



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