooks/Shared%20Documents/PSM%20Guidebook.pdf&action=default>
- 10.3** *DAU Integrated Product Support Element Guidebook, Decmeber 2011.* Link: http://static.e-publishing.af.mil/production/1/saf_aq/publication/afi63-101_20-101/afi63-101_20-101.pdf

- 10.4** AFI 63-101/20-101, *Integrated Life Cycle Management*, 30 June 2020. Link: http://static.e-publishing.af.mil/production/1/saf_aq/publication/afi63-101_20-101/afi63-101_20-101.pdf
- 10.5** AFLCMC/LG-LZ Memorandum, “Logistics Health Assessment (LHA) Process Change for AFLCMC Programs”, 15 August 2017. Link: https://cs2.eis.af.mil/sites/20955/EnterpriseMgt/Logistics_Health_Assessment_LHA/LHA%20Memo%20for%20Annual%20Assessment_15%20Aug%202017.pdf

List of Attachments

Attachment 1: LHA Business Rules	 LHA Business Rules Rev 1.6.docx
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