



SECRETARY OF THE ARMY
WASHINGTON

15 NOV 2017

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2017-35 (Acquisition Reform Initiative #8: Assessing Performance With Metrics)

1. References. A complete list of references is at enclosure 1.
2. The purpose of this directive is to implement measures and metrics that assess performance across the acquisition enterprise and to assign offices of primary responsibility (OPRs) for implementing metrics across seven lines of effort (LOEs). Assessment of the near-term effects and long-term outcomes of acquisition reform is an enduring strategic Army priority requiring a sustained effort synchronized across all organizations. OPRs support cross-functional understanding of performance across the Army acquisition enterprise against standards, goals, and desired outcomes. Metrics will be continually reviewed and will evolve over time as objectives are met and new targets are defined. This directive is a continuation of Army Directive 2017-22.
3. OPRs will coordinate the deliberate, phased implementation of this cross-functional strategic performance measurement effort across stakeholder organizations. This directive provides the approach for refining, implementing, and reporting functional metrics in enclosures 2 through 8. Reviews will be conducted to ensure that collected metrics are value-added, inform decisions, and support optimal acquisition outcomes. OPRs will coordinate and integrate required information and decision briefings to Headquarters, Department of the Army senior leaders in accordance with the following process:
 - a. Phase 0: Initial Assessment and Refinement of Metrics. Each OPR will:
 - (1) assess the initial metrics for their LOE and identify additional metrics that can be used to assess performance.
 - (2) prepare preliminary metrics results, OPR recommendations on LOE metrics to be collected, and a summary of progress toward the overall LOE functional assessment objectives.
 - b. Phase 1: Metrics Collection and Reporting Planning. Each OPR will:

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(1) design an achievable metric data collection plan and an automated metric reporting capability that can reliably collect valid metrics that describe performance against desired outcomes.

(2) prepare Phase 1 metrics results and summary of progress toward LOE metrics reporting objectives, including an update on an automated metric reporting capability with common operating pictures or other data displays.

c. Phase 2: Metrics Reporting. Each OPR will:

(1) execute metric data collection to achieve initial operating capability (IOC) metric reporting capability and increase understanding of Army acquisition enterprise performance assessment reporting capability gaps to assess effects on desired outcomes.

(2) prepare Phase 2 metrics results, summary of progress toward operationalized metric reporting capability, and planned schedule for transition to the automated metric reporting capability.

d. Phase 3: Sustainment of Metrics Reporting. Each OPR will:

(1) operationalize the execution of metric data collection to achieve full operating capability and continue to identify and mitigate performance assessment reporting capability gaps against desired end states and mission-critical measure areas. The goal is to report metric data collection no later than 6 months from the date of IOC.

(2) prepare metrics results and LOE performance assessment findings.

e. Each OPR will present a quarterly decision brief to the Under Secretary of the Army and Vice Chief of Staff, Army on LOE metrics. (Target: No later than (NLT) 30 December 2017.)

4. I direct the following actions:

a. The Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology) will serve as OPR for the following LOEs: Science and Technology, Acquisition, Contracting, and Logistics.

b. The Office of the Assistant Secretary of the Army (Financial Management and Comptroller) will serve as OPR for the Resourcing LOE.

c. U.S. Army Training and Doctrine Command will serve as the OPR for the Requirements LOE.

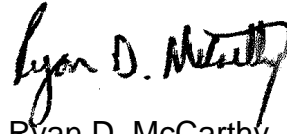
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d. U.S. Army Test and Evaluation Command will serve as the OPR for the Test and Evaluation LOE.

5. OPR responsibilities, end state measures, and initial metrics for each LOE are detailed as follows: Requirements (enclosure 2), Science and Technology (enclosure 3), Resourcing (enclosure 4), Acquisition (enclosure 5), Contracting (enclosure 6), Test and Evaluation (enclosure 7), and Logistics (enclosure 8).

6. The policies in this directive apply to the Active Army, Army National Guard/Army National Guard of the United States, and U.S. Army Reserve.

7. This directive may be rescinded at the discretion of the Secretary of the Army.



Ryan D. McCarthy
Acting

Encls

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REFERENCES

- a. Section 1735, Title 10, United States Code, Education, training, and experience requirements for critical acquisition positions.
- b. Section 1741, Title 10, United States Code, Policies and Programs: Establishment and Implementation.
- c. Section 3016b(5)(A), Title 10, United States Code, Assistant Secretaries of the Army.
- d. Section 1122, National Defense Authorization Act for Fiscal Year 2017, Public Law 114-328.
- e. Section 808, National Defense Authorization Act for Fiscal Year 2016, Public Law 114-92.
- f. Chief of Staff of the Army, Report to Congress on Linking and Streamlining Army Requirements, Acquisition, and Budget Processes in Response to National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2016, Section 808 (May 2016).
- g. Department of Defense (DoD) Directive 5000.01 (The Defense Acquisition System), May 12, 2003, Certified Current as of November 20, 2007.
- h. DoD Instruction 5000.02 (Operation of the Defense Acquisition System), January 7, 2015; Incorporating Change 3, Effective August 10, 2017.
- i. Headquarters, Department of the Army (HQDA) General Orders No. 2017-01 (Assignment of Functions and Responsibilities Within Headquarters, Department of the Army), 5 January 2017.
- j. Army Directive 2017-22 (Implementation of Acquisition Reform Initiatives 1 and 2), 12 Sep 2017.

REQUIREMENTS LINE OF EFFORT

OPR Office of Primary Responsibility: U.S. Army Training and Doctrine Command (TRADOC)

End State: Timely, quality, capability requirements documents aligned to Chief of Staff, Army (CSA) priorities and operational risks executed by a trained and certified workforce.

Mission Critical Measure Areas: Capability requirements aligned to CSA priorities and operational risks, timely capability requirements development; timely capability requirements documents staffing; quality capability requirements to the Army Requirements Oversight Council (AROC), and qualified requirements workforce.

Table 2-1: Requirements Metrics

Level One Measures		Level Two Measures		Metrics	Goal
LOE 1.1	Capability requirements documents aligned to CSA priorities and operational risks	LOE 1.1.1	Requirements documents aligned to CSA priorities	% of requirements documents aligned to CSA priorities	100%
		LOE 1.1.2	Requirements documents aligned to extremely high-risk or high-risk capability gaps identified by TRADOC capability needs assessment.	% of requirements documents addressing extremely high-risk or high-risk capability gaps	80%
LOE 1.2	Timely capability requirements Development	LOE 1.2.1	Timely initial capabilities document (ICD) development/Centers of Excellence (COEs)	% of documents meeting the requirements documents development time standard (120 days)	100%
		LOE 1.2.2	Timely capability development document (CDD) Development/COEs		
		LOE 1.2.3	Timely capability production document (CPD) Development/COEs		

Table 2-1: Requirements Metrics

Level One Measures		Level Two Measures		Metrics	Goal
LOE 1.3	Timely requirements documents staffing	LOE 1.3.1	Timely ICD staffing/COEs	% of documents meeting the COE staffing time standard (30 days)	100%
		LOE 1.3.2	Timely CDD staffing/COEs		
		LOE 1.3.3	Timely CPD staffing/COEs		
		LOE 1.3.4	Timely ICD staffing/army Capabilities Integration Center (ARCIC)	% of documents meeting the ARCIC staffing time standard (30 days)	100%
		LOE 1.3.5	Timely CDD staffing/ARCIC		
		LOE 1.3.6	Timely CPD staffing/ARCIC		
		LOE 1.3.7	Timely ICD staffing/HQDA	% of documents meeting the HQDA staffing time standard (90 days)	100%
		LOE 1.3.8	Timely CDD staffing/HQDA		
		LOE 1.3.9	Timely CPD staffing/HQDA		
		LOE 1.3.10	Timely ICD staffing/Joint Requirements Oversight Council (JROC)	% of documents meeting the JROC staffing time standard (97 days)	100%
		LOE 1.3.11	Timely CDD Staffing/JROC		
		LOE 1.3.12	Timely CPD Staffing/JROC		
LOE 1.4	Quality requirements documentation to AROC	LOE 1.4.1	Requirement documentation first pass through AROC Review Board	% of requirements documents that received first-time approval from AROC Review Board	80%
		LOE 1.4.2	Requirement documentation first pass through AROC	% of requirements documents that received first-time approval from AROC	80%

Table 2-1: Requirements Metrics

Level One Measures		Level Two Measures		Metrics	Goal
LOE 1.5	Qualified requirements workforce	LOE 1.5.1	Effectively trained TRADOC capability developers	% of TRADOC capability developers who have completed recommended training	90%
		LOE 1.5.2	Effectively trained Army Staff capability requirements workforce	% of Army Staff capability requirements workforce who have completed recommended training	90%
		LOE 1.5.3	Certified capability developers	% of TRADOC capability developers who are certified	90%
		LOE 1.5.4	Certified Army Staff capability requirements workforce	% of Army Staff capability requirements workforce who are certified	90%

SCIENCE AND TECHNOLOGY LINE OF EFFORT

Office of Primary Responsibility: Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology)

End State: Innovative projects aligned to strategic guidance with transitions to internal and external customers.

Mission Critical Measure Areas: Science and Technology (S&T) programs aligned to S&T Strategy; S&T resource reprogramming; S&T project technology impact; S&T cooperative research and development agreements (CRADAs); S&T project maturation; S&T project transitions; S&T innovation.

Table 2-2: Science and Technology Metrics

Level One Measures		Level Two Measures		Metrics	Goal
LOE 2.1	S&T projects aligned to S&T Strategy	LOE 2.1.1	S&T projects aligned to Secretary of the Army/CSA priorities	% of S&T projects aligned with Secretary of the Army/CSA priorities approved by S&T Advisory Group.	100%
LOE 2.2	S&T resources Reprogramming	LOE 2.2.1	S&T resource reprogramming	Amount of the S&T budget reprogramed each year of the Program Objective Memorandum (POM).	≥ \$300M in POM
LOE 2.3	S&T project technology Impact	LOE 2.3.1	S&T disruptive technology	% of planned S&T projects that are disruptive technology.	≥ 50% projects
		LOE 2.3.2	S&T incremental technology	% of planned S&T projects that are incremental technology.	≤ 25% projects
LOE 2.4	S&T CRADAs	LOE 2.4.1	S&T CRADAs with industry and academia	# of CRADAs initiated with industry and academia over the last 12 months.	≥ 20 annually
LOE 2.5	S&T projects Maturation	LOE 2.5.1	S&T project Technology Readiness Level demonstrations (6.1, 6.2, 6.3)	# of budget activity 6.1, 6.2, 6.3 S&T technology readiness level demonstrations conducted over the last 12 months.	≥ 50 annually
		LOE 2.5.2	S&T prototype demonstrations (6.4)	# of budget activity 6.4 S&T technology demonstrations conducted by an S&T organization over the last 12 months.	≥ 6 annually

Table 2-2: Science and Technology Metrics

Level One Measures		Level Two Measures		Metrics	Goal
LOE 2.6	S&T project Transitions	LOE 2.6.1	S&T projects with transition agreement (TA)	# of approved S&T projects with a TA.	≥ 1,000
		LOE 2.6.2	S&T projects with TA transitioned to external customer	# of S&T projects identified in a TA that transitioned to an external customer in the past last 12 months.	≥ 150 annually
		LOE 2.6.3	S&T projects with TA transitioned to S&T organization	# of S&T projects identified in a TA that transitioned to an S&T Organization in the past last 12 months.	≥ 300 annually
		LOE 2.6.4	S&T projects without TA	# of S&T projects without TA	< 100
		LOE 2.6.5	S&T projects terminated	# of S&T projects terminated over the last 12 months	≥ 10 annually
LOE 2.7	S&T project innovation	LOE 2.7.1	S&T organization publications	# of papers published in the previous 12 months.	≥ 200 annually
		LOE 2.7.2	S&T organization patent applications	# of patent applications in the previous 12 months	≥ 200 annually
		LOE 2.7.3	S&T organization patents issued	# of patents issued in the previous 12 months	≥ 200 annually
LOE 2.8	S&T project timeliness	LOE 2.8.1	S&T project schedule growth	% of S&T projects with > 10% growth over plan	< 10%
		LOE 2.8.2	Significant S&T project schedule growth	% of S&T projects with > 20% schedule growth over plan	< 5%
		LOE 2.8.3	S&T projects active in > 5 years	% of S&T projects in the S&T Portfolio over 5 years	< 10%
LOE 2.9	S&T project cost	LOE 2.9.1	S&T project cost growth	% of S&T projects with > 10% cost growth over plan	< 10%
		LOE 2.9.2	Significant S&T project cost growth	% of S&T projects with > 20% cost growth over plan	< 5%
LOE 2.10	S&T project performance	LOE 2.10.1	S&T projects meeting their technology objectives	% of S&T projects achieving planned technology objectives	> 90%

RESOURCING LINE OF EFFORT

Office of Primary Responsibility: Office of the Assistant Secretary of the Army (Financial Management and Comptroller)

End State: Accurate timely acquisition cost estimates and effective budget obligation and execution.

Mission Critical Measure Areas: Program obligation rate, program execution rate, program cost estimate accuracy; timely Army cost analysis requirements description and submission; timely Army Cost Position development.

Table 2-3: Resourcing Metrics

Level One Measures		Level Two Measures		Metrics	Goal
LOE 3.1	Program obligation rate	LOE 3.1.1	Research, development, test, and evaluation (RDT&E) programs meeting first year obligation rate (90%)	% of programs meeting the appropriations spending requirements (in accordance with Office of the Secretary of Defense policy)	100%
		LOE 3.1.2	RDT&E programs meeting second year obligation rate (100%)		
		LOE 3.1.3	Procurement programs meeting first year obligation rate (80%)		
		LOE 3.1.4	Procurement programs meeting second year obligation rate (90%)		
		LOE 3.1.5	Procurement programs meeting third year obligation rate (100%)		

Table 2-3: Resourcing Metrics

Level One Measures		Level Two Measures		Metrics	Goal
LOE 3.2	Program execution rate	LOE 3.2.1	RDT&E programs meeting first year execution rate (55%)	% of programs meeting the obligations spending requirements (in accordance with Office of the Secretary of Defense policy)	100%
		LOE 3.2.2	RDT&E programs meeting second year execution rate (90%)		
		LOE 3.2.3	RDT&E programs meeting third year execution rate (100%)		
LOE 3.3	Program cost estimate accuracy	LOE 3.3.1	Program Average Procurement Unit Cost (APUC) estimate accuracy	% of ACAT I programs maintaining APUC within 5% of the Milestone C cost estimate	100%
LOE 3.4	Timely submission of cost analysis requirements description	LOE 3.4.1	Timely submission of cost analysis requirements description	% of Major Defense Acquisition Programs that submit the draft cost analysis requirements description to Deputy Assistant Secretary of the Army (Cost and Economics) at least 180 days before the Army Overarching Integrated Product Team	100%
LOE 3.5	Timely Army Cost Position development	LOE 3.5.1	Timely Army Cost Position development	% of Major Defense Acquisition Programs that meet timeline standards (≤ 90 days) for development of the Army Cost Position	100%

ACQUISITION LINE OF EFFORT

Office of Primary Responsibility: Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology)

End State: Mature programs developed on cost and on schedule approved under tailored milestone documentation.

Mission Critical Measure Areas: Program cost growth, procurement cost growth, program schedule growth, program maturation, and tailored program milestone

Table 2-4: Acquisition Metrics

Level One Measures		Level Two Measures		Metrics	Goal
LOE 4.1	Program cost growth	LOE 4.1.1	Program cost growth: original baseline estimate for the Program Acquisition Unit Cost (PAUC) to current PAUC estimate	% of programs with $\geq 20\%$ growth over originally approved Acquisition Program Baseline (APB) PAUC estimate	$\leq 5\%$
		LOE 4.1.2	Program cost growth: current baseline estimate for the PAUC to current PAUC estimate	% of programs with $\geq 10\%$ growth over currently approved APB PAUC estimate	$\leq 5\%$
		LOE 4.1.3	Significant program cost breach: programs with $\geq 30\%$ growth over original baseline PAUC estimate	# of programs with $\geq 30\%$ growth over originally approved APB PAUC estimate	0
		LOE 4.1.4	Significant program cost breach: programs with $\geq 15\%$ growth over current baseline PAUC estimate	# of programs with $\geq 15\%$ growth over currently approved APB PAUC estimate	0
		LOE 4.1.5	Critical program cost breach: programs with $\geq 50\%$ growth over original	# of programs with $\geq 50\%$ growth over originally approved APB PAUC estimate	0

Table 2-4: Acquisition Metrics

Level One Measures		Level Two Measures		Metrics	Goal
			baseline PAUC estimate		
		LOE 4.1.6	Critical program cost breach: programs with $\geq 25\%$ growth over current baseline PAUC estimate	# of programs with $\geq 25\%$ growth over currently approved APB PAUC estimate	0
LOE 4.2	Procurement cost growth	LOE 4.2.1	Program cost growth: original baseline estimate for the APUC to current APUC estimate	% change in APUC from the originally approved APB estimate	$\leq 5\%$
		LOE 4.2.2	Program cost growth: current baseline estimate for the APUC to current APUC estimate	% change in APUC from the currently approved APB estimate	$\leq 5\%$
		LOE 4.2.3	Significant program cost breach: programs with $\geq 30\%$ growth over original baseline APUC estimate	# of programs with $\geq 30\%$ growth over originally approved APB APUC estimate	0
		LOE 4.2.4	Significant program cost breach: programs with $\geq 15\%$ growth over current baseline APUC estimate	# of programs with $\geq 15\%$ growth over currently approved APB APUC estimate	0
		LOE 4.2.5	Critical program cost breach: programs with $\geq 50\%$ growth over original baseline APUC estimate	# of programs with $\geq 50\%$ growth over originally approved APB APUC estimate	0
		LOE 4.2.6	Critical program cost breach: programs with $\geq 25\%$ growth over current baseline APUC estimate	# of programs with $\geq 25\%$ growth over currently approved APB APUC estimate	0
		LOE 4.2.7	APB breach: cost	# of APBs that were changed in the last 12 months because of cost increase	0

Table 2-4: Acquisition Metrics

Level One Measures		Level Two Measures		Metrics	Goal
LOE 4.3	Program schedule growth	LOE 4.3.1	Program schedule baseline growth: milestone delay	% of programs with > 30-day delay for milestone decision in the last 12 months.	≤ 10%
		LOE 4.3.2	Significant program schedule breach: programs ≥ 6-month schedule delay regardless of threshold	# of programs with ≥ 6-month schedule delay in the last 12 months.	0
		LOE 4.3.3	APB deviation: schedule	# of APB objective schedule changes (objective value plus 6 months) in the last 12 months.	0
LOE 4.4	Program maturation	LOE 4.4.1	Validation of program Key Performance Parameters (at operational testing)	% of programs able to meet Key Performance Parameters during operational testing over the last 12 months.	100%
		LOE 4.4.2	Programs with documented risk mitigation plan	% of programs with documented risk mitigation plan NLT Milestone B.	100%
		LOE 4.4.3	Programs meeting reliability growth curve: limited user test	% programs meeting planned reliability growth plan at the completion of the limited user test.	100%
		LOE 4.4.4	Programs meeting reliability growth curve: initial operational test	% programs meeting planned reliability growth plan at the completion of the initial operational test.	100%
		LOE 4.4.5	Programs meeting reliability growth curve: follow-on operational test and evaluation (T&E)	% programs meeting planned reliability growth plan at the completion of follow-on operational T&E.	100%
		LOE 4.4.6	APB breach: performance	# of APBs that were changed in the last 6 months because they did not meet performance requirements.	0
		LOE 4.4.7	Programs granted full materiel release	# of programs granted full materiel release over the last 12 months.	≥ 70

Table 2-4: Acquisition Metrics

Level One Measures		Level Two Measures		Metrics	Goal
		LOE 4.4.8	Programs granted conditional materiel release	# of programs granted conditional materiel release over the last 12 months.	≤ 20
		LOE 4.4.9	conditional materiel released programs without full materiel release funding	% of programs granted conditional materiel release during the past 12 months that were not provided the funding to achieve full materiel release.	0
LOE 4.5	Tailored program milestone documentation	LOE 4.5.1	Tailored program milestone documentation	% of programs with tailored regulatory acquisition documentation at a milestone review over the last 12 months.	100%

CONTRACTING LINE OF EFFORT

Office of Primary Responsibility: Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology)

End State: Timely acquisition contract requirement development and efficient contracting process executed by a manned and certified workforce.

Mission Critical Measure Areas: Timely acquisition contract requirement development; timely procurement contracting, reduced bridge contracts, and manned and certified contracting workforce.

Table 2-5: Contracting Metrics

Level One Measures		Level Two Measures		Metrics	Goal
LOE 5.1	Timely acquisition contract requirement development	LOE 5.1.1	System acquisition activities meet acquisition requirements leadtime	% of system acquisition activities meeting the acquisition requirements leadtime standard (90 days).	100%
LOE 5.2	Timely procurement contracting	LOE 5.2.1	U.S. Army Materiel Command (AMC)/U.S. Army Contracting Command contracts meet procurement action leadtime	% of contract actions meeting the procurement action leadtime standard (180 days).	100%
		LOE 5.2.2	Timely solicitation phase legal review	% of contract legal reviews meeting the legal review cycle times standard (10 days)	100%
		LOE 5.2.3	Timely evaluation phase legal review		
		LOE 5.2.4	Timely solicitation phase AMC peer review	% of contract peer reviews meeting the AMC peer review cycle times standard (10 days).	100%
		LOE 5.2.5	Timely evaluation phase AMC peer review		
LOE 5.3	Reduce bridge contracts	LOE 5.3.1	Reduce bridge contracts	# of bridge contracts awarded during the past	TBD

Table 2-5: Contracting Metrics

Level One Measures		Level Two Measures		Metrics	Goal
				12 months.	
LOE 5.4	Manned and certified contracting workforce	LOE 5.4.1	Authorized positions: fill rate	% of authorized contracting positions that are filled.	≥ 90%
		LOE 5.4.2	Onhand personnel: certification rate	% of contracting positions that are certified to their required level.	≥ 95%

TEST AND EVALUATION LINE OF EFFORT

Office of Primary Responsibility: U.S. Army Test and Evaluation Command

End State: Effective test planning with on cost and on schedule T&E reporting executed by a certified workforce.

Mission Critical Measure Areas: Effective test planning, test cost growth, test schedule timeliness; test reporting timeliness, test performance and assessment; test workforce certification.

Table 2-6. Test and Evaluation Metrics

Level One Measures		Level Two Measures		Metric	Goal
LOE 6.1	Effective test planning	LOE 6.1.1	Programs with Soldier test support/correct grade: developmental testing	% of test programs with the correct grade of Soldiers were available to support testing over the last 12 months.	80%
		LOE 6.1.2	Programs with Soldier test support/correct grade: operational testing		
		LOE 6.1.3	Programs with Soldier test support/correct skill: developmental testing	% of test programs with the correct military occupational specialty Soldiers were available to support testing over the last 12 months.	80%
		LOE 6.1.4	Programs with Soldier test support/correct skill: operational testing		
		LOE 6.1.5	Programs with Soldier test support/correct quantity: developmental testing	% of test programs with the correct number of Soldiers were available to support testing over the last 12 months.	80%
		LOE 6.1.6	Programs with Soldier test support/correct quantity: operational testing		
		LOE 6.1.7	Programs with Soldier test support on time:	% of test programs with the Soldiers provided on time	80%

Table 2-6. Test and Evaluation Metrics

Level One Measures		Level Two Measures		Metric	Goal
			developmental testing	to support testing over the last 12 months.	
		LOE 6.1.8	Programs with Soldier test support on time: operational testing		
		LOE 6.1.9	Programs with critical system evaluation plan issues elevated to general officer level	% of programs where critical issues identified by the T&E Working IPT during System Evaluation Plan review are raised to the general officer level.	0
LOE 6.2	Test cost growth	LOE 6.2.1	Test cost growth: developmental testing	% of test events with greater than 10% cost growth over the last 12 months.	0%
		LOE 6.2.2	Test cost growth: operational testing		
		LOE 6.2.3	Program testing exceeding \$40 million (development and operational testing)	# of programs that exceed \$40 million total test cost to conduct developmental and operational testing.	0
		LOE 6.2.4	Programs with follow-on T&E (after operational testing)	% of programs that require follow-on T&E.	0%
LOE 6.3	Test schedule timeliness	LOE 6.3.1	On time start: developmental testing	% of program to start testing on time (based on dates provided in the signed T&E Master Plan).	90%
		LOE 6.3.2	On time start: operational testing		
		LOE 6.3.3	On time end: developmental testing	% of programs to end testing on time (based on dates in the signed T&E Master Plan).	90%
		LOE 6.3.4	On time end: operational testing		

Table 2-6. Test and Evaluation Metrics

Level One Measures		Level Two Measures		Metric	Goal
		LOE 6.3.5	On time delivery: production-representative test articles	% of test programs that were significantly affected because of the lack of production-representative test articles over the last 12 months.	0%
		LOE 6.3.6	Growth in test schedule: developmental testing	% of test programs with greater than 10% schedule growth over the last 12 months.	
		LOE 6.3.7	Program Government developmental testing exceeding 2 years	# of programs where Government developmental testing (system-level testing) exceeds 2 years.	0%
		LOE 6.3.8	Growth in test schedule: operational testing	% of test programs with more than 10% schedule growth over the last 12 months.	0%
LOE 6.4	Test reporting timeliness	LOE 6.4.1	Timely Army test report: developmental testing	% of Army programs that have an approved test report within 60 days of the end of test.	100%
		LOE 6.4.2	Timely Army test report: operational testing		100%
		LOE 6.4.3	Timely Joint test report: developmental testing	% of Joint programs that have an approved test report within 90 days of the end of test.	100%
		LOE 6.4.4	Timely Joint test report: operational testing		100%
LOE 6.5	Test performance assessment	LOE 6.5.1	Programs assessed effective	% of programs assessed as effective during the last 12 months.	100%

LOGISTICS LINE OF EFFORT

Office of Primary Responsibility: Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology)

End State: Effective life-cycle planning, including organic industrial base (OIB) performance, supports on time program transition to the Operational Army.

Mission Critical Measure Areas: Programs with reliability, availability, maintainability, cost (RAM-C) performance measures; intellectual property strategy documentation; programs meeting sustainment performance parameters at full-rate production (FRP); programs with independent logistics assessment (ILA); programs with a life-cycle sustainment plan (LCSP) addressing transition execution; post-IOC program transitions; post-IOC program contract support; OIB performance; and materiel readiness.

Table 2-7: Logistics Metrics

Level One Measures		Level Two Measures		Metrics	Goal
LOE 7.1	Programs with RAM-cost performance measures	LOE 7.1.1	Programs with RAM-cost report (NLT Milestone B)	% of new start programs with a RAM-cost report	100%
LOE 7.2	Documentation of intellectual property strategy	LOE 7.2.1	Programs with intellectual property strategy in LSCP (NLT Milestone C)	% of full developmental programs with an intellectual property strategy (to include technical data package) within the LCSP.	100%
LOE 7.3	Programs meeting LSCP performance objectives by FRP	LOE 7.3.1	Programs meeting sustainment Key Performance Parameter objectives by FRP	% of programs to achieve life-cycle sustainment KPP objectives by FRP.	100%
		LOE 7.3.2	Programs meeting LSCP RAM objectives by FRP	% of programs to achieve RAM performance objectives by FRP.	100%
LOE 7.4	Programs with ILA	LOE 7.4.1	Production programs with ILA at FRP plus 2 years	% of programs with an ILA within 2 years after FRP.	100%
		LOE 7.4.2	Production programs with ILA 5 at Milestone C plus 5 years	% of programs with an ILA within 5 years after Milestone C.	100%

Table 2-7: Logistics Metrics

Level One Measures		Level Two Measures		Metrics	Goal
LOE 7.5	Programs with LSCP addressing execution of transition	LOE 7.5.1	Programs with LSCP addressing execution of transition (NLT Milestone C)	% of all programs with an agreement covering the transition of sustainment execution activities between AMC and Program Manager/Program Executive Officer outlined in LCSP.	95%
LOE 7.6	Post-IOC program transitions	LOE 7.6.1	Post-IOC programs transitioned to sustainment	# of post-IOC Program of Records that have transitioned to sustainment over the last 6 months.	> 10
LOE 7.7	Post-IOC program contractor support	LOE 7.7.1	Post-IOC programs requiring interim contract support at IOC plus 3 years	# of programs beyond IOC plus 3 years requiring interim contractor support.	≤ 5
		LOE 7.7.2	Post-IOC programs requiring contractor field service representatives at IOC plus 3 years	# of programs beyond IOC plus 3 years requiring contractor field service representatives.	≤ 5
LOE 7.8	OIB	LOE 7.8.1	Effect on OIB readiness	% of the planned OIB contribution achieved or forecasted surge capability.	TBD
		LOE 7.8.2	OIB surge capability	% of the depots that met surge requirements for full spectrum operations.	TBD
		LOE 7.8.3	OIB performance to promise	% of depots meeting OIB performance to promise objectives.	TBD
		LOE 7.8.4	OIB revenue	Sales revenue generated by the OIB versus plan.	TBD
		LOE 7.8.5	OIB carryover (actual)	Actual carryover as % of plan.	TBD
		LOE 7.8.6	OIB carryover (forecasted)	Forecasted carryover as % of plan.	TBD
		LOE 7.8.7	OIB cost	Total cost to serve (consisting of planning, sourcing, material, production, fulfillment, and returns) versus plan.	TBD
		LOE 7.8.8	OIB efficiency (use)	Use of OIB resources.	TBD
		LOE 7.8.9	OIB efficiency (return)	Return on OIB resources.	TBD
		LOE 7.8.10	OIB requirements churn	Measure of changes in requirements in terms of magnitude, timing, and effect of change.	TBD

Table 2-7: Logistics Metrics

Level One Measures		Level Two Measures		Metrics	Goal
		LOE 7.8.11	OIB funding churn	Measure of changes in planned, programmed, budgeted, or actual funding levels in terms of magnitude, timing, and effect of change.	TBD
LOE 7.9	Materiel readiness	LOE 7.9.1	Depot-level reparables meeting time between overhaul requirements	% of depot-level reparable parts not making time between overhaul during the last 6 months.	≥ 90%
		LOE 7.9.2	Programs meeting unit status reporting requirements	% of systems not meeting DA unit status reporting standards within the last 6 months.	≥ 90%
		LOE 7.9.3	Programs with non-mission-capable equipment > 30 days on unit status report	# of programs with equipment identified as non-mission-capable for supply for more than 30 days on unit status reports within the last 6 months.	0
		LOE 7.9.4	Weapons systems with > 5 messages before FRP	# of weapons systems with more than five messages (any type) before FRP.	0
		LOE 7.9.5	Software systems with > 5 messages before FRP	# of software systems with more than five messages (any type) before FRP.	0
		LOE 7.9.6	Platforms with > five messages before FRP	# of platforms with more than five messages (any type) before FRP.	0
		LOE 7.9.7	Weapons systems with ≥ two messages at FRP plus 2 years	# of weapons systems with two or more messages (any type) within 2 years after FRP.	0
		LOE 7.9.8	Software Systems with ≥ two messages at FRP plus 2 years	# of software systems with two or more messages (any type) within 2 years after FRP.	0
		LOE 7.9.9	Platforms with > two messages at FRP plus 2 years	# of platforms with two or more messages (any type) within 2 years after FRP.	0