

Air Force Life Cycle Management Center (AFLCMC)

Standard Process

For

*Requirements Review and Depot Determination (R2D2)*

Process Owner: AFLCMC/LG-LZ

Date: 16 July 2020

Version: 3.0

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| **Record of Changes** |
| Version | Effective Date | Summary |
| 1.0 | 17 May 2017 | Basic document- Approved 18 May 2017 S&P Board |
| 1.5 | 17 May 2018 | Update Hyperlinks in document and AFMC Charts |
| 2.0 | 19 Sept 2019 | Update Hyperlinks and charts to reflect new OFCO governance |
| 3.0 | 16 July 2020 | Updated hyperlinks, references, process/flow charts, and CAFDEX references. Approved by S&P  Board on 16 Jul 2020.  |

***Requirements Review and Depot Determination (R2D2)***

1. **Description**.
	1. The R2D2 process is directed by the AFMCI 21-100, para 3.7, *Depot Maintenance Management*. R2D2 is the annual process to review the organic depot level resources necessary to support the projected funded customer orders for the next two fiscal years, and is executed as a two phase process. This AFLCMC Standard Process will provide an overview of the entire Air Force Materiel Command (AFMC) R2D2 process (i.e., two-phase process), **Figure 1**, and identify roles/responsibilities within AFLCMC specific to R2 that lead to the R2 brief to the Product Support Steering Board (PSSB).

**Figure 1: AFMC’s Requirements Review and Depot Determination (R2D2) Process**

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**Acronyms included in Section 9**

1. **Purpose.** To standardize the AFLCMC approach in executing responsibilities specific to the AFMC annual R2 process to review the projected funded customer orders for AF organic depot maintenance as directed in the AFMC Annual Guidance. This standardized approach will ensure a rigorous validation of funded customer orders that will be presented to the PSSB and ultimately AFMC/CC. Overall, R2D2 is executed as a two phase process:
	1. Phase I (R2): The requirements community consolidates the funded customer orders (e.g., Depot Purchased Equipment Maintenance/Weapon System Sustainment (DPEM/WSS), Exchangeables, Other Funded Customer Orders (OFCO), and collaborates with all the related stakeholders, including the Air Logistics Complex (ALC). AFLCMC, Air Force Nuclear Weapons Cener (AFNWC), and AFSC provide the funded customer orders for AF organic depot maintenance, approved during the R2 PSSB, to AFMC/A4F to be released to AFSC/LG to begin the D2 phase.

2.2 Phase II (D2): AFSC/LG receives the approved Requirements Review (R2) funded

customer orders from AFMC/A4F, and passes them to the respective ALC. The ALCs then develop their D2 Workload and depot capability builds in accordance with the annual guidance issued by HQ AFMC/A4 and supplemented by AFSC. AFSC is required to provide HQ AFMC/A4F their rolled-up capability build and present it during the D2 PSSB.

 2.3 This process guide only applies to AFLCMC and does not replace or supersede any

 existing laws, regulations, directives, policies, or instructions. This process is limited

 in scope to AFLCMC primary activities in the R2 phase.

1. **Entry/Exit Criteria and Inputs/Outputs.**
	1. Entry Criteria. AFMC/A4 issues a data call (SOCCER), which is supplemented and released by AFLCMC/LG-LZ to the program offices directing compliance of all R2D2 guidance.
	2. Exit Criteria: AFMC R2 approval during the R2 PSSB.
2. **Process Workflow and Activities.**
	1. Supplier, Input, Process, Output, Customer (SIPOC). See **Table 1**.

**Table 1. SIPOC**

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| --- | --- | --- | --- | --- |
| **Suppliers** | **Inputs** | **Process** | **Outputs** | **Customers** |
| CAM Office, (AFMC/A4FE/R,AFMC/FMM) | Annual guidance and initial CAM/WSS File\* (CAM Governance Process) | AFMAN 63-143- POM Processes & Centralized Access For Data Exchange (CAM Requirments IT System)Annual guidance | Validated, approved CAM/WSS funded requirementsMemorandum\* | AFMC/A4, AFMC/FM, AFSC, program offices, depot planners, and MAJCOMs |
| AFMC/A4FD | OFCO Annual guidance  | AFMCI 21-100, R2D2 Process Annual guidance | Consolidated Funded Customer Orders Forecast and Input Schedule approved through the Functional Working Group (FWG), Functional Review Group (FRG) and Product Support Integration Council (PSIC), then Product Support Steering Board PSSB | AFMC/A4, AFSC, AFMC/FM , program offices, depot planners, partner nations, and MAJCOMs |

**\*Definitions/acronyms included in Section 9**

4.2 Process Flowchart. R2 process flowchart, **Figure 2**, represents the OFCO process to validate funded requirements for PSSB approval (CAM/WSS file is validated through the CAM governance process).

4.3 Work Breakdown Structure (WBS). The WBS, **Table 2**, provides additional detail for the flowchart activity boxes. The MS Excel version of the WBS is at Attachment 1.

**Figure 2: R2 process flowchart (OFCO process)**



**Table 2. WBS – R2D2**

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| **Lvl** | **WBS** | **Activity** | **Description** | **OPR** |
| 1 | 1.0 | R2D2 | R2D2 is the annual process to review the AF organic depot resources necessary to support the projected funded customer orders. R2D2 is executed in a two Phase process- 1) Requirements Review (R2) and 2) Depot Determination (D2). This process is limited in scope to AFLCMC primary activities in the R2 phase. | AFMC/A4F |
| 2 | 1.1 | Issues OFCO Guidance and Annual guidance Via SOCCER to Centers | SOCCER includes Annual Guidance and schedules necessary to execute the R2D2 annual process. | AFMC/A4F |
| 2 | 1.2 | Forward SOCCER to Directorates with additional guidance | Adds AFLCMC Directorates to the SOCCER and courtesy copies WSS/OFCO points of contact. Includes AFMC Annual Guidance, schedules, and additional guidance to ensure tasking is understood and timelines are met. | AFLCMC/LG-LZ |
| 2 | 1.3 | Directorates forward SOCCER to Program Offices | AFLCMC Directorates forward SOCCER task to their respective Program Offices. Task will Include AFMC Annual Guidance, schedules, and additional guidance to ensure tasking is understood and timelines are met. | Directorate |
| 2 | 1.4 | File Maintain PCN in MP&E, update narrative block "File Maintenance Complete" | Program Offices perform file maintenance in MP&E for OFCO based on funded requirements, workload feasibility and guidance provided. As required, update the Maintenance Planning & Execution (MP&E) system with funded requirements (e.g., mods, Foreign Military Sales (FMS), Inter-service, etc.). For PCNs over $1M provide validation documentation | Program Offices |
| 2 | 1.5 | Post updates on progress of OFCO file Maintenance | AFMC/A4FD posts preliminary reports as needed for use to determine status of file maintenance | AFMC/A4F |
| 2 | 1.6 | Program Offices need provide funding documentation and an OFCO letter of justification which validates both funding and supportablility of the requirement to AFLCMC/LG-LZ | To add validity to OFCO funding file, funding documentation, and/or an OFCO Letter of Validation needs to be completed to validate requirements for funding and supportability. | Program Offices |
| 2 | 1.7 | Facilitates Collaboration with AFSC Complex organizations, and Program Office via a Functional Working Group (FWG) | AFLCMC/LG-LZ will participate in a Collaboration event which includes participation,AFMC/A4F AFSC/LGP, AFLCMC/LZI, AFSC Complex Business Offices (OB), and Program Offices to validate PCNs over $1M. Both funding and supportability issues are discussed. | AFMC/A4F |
| 2 | 1.8 | Facilitates Collaboration with AFSC Complex organizations, and Program Office via a Functional Review Group (FRG) | AFLCMC/LG-LZ will participate in a Collaboration event which includes participation,AFMC/A4F AFSC/LGP, AFLCMC/LZI, AFSC Complex Business Offices (OB), and Program Offices to validate PCNs over $1M, than have not been validated or have historically under/over executed. Group votes to validate or adjust the requirement | AFMC/A4F |
| 2 | 1.9 | Facilitates Collaboration with AFSC Complex organizations, and Program Office via the Product Support Integration Council (PSIC) | AFLCMC/LG-LZ will participate in a Collaboration event which includes participation,AFMC/A4F AFSC/LGP, AFLCMC/LZI, AFSC Complex Business Offices (OB), and Program Offices to validate PCNs over $1M, than have not been validated or have historically under/over executed. PSIC members vote to validate or adjust the requirements that came forward from the FRG and make adjustments that finalize the OFCO file. PSIC votes on recommended adjustments to OFCO File | AFMC/A4F |
| 2 | 1.10 | Final OFCO File and Final CAM/WSS File are published | AFMC/A4F provides the final OFCO File based upon PSIC results and final CAM/WSS File (CAM Governance Process) to be utilized to build the R2 PSSB Brief | AFMC/A4F |
| 2 | 1.11 | Build R2 brief | AFLCMC/LZI will utilize PSIC approved OFCO File, final CAM/WSS File, to build AFLCMC R2 brief to be presented during the R2 PSSB. The data within the brief will be collaborated with Logistics OSFs and approved by AFLCMC/LG-LZ prior to release to AFMC/A4F. | AFLCMC/LG-LZ |
| 2 | 1.12 | As required, collaborate with Directorates on final funded requirements /top drivers | AFLCMC/LZI will collaborate with the Logistics OSFs, as required, on any potential issues with the final funded requirements and to ensure Directorate-level awareness to any top drivers for their Directorate. | AFLCMC/LG-LZ |
| 2 | 1.13 | Review final funded requirements and top drivers, as required | Logistics OSFs will collaborate on potential issues (e.g., confidence, risk, supportability) with the final funded requirements and any identified top drivers to ensure Directorate-level awareness. | Directorate |
| 2 | 1.14 | Provide approved AFLCMC R2 brief to AFMC/A4 | AFLCMC/LZI will mature the AFLCMC R2 brief based on inputs and collaboration with Directorates. AFLCMC R2 brief will be approved by AFLCMC/LG-LZ prior to release to AFMC/A4. | AFLCMC/LG-LZ |
| 2 | 1.15 | Compile and provide R2 brief to PSSB | AFMC/A4F compiles R2 inputs from all Centers and prepares the combined R2 brief to be presented during the R2 PSSB. | AFMC/A4F |

1. **Measurement.**
	1. AFLCMC/LG-LZ collects R2D2 process metrics via the annual R2 process. R2D2 process metrics will aid in the maturation of the standard process and monitor center-level compliance with R2D2 guidance.

**Table 3. Requirements Review Compliance (SMART Metric)**

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| **Metric Characteristic** | **Metric Information** | **AFLCMC Standard Process** |
| **Specific** | **Process Owner** | AFLCMC/LG-LZ |
| **Metric Name** | Requirements Review Compliance |
| **Metric Description** | Assess the compliance with annual Requirements Review guidance specific to OFCO Files |
| **Calculation** | Number of OFCO File PCNs reviewed divided by the total number of OFCO File PCNs |
| **Business Rules** | None |
| **Measurable** | **Data Source** | OFCO File (provided during annual R2 process) |
| **Actionable** | **Decision Maker** | AFLCMC/LG-LZ |
| **Review Forum / Governance Body** | Product Support Steering Board (PSSB) |
| **Target** | 90% |
| **Thresholds** | <90% PCNs File Maintained<80% PCNs File Maintained Below 70% PCNs File Maintained |
| **Baseline Performance** | Mar-18 |
| **Relevance** | **APD Ref No** | N/A |
| **Process Name** | Requirements Review and Depot Determination (R2D2) |
| **Date Completed** | May-17 |
| **Enterprise Impact / Process Purpose** | R2 is the annual process to review the projected funded customer orders as directed in the AFMC annual guidance. |
| **AFLCMC Objective** | * AFLCMC Objective 1.1, Deliver and Support quality products / services by meeting agreed upon commitments 95% of the time
* AFLCMC Objective 1.3, Generate cost savings / avoidance by over $2B per year through end of FY18
* AFLCMC Objective 2.1, Assess all, complete remaining, and improve standard processes
 |
| **Time Based** | **Update Frequency** | Annually |
| **Review Frequency** | Annually |
| **Baseline Date** | Mar-18 |

1. **Roles and Responsibilities.**
	1. AFMC/A4F
		1. Provides policy, guidance and schedules necessary to execute the annual R2D2 process.
		2. Provides R2 Annual Guidance, schedule, and OFCO instructions via SOCCER tasking to AFLCMC/LG-LZ.
		3. Provides Excel spreadsheets, exported CAM Requirments IT System and Maintenance Planning and Execution (MP&E), on the AFMC/A4FD Depot Maintenance Workload and Capability Management SharePoint site.
2. CAM Requirments IT System data is exported and made available in the CAM/WSS File spreadsheet (i.e., Excel).
3. MP&E data is exported and made available in the OFCO File spreadsheet (i.e., Excel).
	* 1. Schedules, compiles input from the Centers, and coordinates approval briefs to the PSSB with the PSSB Secretariat (AFLCMC/LG).
	1. AFLCMC/LG-LZ (Process Owner)
		1. Identified by AFMC/A4F as the single point of contact for AFLCMC to communicate R2D2 guidance/procedural information to program offices and leadership.
		2. Collaborates with AFMC/A4F, AFSC/LG and program offices throughout the annual cycle to monitor progress, mitigate issues, and to improve the R2D2 process (i.e., capture lessons learned, conduct hot washes, and participate in Rapid Improvement Events).
		3. Responsible for notifying all Directorates & program office points of contact, via the annual R2D2 SOCCER, to validate OFCO File. Provides additional guidance/clarification, as required.
			1. Compiles noted changes for the OFCO File received from program offices. Monitors compliance to ensure all Program Control Numbers are validated or changes captured.
			2. Collaborates with program offices to solicit additional information to support R2 process (e.g., funded requirements high driver justification, supportability high risk, etc.).
			3. Collaborates with Logistics Organizational Senior Functionals throughout the R2 process to ensure Directorate-level awareness into potential issues or top drivers.
			4. Provides AFLCMC R2 input to AFMC/A4, per Annual Guidance, to meet the R2 PSSB.
		4. Obtains AFLCMC Standards & Processes Board approval for any changes to this process.
		5. Provides R2D2 training courses and materials to the AFLCMC workforce.
	2. Directorates (e.g., PEO Directorates)
		1. Ensure timely tasking of annual SOCCER to program offices with tasking documentation.
		2. Collaborate with AFLCMC/LG-LZ on final funded requirements and top drivers for R2 brief.

* 1. AFLCMC Program Offices
		1. Ensure funded organic requirements are documented in the appropriate System of Record (i.e., CAM Requirments IT System and MP&E) and collaborated with the responsible AFSC Complex Business Office.
		2. Per annual SOCCER task, reviews CAM/WSS File and OFCO File for funded requirements that will be included in the R2 PSSB brief.
			1. File maintain PCNs in MP&E, and update MP&E with OFCO funded requirements (e.g., Mods, FMS, and Inter-Service).
			2. If required, provide memorandum to document anticipated changes (i.e., quantities, hours, and dollars) to CAM/WSS File funded requirements.

6.4.2.3 Provide supporting documentation to validate funding and workload supportability to AFLCMC/LG-LZ for OFCO requirements.

* + 1. Coordinate with AFLCMC/LG-LZ to identify high risk and supportability concerns.

* + 1. Support R2 PSSB brief.
1. **Tools**
	1. Depot Maintenance Workload and Capability Management (AFMC) <https://cs2.eis.af.mil/sites/22072/default.aspx>
		1. Location for CAM/WSS File and OFCO File (i.e., Excel spreadsheets) containing data exported from CAM Requirments IT System and MP&E.
	2. Centralized Access for Data Exchange (CAM Requirments IT System) [https://CAM Requirments IT System.us.af.mil/WSS/CAM Requirments IT System/](https://cafdex.us.af.mil/WSS/CAFDEx/)
		1. CAM Requirments IT System is the AF standard data base tool for program offices to document requirements that include force structure changes, operational tempo, historical trends, programmed depot maintenance schedules, engine overhaul projections, and other major programmatic changes.
		2. Request Access through AF Portal.
	3. Maintenance Planning and Execution (MP&E) (JAVA needs to be downloaded on your computer) <https://mpeprod.csd.disa.mil/>
		1. MP&E is used to document funded depot requirements from Foreign Military Sales, interservice, partnerships and modifications.
		2. Request access via disa.tinker.esd.mbx.okc-service-desk@mail.mil
2. **Delivery Approach**

8.1 Training: AFLCMC/LG-LZ will provide training during, AFLCMC LG Focus Week, Logistics Journeymen classes, and as requested.

1. **Definitions, Ground Rules & Acronyms**.
	1. Definitions:
		1. Air Force Organic Depot – Depot maintenance organizations at Hill (OO-ALC), Robins (WR-ALC), Tinker (OC-ALC), and Aerospace Maintenance and Regeneration Group (AMARG)\*.

\*Note: Depot maintenance work performed at AMARG is accounted for as work performed at Ogden ALC.

* + 1. CAM/WSS File – A spreadsheet with data exported from the CAM Requirments IT System Funded Requirements Management (FRM) module that depicts requirements (i.e., quantities, hours, and dollars) based on **total force (AF) funded customer orders** specific to **AF organic depot** organizations. Data is exported into the spreadsheet format after all WSS requirements/funding have been vetted via the CAM POM process, which includes approval through the CAM Governance Structure.
		2. Memorandum – An official document (previously identified as “Letter of Intent” or “Letter of Unfunded Requirements”) to identify potential changes to funded customer orders (in quantities, hours, and dollars) different than the current funded level noted in the initial CAM/WSS File. Template will be made available and noted in the AFMC R2 Annual Guidance.
		3. OFCO File – A spreadsheet with data exported from MP&E that depicts funded requirements (i.e., quantities, hours, and dollars) based on **funded orders** generated by customers whose workload is going to an **AF organic depot** and is not captured in the CAM Requirments IT System/FRM (CAM/WSS File). The OFCO orders include, but are not necessarily limited to, FMS, modifications, partnerships, other service/agency, research & development support, and possibly other small non-traditional customers.
	1. Ground Rules:
		1. Funded customer orders in the CAM/WSS File are represented in columns that include “Current Funded”. These funded requirements (i.e., quantities, hours, and dollars) will be utilized to build the overall AFLCMC R2 brief.
		2. Funded customer orders (i.e., “Current Funded” columns) in the CAM/WSS File do not represent the program’s overall requirement, which is depicted in the “Current Required” columns.
	2. Acronyms:
		1. AFLCMC-Air Force Lifecycle Management Center
		2. AFNWC- Air Corce Nuclear Weapons Center
		3. ALC- Air Logistics Complex
		4. AFMC-Air Force Materiel Command
		5. AFSC-Air Force Sustainment Center
		6. CAM Requirments IT System- Centralized Access for Data Exchange
		7. CAM- Centralized Asset Management
		8. CSAG-SD- Consolidated Sustainment Activity Group-Supply Division
		9. DMISA- Depot Maintenance Interservice Support Agreement
		10. DPEM- Depot Purchased Equipment Maintenance
		11. FMS- Foreign Military Sales
		12. FRG- Functional Review Group
		13. FWG- Functional Working Group
		14. LRDP- Logistics Requirements Determination Process
		15. MP&E- Maintenance Planning and Execution System
		16. OB- Business Office
		17. OFCO- Other Funded Customer Orders
		18. PCN- Program Control Numbers
		19. PSIC- Product Support Integration Council`
		20. PSSB- Product Support Steering Board
		21. RDT&E- Research, Development, Test, and Evaluation
		22. SRRB- Spares Requirements Review Board
		23. WSS- Weapon System Sustainment
1. **References to Law, Policy, Instructions, or Guidance**.
	1. AFMC Supplement to AFI 21-102, AFMCI 21-100 Depot Maintenance Management.
	2. AFMAN 63-143, Centralized Asset Management (CAM) Procedures
	3. AFMCMAN 20-102, Maintenance Planning and Execution System (MP&E)
	4. AFMC R2 Annual Guidance

**List of Attachments**

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| **Attachment 1:** MS Excel versionR2D2 WBS |  |
| **Attachment 2:** R2D2 Change Management Plan |  |