AIR FORCE LIFE CYCLE LOGISTICS (LCL) WORKFORCE GUIDEBOOK

23 OCTOBER 2013

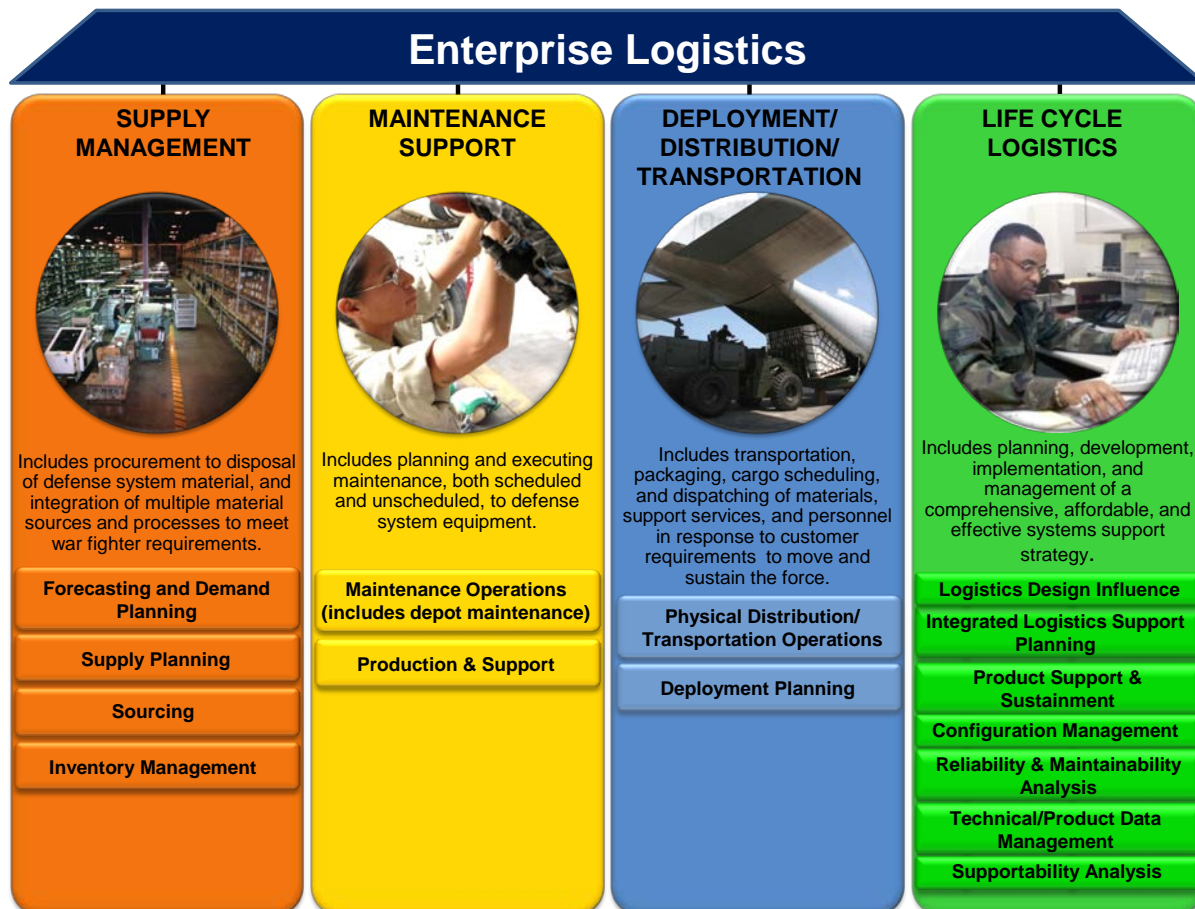## Table of Contents

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1.0. Introduction.

This Guidebook is designed as a resource for both civilian and military members of the life cycle logistics (LCL) workforce, individuals who are interested in LCL positions and senior logisticians across the AF. It includes a variety of items of interest including a career roadmap, suggested LCL broadening and training activities, and a discussion of the Product Support Manager (PSM) position, its responsibilities, and its implementation within the Air Force. It provides information on how Life Cycle Logisticians (LCLs) can best develop themselves professionally, how they can become PSMs, and options for attaining leadership positions. This Guidebook places emphasis on the PSM position because AF leadership considers it an important aspect of the logistics workforce due to its critical integration components and leadership responsibilities.
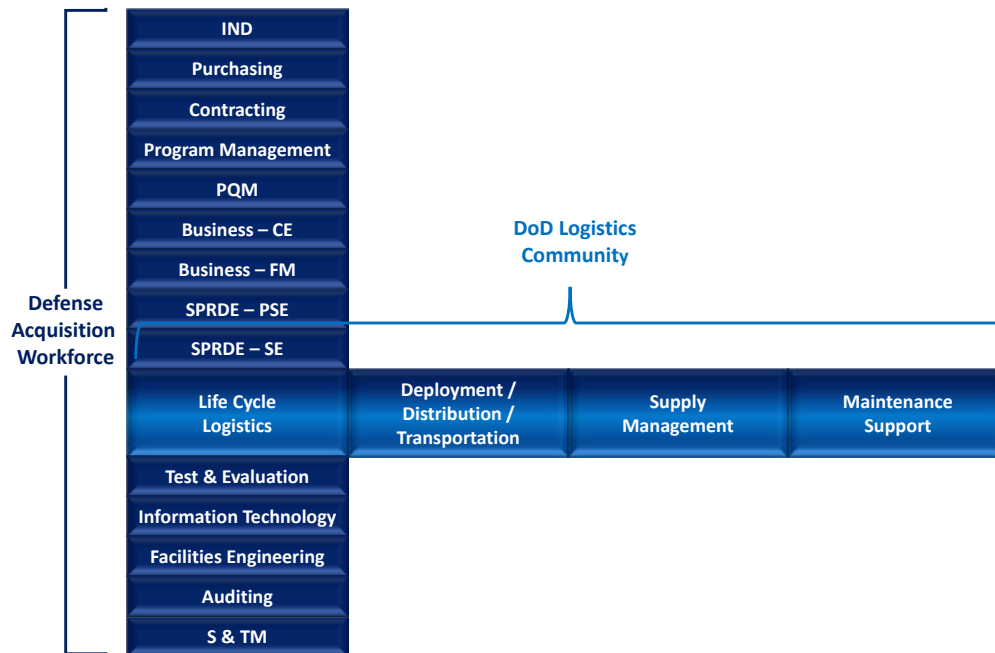
2.0. What is a Life Cycle Logistician?

The 2008 DoD Logistics Human Capital Strategy divides the logistics workforce into four categories: Supply Management, Maintenance Support, Deployment/Distribution/Transportation, and Life Cycle Logistics. Figure 1 outlines the four logistics workforce categories and their respective technical competencies.

Figure 1: Logistics Workforce Categories

Enterprise Logistics

SUPPLY MANAGEMENT	MAINTENANCE SUPPORT	DEPLOYMENT/ DISTRIBUTION/ TRANSPORTATION	LIFE CYCLE LOGISTICS
Includes procurement to disposal of defense system material, and integration of multiple material sources and processes to meet war fighter requirements.	Includes planning and executing maintenance, both scheduled and unscheduled, to defense system equipment.	Includes transportation, packaging, cargo scheduling, and dispatching of materials, support services, and personnel in response to customer requirements to move and sustain the force.	Includes planning, development, implementation, and management of a comprehensive, affordable, and effective systems support strategy.
Forecasting and Demand Planning	Maintenance Operations (includes depot maintenance)	Physical Distribution/ Transportation Operations	Logistics Design Influence
Supply Planning	Production & Support	Deployment Planning	Integrated Logistics Support Planning
Sourcing			Product Support & Sustainment
Inventory Management			Configuration Management
			Reliability & Maintainability Analysis
			Technical/Product Data Management
			Supportability Analysis

Of the four logistics workforce categories, the LCL workforce stands at the nexus of the defense logistics community and the defense acquisition workforce as illustrated in Figure 2.

Figure 2: Defense Acquisition Workforce and Logistics Workforce Intersection

Terminology is important when it comes to discussing the LCL workforce. As stated earlier, LCL is one of four workforce categories in the Logistics career field. Life Cycle Logisticians require Acquisition Professional Development Program (APDP) certification, derived from the 1990 Defense Acquisition Workforce Improvement Act (DAWIA) that is associated with LCL coded positions. As a point of clarity, people are certified and positions are coded. For purposes of this Workforce Guidebook, personnel serving in LCL coded positions are part of the LCL workforce and will be referred to as Life Cycle Logisticians (LCLs).

Life Cycle Logistics spans the entire system life cycle, encompassing both acquisition and sustainment activities, and includes professionals responsible for planning, development, implementation, and management of effective and affordable weapons, materiel, or information systems product support strategies.

Life Cycle Logisticians perform a critical role during both the acquisition and operational phases of a system's life cycle to: ensure product support strategies meet program goals for operational effectiveness and readiness, ensure supportability requirements are addressed consistently with cost, schedule, and performance, ensure supportability considerations are implemented during systems design, meet system materiel availability, materiel reliability, operations and support cost, and mean down time objectives, and deliver optimal life cycle product support. To be successful, they must therefore be proficient in the following seven competency areas:

- Logistics Design Influence
- Integrated Product Support (IPS) Planning
- Product Support and Sustainment

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- Configuration Management
- Reliability and Maintainability Analysis
- Technical/Product Data Management
- Supportability Analysis

Life Cycle Logisticians pursue two primary objectives, namely to ensure that weapons systems are designed, maintained, and modified to continuously reduce the demand for logistics; and to ensure effective and efficient logistics support. The resources required to provide product support must be minimized while meeting warfighter needs and ensuring long-term affordable materiel readiness.

Life Cycle Logisticians achieve these objectives by ensuring the integration of the Integrated Product Support (IPS) elements to maximize supportability, reliability, availability, maintainability, mission effectiveness, and affordability of the system throughout its life cycle. They influence system design and provide effective, timely product support capabilities that drive effective, best value product support planning and execution. Emphasis is placed on ensuring materiel readiness at optimal life cycle costs and integrating life cycle management principles by designing and implementing performance-based life cycle product support strategies to provide effective system support. Additional information on the LCL workforce and relevant resources can be found on the LCL Community of Practice (LOG CoP) site.
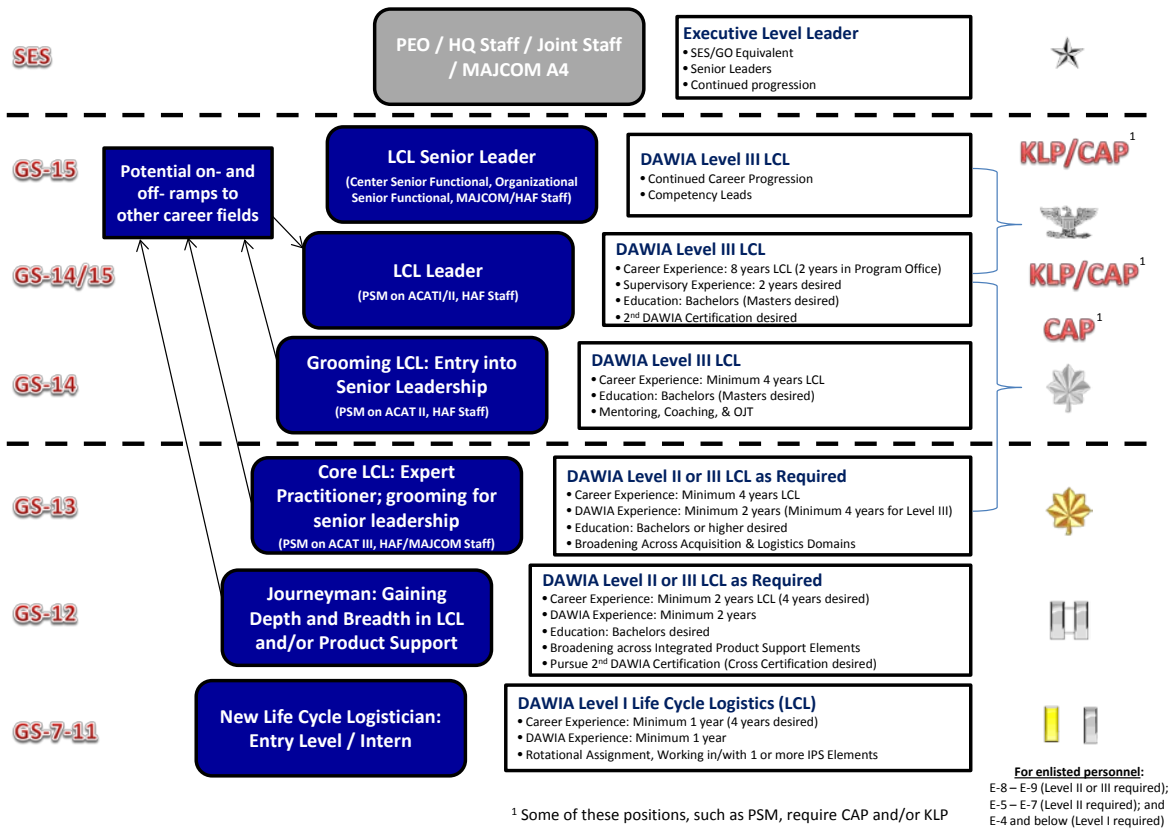
2.1.   Evolution of the Life Cycle Logistics (LCL) Workforce.
The LCL workforce was formally recognized in April, 2004. Previously, it was known as the "Acquisition Logistics" workforce. The LCL workforce was formed to more aptly identify the two career paths of acquisition logistics and systems sustainment management. The majority of the LCL workforce is comprised of civilians in the 0346 Logistics Management Specialist occupational series, military officers in the 21XX Air Force Specialty Codes (AFSCs), and enlisted members in the 2XXXX AFSCs. Other civilian occupational series and military AFSCs positions may be coded by exception. More detail on position coding can be found in Section 2.7 (LCL Position Coding).

2.2.   Career Progression for LCLs.
Figure 3 below depicts the notional career roadmap for LCLs. The lower portion of the progression highlights the importance of broadening individuals in multiple functional specialties. The middle of the progression highlights the importance of attaining a PSM position to overall career progression. While performance in the PSM role is not the zenith of a Life Cycle Logistician's career, it is crucial to overall development that rising LCLs serve in this important role. Finally, the top of the progression identifies some of the senior leadership opportunities available to LCLs.

Figure 3: Life Cycle Logistician Career Development Roadmap

SES	**PEO / HQ Staff / Joint Staff / MAJCOM A4**	**Executive Level Leader** • SES/GO Equivalent • Senior Leaders • Continued progression	★

GS-15 — **LCL Senior Leader** (Center Senior Functional, Organizational Senior Functional, MAJCOM/HAF Staff) — **DAWIA Level III LCL** • Continued Career Progression • Competency Leads — **KLP/CAP**[1]

Potential on- and off- ramps to other career fields

GS-14/15 — **LCL Leader** (PSM on ACATI/II, HAF Staff) — **DAWIA Level III LCL** • Career Experience: 8 years LCL (2 years in Program Office) • Supervisory Experience: 2 years desired • Education: Bachelors (Masters desired) • 2nd DAWIA Certification desired — **KLP/CAP**[1] **CAP**[1]

GS-14 — **Grooming LCL: Entry into Senior Leadership** (PSM on ACAT II, HAF Staff) — **DAWIA Level III LCL** • Career Experience: Minimum 4 years LCL • Education: Bachelors (Masters desired) • Mentoring, Coaching, & OJT

GS-13 — **Core LCL: Expert Practitioner; grooming for senior leadership** (PSM on ACAT III, HAF/MAJCOM Staff) — **DAWIA Level II or III LCL as Required** • Career Experience: Minimum 4 years LCL • DAWIA Experience: Minimum 2 years (Minimum 4 years for Level III) • Education: Bachelors or higher desired • Broadening Across Acquisition & Logistics Domains

GS-12 — **Journeyman: Gaining Depth and Breadth in LCL and/or Product Support** — **DAWIA Level II or III LCL as Required** • Career Experience: Minimum 2 years LCL (4 years desired) • DAWIA Experience: Minimum 2 years • Education: Bachelors desired • Broadening across Integrated Product Support Elements • Pursue 2nd DAWIA Certification (Cross Certification desired)

GS-7-11 — **New Life Cycle Logistician: Entry Level / Intern** — **DAWIA Level I Life Cycle Logistics (LCL)** • Career Experience: Minimum 1 year (4 years desired) • DAWIA Experience: Minimum 1 year • Rotational Assignment, Working in/with 1 or more IPS Elements

For enlisted personnel:
E-8 – E-9 (Level II or III required);
E-5 – E-7 (Level II required); and
E-4 and below (Level I required)

[1] Some of these positions, such as PSM, require CAP and/or KLP

2.3.   Entering the Life Cycle Logistics (LCL) Workforce.

Entrance to the LCL workforce generates from several avenues for civilians, veterans, and military personnel. Civilians and veterans have application options using USAJOBS.gov, the official jobsite for the Federal Government. Within USAJOBS, applicants are distinguished as external and internal hires.

Internal applicants can cross train by applying for a LCL position from other logistics occupational series such as 0343 Management and Program Analysis, 1670 Equipment Specialist, 2010 Inventory Management Specialist, and others. Internal applicants also have various career programs that provide opportunities to enter the LCL workforce. The AF Logistics Advisory Council (LAC), which consists of senior leaders from the HAF and MAJCOMs, has strategically grown the percentage of LCL coded positions that fall under the Pathways Program for recent college graduates, interns, and veterans. Additionally, the LAC drove a significant increase in the number of Career Broadening Positions that are coded LCL Level II (Developmental), which allowed experiential assignments for career logisticians with no prior LCL experience. These initiatives were specifically put in place to supplement existing opportunities for logisticians to enter the LCL workforce on Level I or II positions that would not require a waiver since all certification requirements could be obtained within two years.

The AF develops Logistics Officers with LCL capabilities using the Logistics Development Team (DT) process. There are several ways that the DT will vector officers into LCL positions.

Most Logistics officers start their careers in field units for their first four years. After those first four years, a multitude of opportunities are available to officers. To develop LCL experience, Logistics officers can be directly assigned to a LCL coded position by the assignment team. As a Company Grade Officer, they can also be competitively selected for Logistics Career Broadening Program (LCBP) (see AFI 36-2111 for details on the program). After gaining initial experience and Level I and possibly Level II certifications, officers will move between operational assignments and LCL positions to ensure career progression and meet the requirements for the LCL experience. Overall, officer development is very similar to civilian LCL development with the exception of the number of LCL opportunities are much larger for civilians than logistics officers and operational opportunities are much larger for logistics officers.

Enlisted personnel also fill many LCL positions. Due to the fact that with rare exception the positions filled are coded at Level I or Level II, enlisted personnel placed on coded positions are done so by the normal assignments process with primary focus on the AFSC, grade, and Special Experience Identifier requirements.

Members with diverse logistics backgrounds often possess competency sets that allow them to be very competitive for entry positions in the LCL workforce. The 2008 DoD Logistics Human Capital Strategy identified seven competencies, outlined in Section 2.0 (What is a Life Cycle Logistician?), with varying levels of proficiency that the AF significantly values.

Additionally, the AF has identified specific attributes that are valued within the LCL workforce:

- Broad depth and breadth of experience, including serving on programs in different phases of the life cycle, logistics experience in operational MAJCOMs, joint service experience, and depot operations experience
- Multiple DAWIA certifications
- Exceptional life cycle product support and subject matter expertise
- Higher-level educational training, including undergraduate and graduate degrees
- Professional logistics certifications desired such as the International Society of Logistics Certified Professional Logistician (CPL) or one of the new AFMC certifications (i.e., Professional Maintenance, Supply, etc.)

2.4.   Gaining Breadth and Depth as a Life Cycle Logistician.
Personnel should focus on gaining not only breadth of experience, but also depth of experience. Breadth means experience across the LCL competency areas listed in Section 2.0 (What is a Life Cycle Logistician?). Depth means progressively increasing expertise in each of the competency areas.

Over the past few decades, personnel serving at the former Air Logistics Centers developed and maintained a high level of system sustainment expertise. This was not surprising, since the Centers specialized in maintaining or sustaining weapon systems over the long Operations and Support Phase. In contrast, personnel at the former Product Centers were focused on pre-acquisition and early acquisition product support planning. These differences in responsibilities, perhaps exacerbated by the rich heritages and strong regional affiliations associated with many of the Air Logistics Centers, led to a certain amount of skepticism between personnel in the

former Product Centers and their ALC counterparts and, to a lesser extent, between each of the individual centers. Fortunately, in Oct 2012, AFMC restructured from 12 centers to just five. Two of the Centers, the Air Force Life Cycle Management Center (AFLCMC) and Air Force Sustainment Center (AFSC) were created to ameliorate many of these issues. The restructure encourages standardized business processes across all Centers and fosters a more life cycle management focus rather than the old "acquisition" and "sustainment" mentality.

Expertise in the aspects of product support, both planning and execution, is essential as LCLs progress in their careers. To fully gain breadth and depth of experience, LCLs need to consider opportunities within both the AFLCMC and AFSC. LCLs should work with their supervisors to identify broadening opportunities that will enable them to obtain this experience.

2.5.   Grooming LCLs for Entry into Senior Leadership.

Life Cycle Logisticians who have fully achieved the breadth and depth of competencies discussed in the previous section should continue to seek opportunities for professional growth. At this stage in their careers, LCLs should focus on opportunities to obtain broadening in areas outside of the life cycle logistics functional stall. Areas of particular importance include systems engineering, business, cost estimating, financial management, contracting, and most importantly, program management (PM). Life Cycle Logisticians are particularly encouraged to seek program management broadening since much LCL work, especially for programs in the Operations and Support (O&S) Phase, can leverage the program management concepts, tools, and training. Additionally, program management expertise may afford personnel career opportunities outside the LCL workforce that may not have otherwise been available. Headquarters Air Force (HAF) is currently working to develop a more formalized broadening program that will provide personnel opportunities to cross-train between the PM and LCL workforces.

2.6.   Core PSM: Expert Leaders.

Senior LCLs have the option to serve in a variety of positions. Examples include becoming the PSM of a flagship program such as the F-35, serving as a Life Cycle Logistician on a Program Executive Office (PEO) staff, or assuming a senior leadership role within the broader logistics community at OSD, the Joint Staff, HAF, or a MAJCOM. Senior LCLs may also find opportunities to serve as PMs or even PEOs within the program management community.

2.7.   LCL Position Coding.

As depicted in Figure 1, the 2008 DoD Logistics Human Capital Strategy divides the logistics workforce into four categories: supply management, deployment/distribution/transportation, maintenance support, and life cycle logistics. The LCL workforce category is an inherent acquisition function and consists of the seven competencies outlined in Section 2.0. (What is a Life Cycle Logistician?).

For a position in the Air Force to be coded as Life Cycle Logistics, two conditions must be met:

1. 50% or more of the duties and responsibilities of the position must be "General Acquisition-Related Duties"[1] and
2. The preponderance of those duties are Life Cycle Logistics as outlined in the seven LCL competencies.

It is important to note that these conditions align with the LCL AT&L Workforce Position Category Description, and typical occupational series/Air Force Specialty Codes (AFSCs) include 0346, 1670, 21XX, 2XXXX, and others by exception.

The LCL Acquisition Professional Development Program (APDP) Coding Checklist is a useful tool designed to highlight specific examples that demonstrate the two aforementioned LCL coding conditions and helps to facilitate the position coding conversation between the employee and his/her supervisor. Personnel should be mindful that once a position is APDP coded as LCL, additional requirements will attach (i.e., DAWIA certifications must be met). Section 2.8 (LCL Certification and Training), as well as the AF Career/APDP portal page, provide detailed information on certification and training requirements that are necessary for acquisition coded positions.

2.8.   LCL Certification and Training.
As a result of the Defense Acquisition Workforce Improvement Act (DAWIA) of 1990 and as subsequently amended, the Department of Defense established a certification process to comply with its mandated requirements. The certification process outlines the education, training, and experience requirements that must be met before earning each of the three levels of certification (i.e., Level 1 – Basic or Entry, Level II – Intermediate or Journeyman, and Level III – Advanced or Senior) as defined by each acquisition functional category. It is important to note that certification is a mandatory acquisition position requirement and documents that an individual meets the minimum mandatory education, training, and work experience requirements established for an acquisition position. It is important to note that certification levels are associated with the responsibilities and grade level of the position. Certification standards for LCL coded positions are as follows: LCL Level I, LCL Level II, and LCL Level III. Individuals in LCL coded positions can use the online ACQ Now for Certification tool to submit certification request upon meeting the education, training and experience required for the certification level. It is a good business practice for individuals on LCL coded positions to review their Acquisition Career Management System (ACMS) APDP record via AFPC Secure Applications for proper coding of their position, validation of their course completion, and certificates.

All LCLs must be certified at the required LCL certification level for their position within 24 months of being assigned to the position. In the event an individual is reassigned to a different LCL position before the end of the 24 month period for certification, the 24 month grace period is not changed/reset if the new position is coded at the same level. If the new position is a higher certification level or a different functional category (i.e., not LCL), the member will start a new 24 month grace period.

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

Maintaining LCL proficiency is essential to successful performance. Acquisition workforce members maintain proficiency by participating in the Continuous Learning (CL) program. This program is designed to establish a lifetime of learning, even after earning APDP certification. As such, individuals assigned to acquisition positions maintain professional currency by achieving 80 CL points every two years, with a goal of 40 points each year. It is strongly recommended that LCLs consider Core Plus Development Guides when identifying continuous learning courses. Additional guidance on CL can be found on the Career/APDP Continuous Learning Portal Page. Additional professional development resources can be found on DAU's website.

Along with maintaining LCL certification currency and advancement, obtaining additional DAWIA certifications is strongly encouraged in the following areas: Program Management; Systems Planning, Research, Development, and Engineering; and Business-Financial Management. Commercial certifications such as Global Supply Chain Management or Operations Excellence are also viewed favorably within the LCL workforce.

In addition to advanced courses available through DAU and AFIT, leadership courses such as the Acquisition Leadership Challenge, and workshops such as the PSM Workshop, are highly recommended. PSMs are highly encouraged to enroll for DAU's LOG 365 (Senior Seminar for PSMs) when available.

Although the LCL workforce does not currently mandate that its members have a bachelor's degree, the Air Force strongly desires that its LCL workforce has not only an undergraduate degree, but also a graduate degree, preferably in a logistics, business management, supply chain management, or a technical field. Such credentials are necessary as LCLs progress into Critical Acquisition Positions (CAPs), which require membership to the Acquisition Corps, a prerequisite of which is a bachelor's degree (see Section 3.4 for additional details). To support the attainment of undergraduate and graduate degrees, the Air Force offers tuition assistance to civilians in the acquisition workforce. Additional information on tuition assistance can be found on the Career/APDP Tuition Assistance Portal Page.

2.9.   Vectoring Process.
The Logistics Executive Board (LEB) Development Team (DT) and the Logistics Advisory Council (LAC) Development Team (DT) both exist to provide oversight, direction, and information to the LCL workforce. The LEB DT provides the strategic guidance and the LAC DT provides operational guidance. The LEB DT is co-chaired by AF/A4/7 (D) and the AFMC Executive Director, while the LAC DT is co-chaired by AF/A4/7P and AFMC/A4 (D). Both bodies provide mentorship, monitoring, and advising for future assignments by reviewing Career Development Plans submitted by employees that contain their experiences, education, training, and force development goals through a process known as vectoring (see Figure 4 below).

Figure 4: Career Development Plan Vector Process
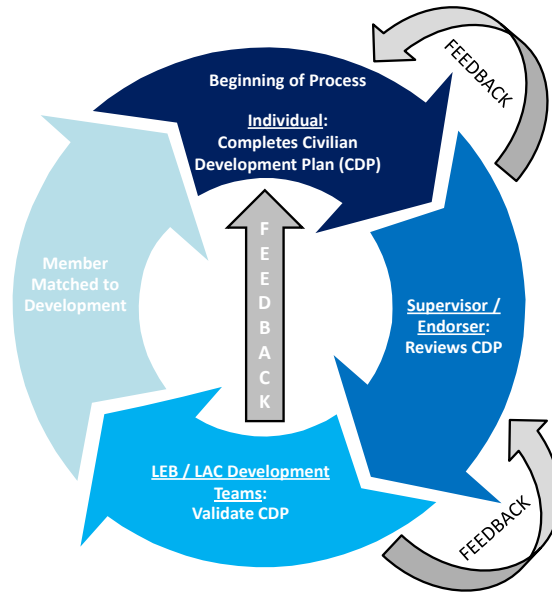
Members are notified by the Logistics Career Field Team via robot message when it is time for them to submit their Career Development Plans used in the vectoring process. The LEB DT vectors GS-15s annually, while the LAC DT vectors GS-13/14 personnel in alternating years (see Figure 5). The MAJCOMs are tasked to provide mentoring/vectoring through local processes for GS-12 and below employees.

Figure 5: Notional Vectoring Timelines

Fall/Winter	Summer
LAC DT Focus: Vectoring Mid Grade (GS-13/14 alternating years) Logistics	**LEB DT Focus:** Vectoring Sr Grade (GS-15) Logistics

3.0. Product Support Manager (PSM) Background.

In October 2009, the President signed the FY10 *National Defense Authorization Act* (PL 111-84). This legislation contained a provision in Section 805, *Life-Cycle Management and Product Support*, directing the Secretary of Defense to require that each major weapon system be supported by a Product Support Manager (PSM). The legislation also mandated that the government perform the PSM duties. The Bill's Conference Report noted that "the product support manager is a separate position from the program manager with distinct responsibilities."

While the PSM position was a mandate of Congress, the activities performed by personnel in the position are not new. The AF has always retained the capability to conduct product support

planning and execute product support strategies. Deputy Program Manager's (DPM) for Logistics have been responsible for product support planning at the AF Product Centers, while System Sustainment Managers (SSMs) have generally managed legacy systems at the Air Logistics Centers. The use of integrators to integrate the various sources of product support has an equally robust legacy, although the scope of the integrator's role in providing support has fluctuated over time. The PSM concept is not revolutionary because of the activities that they are responsible for planning and executing, but because Congress put the services on notice that product support is so important that the government shall retain ultimate accountability (the PM) and responsibility (the PSM) for achieving successful outcomes. The legislation left no doubt that it is no longer acceptable to outsource responsibility for product support management to a contractor.

3.1. PSM Responsibilities.
The PSM is assigned with six specific responsibilities:

- Develop and implement a comprehensive product support strategy
- Conduct appropriate costs analyses to validate the product support strategy
- Ensure achievement of desired product support outcomes through development and implementation of appropriate product support arrangements
- Adjust performance requirements and resource allocations across product support integrators and product support providers to optimize implementation of the product support strategy
- Periodically review product support arrangements between the product support integrators and product support providers to ensure they are consistent with the overall product support strategy
- Prior to each change in the product support strategy or every five years, whichever occurs first, revalidate any business-case analysis performed in support of the product support strategy

Two additional responsibilities were added by PL 112-239 (FY13 NDAA):

- Use appropriate predictive analysis and modeling tools that can improve material availability and reliability, increase operational availability rates, and reduce operation and sustainment costs
- Ensure that the product support strategy maximizes small business participation at the appropriate tiers.

The FY13 NDAA also formally codified the PSM legislation at 10 USC §2337, *Life-cycle management and product support*. Additionally, the requirement that the government perform PSM duties was also codified in 10 USC §1706, *Government performance of certain acquisition functions*.

3.2. Policy and Guidance Framework.
DoD issued Directive-Type Memorandum (DTM) 10-015, *Requirements for Life Cycle Management and Product Support*, on 6 October 2010, to implement the §805 requirements. The DTM noted that the LCL/PSM requirements would eventually be codified in DoDI 5000.02, *Operation of the Defense Acquisition System*, and DoDI 5000.66, *Operation of the Defense*

Acquisition, Technology, and Logistics Workforce, Education, Training, and Career Development Program.

The Air Force implemented the PSM requirements in Air Force Instruction (AFI) 63-101/20-101, *Integrated Life Cycle Management*. The AFI defined specific requirements for Air Force PSMs. Additional best business practices for PSMs are documented in Air Force Pamphlet 63-128, *Guide to Integrated Life Cycle Management*.

DoD has provided several important guidebooks that offer best business practices for use by the PSM. The Product Support Manager's Guidebook provides PSM assistance in determining the mix of capabilities and providers that best fulfills the Warfighter's performance and cost requirements. The Integrated Product Support Element Guidebook serves as a one-stop shop for PSMs to obtain detailed information about each of the twelve IPS Elements. The DoD maintains additional guidance for LCLs and PSMs on DAU's Acquisition Community Connection's Product Support Policy, Guidance, Tools & Training site.

3.3.   Air Force Product Support Enterprise Vision (PSEV).
The enterprise vision for product support is *affordable warfighter readiness delivered through optimized Air Force product support enterprise capabilities*. Currently, the Air Force makes product support decisions on a program-by-program basis. This approach does not always include consideration of program-level product support analysis and decision-making impacts on other systems, portfolios of systems, or the larger product support enterprise. In addition to a vision, the PSEV provides PMs and PSMs with five tenets to help inform planning and shape their decision making processes. The tenets are *Enterprise Mindset*, *Flexibility, Transparency, Collaboration,* and *Innovation*. Additionally, the PSEV has 31 desired state objectives (DSOs) that will help to achieve the vision. The DSOs are organized into four key functional product support capability areas: *Product Support Management, Supply Chain Management, Product Support Engineering,* and *Maintenance Management*. When executing their day-to-day responsibilities, all PSMs should be mindful of the PSEV and strive to ensure that their product support strategies are aligned with it.

3.4. Product Support Managers (PSMs) as Key Leadership Positions (KLPs) and Critical Acquisition Positions (CAPs).

The APDP coding is based on the responsibilities of the position as well as the education, training, experience, and rank/grade to perform the job successfully. Based upon responsibilities of the job, an acquisition position will be designated as Standard, Developmental, Critical Acquisition Position (CAP), or Key Leadership Position (KLP). The CAP and KLP positions must be filled by Acquisition Corps members and have an assignment tenure obligation. The Service Acquisition Executive (SAE) identifies a subset of CAP positions as KLPs based on the significant level of responsibility and authority key to the success of a program or effort.

On 25 August 2010, the USD (ATL) released a memorandum titled *Government Performance of Critical Acquisition Functions*. The memorandum designated the PSM as a mandatory KLP for all Major Defense Acquisition Programs (MDAP) and Major Automated Information Systems (MAIS). The Air Force has further clarified this guidance by requiring that:

- PSMs are designated as KLPs for all ACAT I programs
- PSMs are designated as CAPs for all ACAT II programs
- PSM CAP and KLP positions must be designated by acquisition coding in the manpower and personnel systems of record

Full requirements are documented in AFI 36-1301, *Management of Acquisition Key Leadership Positions*.

OVERVIEW OF CRITICAL ACQUISITION POSITIONS (CAPs)
■ Designated by the MAJCOM based on the criticality of the position to an acquisition program
■ Designation of CAP is based on responsibilities of the position, not background, grade, or performance of the assigned individual
■ GS-14 and Lt Col (O-5) positions must be CAPs
■ All CAPs must be coded APDP Level III
■ CAPs carry a three-year tenure requirement
■ CAPs must be Acquisition Corps members

OVERVIEW OF KEY LEADERSHIP POSITIONS (KLPs)
■ Designated by the Service Acquisition Executive based on the significant level of responsibility and authority key to the success of a program or effort
■ KLPs are a subset of CAPs
■ KLPs are required to remain in the position for a tenure period established by the SAE and must execute a tenure agreement
■ Individuals assigned to KLPs via a board process have been coordinated by SAF/AQH and approved by the SAE

The Defense Acquisition Corps is a cadre of acquisition professionals who have met minimum DoD and statutory DAWIA requirements for filling Critical Acquisition Positions (CAPs). The Acquisition Corps is a subset of the acquisition workforce and qualifications include specific education, training, experience, certification, and grade requirements.

Membership in the Acquisition Corps is recognized across all DoD Components and indicates that an individual has met a general set of standards; however, that does not necessarily qualify a member for a particular acquisition position.

To enter the Acquisition Corps, individuals must meet all Acquisition Corps requirements including Air Force eligibility standards for selection to a Critical Acquisition Position (CAP). The Acquisition Corps requirements are summarized in Figure 6 below.

Figure 6: Acquisition Corps Requirements

REQUIREMENTS:	CRITERIA:
CAP ELIGIBILITY	▪ Lt Col (select) / GS-14 and above.
EDUCATION – DEGREE	▪ Completion of a baccalaureate degree from an accredited educational institution. **or** ▪ The SAF/AQ determines that the individual possesses significant potential for advancement to levels of greater responsibility and authority, based on demonstrated analytical and decision-making capabilities, job performance, and qualifying experience, in accordance with criteria approved by the DoD AT&L Workforce Senior Steering Board.
EDUCATION – COURSEWORK	▪ 24 semester credit hours (or the equivalent) from among the following disciplines: accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, organization and management, and quantitative methods. **or** ▪ 24 semester credit hours (or the equivalent) in the person's acquisition career field and 12 semester hours from among accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management.
ACQUISITION EXPERIENCE	▪ Four years of service in an Air Force acquisition-coded position, or in a comparable position elsewhere in DoD, government or private industry.
CERTIFICATION	▪ Level II certification in any AT&L functional area.
CONTINUOUS LEARNING	▪ Achieved 80 continuous learning points in the last 24 months.

3.5.   Current PSM Construct.

Product Support Managers are at the focal point of all product support planning and execution activities. Figure 7 below depicts the distribution of Air Force PSMs by location and highlights the number of major weapon systems managed at each of these locations. As of 1 August 2013, the Air Force has 62 PSMs covering 126 Acquisition Category (ACAT) I and II programs and AFPD 10-9 weapon systems.

Figure 7: PSMs by Location

Peterson
Major Systems: 13
Number of PSMs: 4

Hill
Major Systems: 6
Number of PSMs: 2

Los Angeles
Major Systems: 1
Number of PSMs: 1

Kirtland (AFNWC)
Major Systems: 2
Number of PSMs: 2

Offutt
Major Systems: 1
Number of PSMs: 1

Tinker
Major Systems: 8
Number of PSMs: 6

Gunter
Major Systems: 3
Number of PSMs: 3

Hanscom
Major Systems: 25
Number of PSMs: 11

Wright-Patterson
Major Systems: 46
Number of PSMs: 20

Robins
Major Systems: 9
Number of PSMs: 6

Eglin
Major Systems: 12
Number of PSMs: 6

4.0.   Conclusion.

This Workforce Guidebook is a valuable resource for current and future members of the LCL workforce. It consolidates and summarizes information from a variety of disparate sources while providing references to the applicable source materials. The most important point that LCLs should take away from the Guidebook is the criticality of proactive career planning. In order to effectively navigate the Life Cycle Logistician Career Development Roadmap, personnel must actively seek opportunities to expand their knowledge, skills, and abilities, both within and outside the LCL workforce.

Acronym Reference Table	
ACAT	Acquisition Category
AFI	Air Force Instruction
AFIT	Air Force Institute of Technology
AFMC	Air Force Materiel Command
AFPD	Air Force Policy Directive
AFSC	Air Force Specialty Code
ALC	Air Logistics Complex
APDP	Acquisition Professional Development Program
AT&L	Acquisition, Technology and Logistics
CAP	Critical Acquisition Position
CE	Cost Estimating
CL	Continuous Learning
CPL	Certified Professional Logistician
DAU	Defense Acquisition University
DAWIA	Defense Acquisition Workforce Improvement Act
DPM	Deputy Program Manager
DT	Development Team
DTM	Directive-Type Memorandum
FM	Financial Management
HAF	Headquarters Air Force
IND	Industrial/Contract Property Management
IPS	Integrated Product Support
KLP	Key Leadership Position
LAC	Logistics Advisory Council
LCBP	Logistics Career Broadening Program
LCL	Life Cycle Logistics
LCLs	Life Cycle Logisticians
LEB	Logistics Executive Board
MAJCOMS	Major Commands
MDAP	Major Defense Acquisition Programs
NDAA	National Defense Authorization Act
PEO	Program Executive Office
PM	Program Management
PQM	Production, Quality, and Manufacturing
PSEV	Product Support Enterprise Vision
O&S	Operations and Support
OSD	Office of the Secretary of Defense
PM	Program Management
PSM	Product Support Manager
S & TM	Science & Technology Manager
SAE	Service Acquisition Executive
SPRDE - PSE	Systems Planning, Research, Development & Engineering – Program Systems Engineer
SPRDE - SE	Systems Planning, Research, Development & Engineering – Systems Engineering
SSM	System Sustainment Manager
TSSR	Total System Support Responsibility