

Air Force Life Cycle Management Center (AFLCMC)

Process

For

***Self-Assessment / Independent Logistics Assessment (ILA)***

Process Owner: AFLCMC/LG

Date: 15 Apr 2021

Version: 1.7

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| Record of Changes | | |
| Version | Effective Date | Summary |
| ­­­1.0 | 27 APR 2015 | Basic document. |
| 1.1 | 25 SEP 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 AUG 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 MAR 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 FEB 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 OCT 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 APR 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 | 15 APR 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.  (3) Para 4.1 – updated reference and verbiage to reflect DoDI 5000.85 and AFI 63-101.  (4) Para 4.2 – included suggested columns to be added to question set for ease of ILA tracking.  (5) Paragraph 5.2 – reworded to iterate the use approved LHA as part of the ILA.  (6) Updated embedded Outbrief slides. |

*Independent Logistics Assessment (ILA) Process*

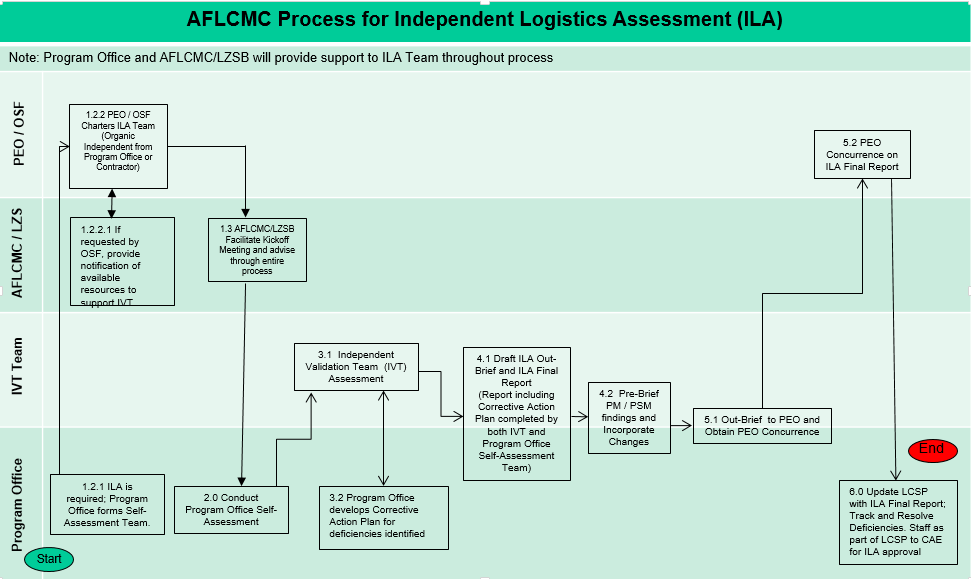
1. **Description**
   1. An Independent Logistics Assessment (ILA) is an analysis of a program’s supportability planning. It is conducted by an independent and impartial team of Subject Matter Experts (SMEs) not directly associated with the program being assessed. A Self-Assessment of the program is performed by the Program Office (PO) prior to and is the baseline for the ILA. The annual Logistics Health Assessment (LHA) question set has been consolidated and will be used as a basis for the ILA.
   2. An ILA is not a compliance audit, but an effective and valid assessment of the PO’s 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 Logistics Assessment Guidebook) is reviewed and assessed for completeness and compliance prior to a milestone decision.
   3. 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.
2. **Purpose/Scope**
   1. **Purpose.** The focus of the ILA is to determine if the program’s sustainment 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 Category (ACAT) programs are becoming increasingly complex and integrated with other systems.
   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 Logistics Assessment Guidebook, July 2011.
3. **Potential Entry/Exit Criteria and Inputs/Outputs**
   1. **Entry Criteria.**  Per DoDI 5000.85, *Major Capability Acquisition,* pursuant to Section 2337a of Title 10, U.S.C., DoD Components will conduct ILAs for each major weapon system prior to key acquisition decision points, including Milestones B and C and the Full Rate Production (FRP) decision, to assess the adequacy of the support package, and to identify sustainment cost elements, factors, risks, and gaps that are likely to drive future operating and support (O&S) costs, changes to system design that could reduce costs, and effective strategies for managing such costs. The requirement to conduct ILAs for Non-Major Defense Acquisition Programs (MDAPs) Programs is left to the discretion of the Program Executive Officer (PEO) or Logistics OSF.
   2. **Exit Criteria.** Program supportability concurrence is agreed to by the PEO by signing the ILA Final Report and shall be included as a mandatory annex to the program’s Life Cycle Sustainment Plan (LCSP).
   3. **Inputs.** The Program Logistician, Product Support Manager (PSM), Program Manager (PM), Program Engineer, Contracting Officer, Supporting Field Activity, and Program Financial Manager will be the primary personnel providing inputs into the Self-Assessment and ILA.
   4. **Outputs.** A completed Self-Assessment, ILA Final Report, and ILA Out-Brief.
4. **Guidance**
   1. **General Guidance.** Per DoDI 5000.85 and AFI 63-101, PEOs are responsible for ensuring ILAs are conducted for all MDAP programs within their portfolios. ILAs are required prior to Milestone B, C, the Full Rate Production decision (if Full Rate Production is more than 4 years after Milestone C), and every 5 years after Initial Operational Capability (IOC). It is highly advisable to not use a milestone for an event the PM does not retain both authority and responsibility for.The requirement to conduct ILAs for Non-MDAP Programs is left to the discretion of the PEO or Logistics OSF.
   2. **Self-Assessment/ILA Criteria.** The ILA assessment questions have been revised for AFLCMC use (from the original baseline in the DoD Logistics Assessment Guidebook) as a result of product support SME reviews and consolidation into one set of questions to be used for both the ILA and LHA. MDAPs planning to accomplish an ILA will utilize their approved LHA (to include question responses, comments included, and risks identified) as the ILA PO Self-Assessment. The spreadsheet entitled *AFLCMC ILA / LHA Question Set* is available on the AFLCMC Logistics Community SharePoint site as well as in attachment at the end of this document. Please note that it may be helpful to add the following columns to the aforementioned question set for Independent Validation Team (IVT) tracking purposes: IVT Verification Status, IVT Status Description, Self-Assessment Team Follow On Response, Discussion Status (Open, Closed), and Date Closed.
   3. **ILA Objectives.** The ILA shall:
      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).
      2. Identify system design and sustainment planning features that impact readiness and future (O&S) costs.
      3. Identify changes to system design that could reduce costs, and effective strategies for managing such costs.
      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.
      5. Post-IOC ILAs are conducted to assess if the system is supportable per the planned requirements, was executed to the program planning documentation, and is within the estimated ownership costs. Post-IOC ILAs are also conducted to provide an updated status of deficiencies noted during previous assessments or during operations, such as low reliability. Overall, Post-IOC ILAs assist the PM in the successful implementation of total life cycle management of the product support strategy.
   4. **ILA Team Composition.** An ILA can be performed in one of two ways:
      1. **Independent Organic Validation Team.**  PEOs/Logistics Organizational Senior Functional (OSFs) shall charter Independent Validation Teams (IVT) and the IVT Leader to validate the PO’s Self-Assessment. The team shall be comprised of logistics, program management, and business experts who are independent of the PO. “Independent” means a person who is not active nor has recently been active in the management, design, test, production or product support planning of the program.
         1. Personnel from the PO will complete the Self-Assessment and any additional criteria directed by the PEO/Logistics OSF.
         2. 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. Additionally, resources to staff an IVT (to include the IVT Leader) can be requested by the OSF from the AFLCMC Logistics Directorate. A request for resources (for example IVT Leader, Computer Resources SME, etc.) and the expected start date for the IVT may be sent to AFLCMC/LZS Workflow ([aflcmc.lzs@us.af.mil](mailto:aflcmc.lzs@us.af.mil)); resource(s) will be made available subject to directorate workload constraints. LZS will provide a response within 5 working days.
         3. Assessed PO will submit program documentation and PO completed Self-Assessment to a designated file share location. 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. The IVT will perform validation of the PO completed Self-Assessment.
         5. As appropriate, additional SMEs can be utilized as members of or in support of the IVT (i.e., Air Force Sustainment Center, Using Commands, etc.).
      2. **Contractor Supported Independent Validation Team**. Consists of a Government Team Lead with contracted personnel supporting the ILA as members of the IVT.
         1. Personnel from the PO being assessed will complete the Self-Assessment and any additional criteria directed by the PEO/Logistics OSF.
         2. An IVT organically led with some contracted support will validate the completed Self-Assessment.
         3. Assessed PO will submit program documentation and PO completed Self-Assessment to a designated file share location. 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. Each PEO/Logistics OSF will designate a Government employee as the Independent Validation Team Leader to ensure the “Independent Assessment” requirement. A request to provide an IVT Leader from the AFLCMC Logistics Directorate should be sent to AFLCMC/LZS Workflow ([aflcmc.lzs@us.af.mil](mailto:aflcmc.lzs@us.af.mil)) and include the expected start date for the IVT; a resource will be made available subject to directorate workload constraints. LZS will provide a response within 5 working days.
         5. The Government IVT Leader will oversee the team’s completion of the ILA and will validate the overall assessment.

**Table 1: Independent Validation Team Qualifications**

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| **Qualification** | **Team Leader**  **(Must be a Government Employee)** | **Team Members**  **(May be Government or Contractor personnel)** |
| **Experience** | Participation in at least one ILA as a team member (Recommended) | Must have experience in the functional area being assessed |
| **Education** | Acquisition Professional Development Program (APDP) Level III Life Cycle Logistics (Recommended) | APDP Level II or equivalent certification (Recommended) |

**5. Process Flow for the ILA.**

**Figure 1: AFLCMC ILA Process**

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* 1. **Step 1 – (WBS 1.1 – 1.3) Establish Teams and Conduct Kick-Off Meeting.**
     1. The PO forms a Self-Assessment Team (recommend a core team of 3-5 from the Logistics Career Field and SMEs in Contracting, Finance, Engineering, etc.).
     2. The PEO/Logistics OSF charters the IVT (recommend a core team of 3-5 from the logistics career field and SMEs in contracting, finance, engineering, etc. as needed). The IVT Team Leader is selected and is a Government employee APDP Level III certified (in Life Cycle Logistics). The team members identified to support the IVT Team Leader can be Government Civilians/Military Personnel or Contractors.
     3. AFLCMC/LZS will facilitate an ILA Team Kick-Off Meeting to include both the Self-Assessment Team and the IVT. AFLCMC/LZS will act as an advisor throughout the entire ILA process.
     4. The purpose of the ILA Kick-Off Meeting is to ensure the ILA Team (including the Self-Assessment Team and the IVT) understands the acquisition program being evaluated and to set the battle rhythm and rules of engagement for the ILA. It is recommended that the ILA Team Kick-Off Meeting be held immediatelyprior to Step 3 (Perform Independent Validation Assessment). In addition to the Kick-Off-Meeting, it is advantageous and encouraged to hold “strategy meetings” and training with the Self-Assessment Team and IVT prior to the formal Kick-Off Meeting.
     5. PO PSM, Logistician and/or PM is encouraged to provide the Air Force Logistics Assessment Assessors Course (SYS 279) (reference paragraph 9 for access) prior to conducting the Self-Assessment.
  2. **Step 2 – (WBS 2.0) Conduct PO Self-Assessment.**

MDAPs planning to accomplish an ILA will utilize their approved LHA (to include question responses, comments included, and risks identified) as part of the ILA PO Self-Assessment. Additional supporting documents are required to substantiate the ratings assessment.

* + 1. Note the Phase Applicability Terms included with each question may vary and should be used as a guide and is not a hard requirement. For questions dealing with Documents/Products, terms may include “Initiated”, “In Progress”, “Final”, and “Update”. For questions dealing with a Process, terms may include “Planning”, “Implementing”, “Executing”, and “Monitoring”. The Phase Applicability Definition details are included (as the Tab “Phase Applicability Terms” in the *AFLCMC ILA/LHA Question Set* included at the end of this document*.*
    2. In addition to logisticians, the PO may utilize SMEs in finance, contracts, and engineering to complete the Logistics Assessment questions.
    3. The PO will answer all questions utilizing the *AFLCMC ILA/LHA Question Set*. The possible responses are “Complete”, “Low Risk”, “Medium Risk”, “High Risk”, “Not Started”, or “NA”. A Self-Assessment Team response (comment) is required for each question and must include rationale for the response with reference to a specific document(s) - to include the document name, document date and paragraph number/page number(s) within the document that verifies the PO response to the question.
    4. The completed *AFLCMC ILA/LHA Question Set* containing the Logistics Assessment questions and the completed Self-Assessment responses, comments, and risks identified from the PO will be uploaded to the designated file share location. The Program’s latest approved LHA will be utilized for the Self-Assessment. Any references or missing information not included in the Program’s latest approved LHA will need to be filled in before providing to the IVT. Additionally, all documents that are referenced will be uploaded to the agreed to site being utilized for the Self-Assessment and ILA.
  1. **Step 3 – (WBS 3.1 – 3.2) Perform Independent Validation Assessment.**
     1. The IVT will determine how often to meet (as frequent as daily) as a team to validate the PO Self-Assessment and conduct out-briefs with the PO to ask questions, request discussions with SMEs, obtain clarifications, and request additional information. It is recommended that the IVT work as an integrated team (as opposed to splitting up the assessment areas and working separately) in order to capitalize on the strengths of the team as a whole. The IVT will obtain assistance from SMEs (as deemed necessary) to validate the Self-Assessment responses. It is also recommended that the IVT acquire a dedicated meeting location, to include virtual options, for the duration of the effort. A separate spreadsheet will be utilized to capture all open issues from the *AFLCMC ILA/LHA Question Set* and will be updated with responses from the PO’s Self-Assessment team and the IVT’s conclusion.
     2. An open issue that ultimately cannot be closed will become an ILA finding. The IVT will work together with the PO Self-Assessment Team to validate findings identified and to develop Corrective Action Plans for resolution. All ILA findings require a risk assessment and will be documented in the ILA Final Report. An ILA finding can have Cost, Schedule, and / or Performance implications and should be recorded as such.
  2. **Step 4 – (WBS 4.1 – 4.2) Draft ILA Out-Brief and Final Report**
     1. Completion of the ILA Out-Brief and the ILA Final Report is a combined effort between the PO Self-Assessment Team and the IVT with the IVT taking the lead. A Pre-Brief of the ILA Out-Brief should be given to the PO prior to briefing the PEO/Logistics OSF. The ILA Out-Brief and Final Report will identify a Green / Yellow / Red overall status for each of the fourteen ILA assessment areas broken out by Cost, Schedule, and Performance.
     2. The PO PM, PSM, and the IVT Lead will sign the Final Report.
  3. **Step 5 – (WBS 5.1 – 5.2) Out-Brief to PEO and Obtain Concurrence**
     1. The IVT Lead (with PO PSM / PM, and Independent Validation Team members in attendance) will brief the PEO/Logistics OSF on the results of the ILA. AFLCMC/LG-LZ will coordinate with the ILA Team Lead on the Out-Brief slides and will attend the Out-Brief. The PEO will sign the ILA Final Report, and will recommend follow up actions as required.
  4. **Step 6 – (WBS 6.0) Update LCSP with ILA Final Report; Track and Resolve Deficiencies.**
     1. The PO will update the LCSP to include the ILA Final Report as an Annex. The AF Component Acquisition Executive (CAE) will approve the ILA as part of the LCSP coordination process.
     2. The PO PSM is responsible for tracking and ensuring all findings and PEO directed follow up actions are resolved and closed. All noted findings should be updated in the next iteration of the ILA process.

1. **Work Breakdown Structure (WBS).** The WBS, Table 2, gives detail for process flowchart activities.

**Table 2. Self-Assessment/ILA WBS**

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| **WBS** | **Activity** | **Description** | **Office of Primary Responsibility (OPR)** | **Days** |
| 1.0 | Define Self-Assessment/ILA Requirement | Is a Self-Assessment required for the particular program? | PSM/PM/Logistician |  |
| 1.1 | Initiate Self-Assessment/ILA Process | Analysis of a program’s supportability planning is validated by an independent and impartial team not directly associated with the program being assessed | Owner: PO | Day 1 |
| 1.2 | Form Self-Assessment and Independent Validation Teams | Leadership identifies team members for the Self-Assessment Team and the Independent Validation Team | PM/PSM & PEO /  Logistics OSF |  |
| 1.2.1 | Select PO Participants for Self-Assessment | Select personnel from the PO that will be participating in the completion of the Self-Assessment and ILA for the program | PM/PSM | Day 1 |
| 1.2.2 | PEO/Logistics OSF Charters IVT | The Logistics OSF will select an IVT to perform the Independent Validation of the completed Self-Assessment | PEO/Logistics OSF | Day 2-5 |
| 1.2.2.1 | PEO/Logistics OSF request for IVT resources from AFLCMC/LZS | If requested by the Logistics OSF, AFLCMC/LZS will provide notification of available resources to support IVT | AFLCMC/LZS | Day 2-5 |
| 1.3 | ILA Kick Off Meeting | Hold kick-off meeting to discuss IVT approach and PO present program and logistics introduction briefings (see Attachment 12.1: ILA Kick Off Briefing Template) | PO Self-Assessment Team, PM, IVT, AFLCMC/LZSB | NLT Day 10 |
| 2.0 | Complete Self-Assessment | The ILA PO Self-Assessment shall be utilizing their approved LHA (to include question responses, comments included, and risks identified) as the ILA PO Self-Assessment. All reference material will need to be available to the IVT (LHA Detailed Assessment Rating Report and Windshield Chart augmented with program and contractual documentation references) | PO Logistician, PM, PSM, EN, FM, PK or Contractor | Day 10-55 |
| 3.1 | Perform Independent Validation | The IVT will validate the assessment by comparing responses with program and contractual documentation supplied by the PO. | IVT | Day 56-75 |
| 3.2 | Develop Corrective Action Plan | The PO will work with the IVT to develop corrective action plans for all findings. | PO | Day 56-75 |
| 4.1 | Generate Final Report | The Logistics Assessment final report will be completed as a joint effort between the IVT and the PO. (see Attachment 12.3: ILA Final Report Sample Outline) | IVT Lead is designated as the lead and will work with IVT and PO Self-Assessment Team | Day 76-90 |
| 4.2 | PO Out brief Pre-Brief | Conduct Pre-brief with PM/PSM | IVT Lead | Day 90-95 |
| 5.1 | PEO Out-Brief | Conduct Out-Brief to PEO (see Attachment 12.2: Out-Brief Briefing Template) | IVT Lead and PSM | Day 90-100 |
| 5.2 | PEO Concurrence on Final Report | The IVT Lead will provide the PEO for the program being assessed a recommendation for the Program Supportability and the Final Report for review / signature. | IVT Lead | Day 100 |
| 6.0 | Update LCSP with ILA Final Report; Track and Resolve Deficiencies. | Attach ILA Final Report to LCSP as an annex; AF CAE will approve LCSP during LCSP coordination; track and ensure discrepancies and PEO directed follow up actions are resolved and closed. | PO | Day 100-105 |
|  |  | Total Days |  | 1. **days** |

* 1. **ILA Metrics**
     1. Measure time in days for a completed ILA to include Self-Assessment and Independent Validation.
     2. Current goal is 105 days to complete ILA process; however, the ILA may be completed sooner if appropriate resources are applied.

1. **Roles and Responsibilities**
   1. **AFLCMC/LZS**
      1. Process Owner - maintain and coordinate any changes to this process, “AFLCMC Self-Assessment/ILA Process”.
      2. Provide and/or coordinate training for AFLCMC workforce on how to conduct and complete the Self-Assessment/ILA process. Training may include how to add/use IVT tracking columns (IVT Verification Status, IVT Status Description, Self-Assessment Team Follow On Response, Discussion Status (Open, Closed), and Date Closed) to the *AFLCMC ILA / LHA Consolidated Question Set*.
      3. Supports POs, IVT, and PEOs/Logistics OSFs with any ILA issues.
   2. **Program Logistician**
      1. Provide input into the LHA / PO Self-Assessment checklist and ILA process.
      2. Resolve/address issues/concerns from IVT.
   3. **Product Support Manager (PSM)**
      1. Provide input into the LHA / PO Self-Assessment checklist and ILA process.
      2. Resolve/address issues/concerns from IVT.
      3. Coordinate with the IVT on ILA findings, risk assessments, the ILA Final Report, and the ILA Out-Brief.
      4. Ensure that the signed ILA Final Report is included in the LCSP as an Annex.
   4. **Program Manager (PM)**
      1. Provide input into the LHA / PO Self-Assessment checklist and ILA process.
      2. Approve release of Self-Assessment results to the IVT.
      3. Resolve/address issues/concerns from IVT.
      4. Coordinate with the PSM with respect to all aspects of the ILA.
   5. **Program Engineer**
      1. Provide input into the LHA / PO Self-Assessment checklist and ILA process.
      2. Resolve/address issues/concerns from IVT.
   6. **Program Financial Manager**
      1. Provide input into the LHA / PO Self-Assessment checklist and ILA process.
      2. Resolve/address issues/concerns from IVT.
   7. **Contracting Officer**
      1. Provide input into the LHA / PO Self-Assessment checklist and ILA process.
      2. Resolve/address issues/concerns from IVT.
   8. **Logistics OSF**
      1. Working with the PEO, coordinate and assign IVT personnel to perform ILA
      2. Support PO, IVT, and the PEO with any ILA issues.
   9. **Program Executive Officer (PEO)**
      1. Review and sign final ILA Report
2. **Tools.** The ILA PO Self-Assessment shall be accomplished by completing the annual LHA, which is incorporated in the LHA Application contained within the Project Management Resource Tools (PMRT) and resident in the Cloud 1 environment.
3. **Training.** Air Force Logistics Assessment Assessors Course (SYS 279): Course is taught by the Air Force Institute of Technology AFIT. SYS 279 reviews the latest DoD structure for conducting Logistic Assessments to ensure proper supportability is present throughout the weapon system lifecycle. Logistic Assessments analyze sustainment planning, management, resource identification, and risk mitigation for each phase of the weapon system lifecycle.
   1. Also refer to AFLCMC Focus Weeks for available/applicable training.
   2. AFLCMC Logistics Community SharePoint site has training slides available, as well as other ILA resources. Link: <https://usaf.dps.mil/sites/41289/Pages/SitePages/Independent-Logistics-Assessment-(ILA).aspx>
4. **Definitions, Guiding Principles or Ground Rules & Assumptions**. The DoD Logistics Assessment Guidebook, July 2011, will be adhered to throughout this AFLCMC Process Guide. Note: It is highly recommended that the *AFLCMC ILA/LHA Question Set* be utilized instead of the Integrated Product Support Element Assessment Criteria (Appendix A) included in the DoD Logistics Assessment Guidebook.
5. **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:
   1. 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>
   2. Air Force Life Cycle Management Center (AFLCMC) Standard Process for LHA, Version 1.12, February 2021. Link: <https://usaf.dps.mil/teams/21710/gov/APDSP/Logistics%20Health%20Assessment%20(LHA).docx>
   3. AFPAM 63-128, *Integrated Life Cycle Management*, 3 February 2021. Link: <https://static.e-publishing.af.mil/production/1/saf_aq/publication/dafpam63-128/dafpam63-128.pdf>
   4. *DoD Logistics Assessment Guidebook*, July 2011. Link (requires DAU to approve access): <https://www.dau.edu/guidebooks/Shared%20Documents%20HTML/LA_Guidebook.aspx>
   5. Air Force Logistics Assessment Assessors Course (SYS 279). Link: <https://www.afit.edu/ls/course.cfm?c=165>
   6. *DoD Product Support Mangers (PSM) Guidebook*, December 2019. Link: <https://www.dau.edu/guidebooks/_layouts/15/WopiFrame.aspx?sourcedoc=/guidebooks/Shared%20Documents/PSM%20Guidebook.pdf&action=default>
   7. DAU Integrated Product Support Element Guidebook, July 2019. Link: <https://www.dau.edu/tools/Lists/DAUTools/Attachments/282/IPS_Element_Guidebook.pdf>
   8. DoDI 5000.85, *Major Capability Acquisition*, 6 August 2020. Link: <https://acqnotes.com/wp-content/uploads/2020/08/DoD-Instruction-5000.85-Major-Capability-Acquisition-6-Aug-2020.pdf>
6. **List of Attachments** 
   1. ILA Kick-Off Briefing Template (Tailorable)



* 1. ILA Out-Brief Briefing Template (Tailorable)



* 1. ILA Final Report Sample Outline (Tailorable)



* 1. AFLCMC ILA / LHA Question Set

