Metrics: Are they taking us where we need to go?

Comments on USMC’s Logistics Chain Performance Measurement Plan for DoD Maintenance Symposium

November 13, 2007
Initial PMP Analysis

- Created “workflows” for the 6 PMP Balanced Scorecard Metric
- Using the PMP measurement methodologies, identified where in the workflows that data would be generated needed by the metrics
- Compared the “data needs” to the OA flows to understand the coverage
- Used the GCSS-MC plans to identify the sequence of OA flow implementation
- Also, completed the same analysis for the Bridging Systems
Quick Overview of Existing PMP LCM Metric Definitions

- **Readiness** - % of time equipment is unready vs. time it is supposed to be ready
- **Responsiveness** - Time to fulfill a request for support from the log chain
- **Reliability** - Quality of the log chain support
  - Right thing delivered
  - Right condition
  - Right place
  - Right paperwork
- **Flexibility** - amount of unused capacity in the log chain
- **Expense** - cost to fulfill a request for log chain support
- **Asset Utilization** - amount of used capacity in the log chain
Initial Analysis Results

In order to calculate the 6 BSC metrics, data must be collected from a total 108 workflow steps.

The availability of that data within GCSS-MC Block 1, depends on the BSC metric:

- **Readiness** – 20 PMP data elements, 18 covered by Block 1 (90%)
- **Responsiveness** – 38 PMP data elements, 15 covered by Block 1 (39%)
- **Reliability** – 12 PMP data elements, 7 covered by Block 1 (58%)
- **Flexibility** – 10 PMP data elements, 0 covered by Block 1 (0%)
- **Expense** – 12 PMP data elements, 0 covered by Block 1 (0%)
- **Asset Utilization** – 16 PMP data elements, 0 covered by Block 1 (0%)

Also to complete the metric, most of the time, data must be collected and correlated from several workflow steps.
So What’s Up

Results are not necessarily surprising for several reasons

- The PMP is based on the SCOR model, which focuses on physical items while GCSS-MC is mostly focused on request management and tracking fulfillment (of the request) and planning
- The PMP requires a complete “end-to-end” tracking of the delivery of log chain support, which Block implementation of GCSS-MC will not initially fully support
- Three of the PMP BSC metrics are measuring things that will not be directly tracked by GCSS-MC (asset utilization, flexibility, cost)
Our Challenge

- Create a PMP that will measure log chain support performance for the:
  - Warfighter (priority one)
  - Log Chain Managers
  - Outside Oversight (DoD, Administration, Congress)

- Identify actions needed to implement and to actually start using the PMP BSC that harmonize PMP with GCSS-MC Block 1 and follow on Blocks