DEFENSE STANDARDIZATION PROGRAM

Strategic Plan Implementation

A

MANAGEMENT

AND

LEADERSHIP

STRATEGY

FOR THE

CHALLENGES

OF THE

21ST CENTURY

OCTOBER NINETEEN NINETY NINE

Introduction

The goals and objectives contained in this document implement the Defense Standardization Program Strategic Plan, and should be interpreted in context with that plan.

The plan addresses six major focus areas: Interoperability; Logistics Readiness; Total Ownership Cost; Leadership and Management; Infrastructure; and Processes, Products, and Services. Each major focus area has an associated goal with specific objectives, actions, steps, and milestones. Each action has a designated office of primary responsibility that will lead the effort.

- **The DSP will advance interoperability (Goal I) through commonality of systems, components, and architectures, and it will provide a source for information and guidance to the operational, acquisition, and logistics communities regarding commonality. It will establish a database of International Standardization Agreements and develop a process for identifying best practices and promoting standardization opportunities.**

- **The DSP will improve logistics readiness (Goal II) by fostering technical and standardization expertise in the operations, acquisition, and logistics communities. It will provide forums for information exchange and will provide information that promotes commonality in both organic and contractor logistics support operations.**

- **The DSP will promote reduced total ownership cost (Goal III) through standardization of interfaces, architectures, processes, and parts. It will provide improved models for cost/benefit analyses and will build a library of cost-savings examples.**

- **The DSP will foster strong leadership and management (Goal IV) practices that promote the benefits of standardization and ensures that the DSP is customer-oriented and focuses on DoD's priority needs and opportunities.**

- **The DSP will develop a comprehensive and integrated infrastructure (Goal V) that encompasses the standardization needs of the operational, acquisition, sustainment, information technology, and related military and civil communities. It will develop an on-line information exchange system as the single point of entry for standardization efforts and provide adequate funding, staffing, and training resources for the system.**

- **The DSP will provide products and services (Goal VI) of value to its customers through an integrated standardization process. It will employ state-of-the-art electronic media to make its products and services easily accessible to its customers. It will streamline standardization-related processes including document development, coordination, storage, and distribution.**

Program performance will be monitored using appropriate metrics for each goal to ensure that the DSP not only meets the needs and expectations of its customers but also continuously improves.

The following pages describe the objectives, actions, and key steps required to implement the Defense Standardization Program Strategic Plan.

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Implementation

I. INTEROPERABILITY

GOAL: The DSP supports joint and international progress toward full interoperability through commonality of systems, components, and architectures; improved processes and communication for cooperation in standardization; and aggressive efforts to identify additional standardization opportunities.

OBJECTIVE I.A: The DSP has coordinated cooperation among, and integrated processes with, the operational, acquisition, and logistics communities to lay the foundation for achieving interoperability through commonality of systems, components, and architectures.		
ACTION I.A.1: Provide a source for commonality information and guidance. (Presumes existence of DSP information exchange system.)	**KEY STEPS:** 1. Identify and collect information exchange system requirements for linking operational, acquisition, and logistics commonality needs. 2. Design and implement a commonality forum on the information exchange system. 3. Monitor the use of commonality information exchange process.	**Lead:** Navy **START/FINISH:** Oct. 99 / Apr. 00
ACTION I.A.2: Propose revisions to requirements, acquisition, and sustainment processes to incorporate interfaces with the DSP.	**KEY STEPS:** 1. Identify policies and procedures related to requirements, acquisition, and sustainment processes. 2. Outline general processes. 3. Identify interface gaps. 4. Establish an IPT to rework interface gaps. 5. Propose revisions to existing policy.	**Lead:** Navy **START/FINISH:** Oct. 99 / plus 180 days

NOTE: DepSO = Departmental Standardization Office
IPT = integrated project team

OBJECTIVE I.B: The DSP has in place processes and communications that enhance cooperation among participants in joint and international standardization efforts.		
ACTION I.B.1: Provide a source for interoperability information and guidance.	**KEY STEPS:** *(Presumes existence of DSP information exchange system)* 1. Identify and collect information exchange system requirements for joint and international interoperability needs. 2. Design and implement an interoperability forum on the information exchange system. 3. Monitor the use of interoperability information exchange process.	**Lead:** Navy **START/FINISH:** Oct. 99 / Apr. 00
ACTION I.B.2: Establish a database of International Standardization Agreements.	**KEY STEPS:** *(This effort is already in progress)* 1. Complete population of existing database. 2. Establish on-line links to activities/personnel responsible for individual agreements. 3. Establish liaison with other organizations to determine additional value-added services we might provide.	**Lead:** Navy **START/FINISH:** Oct. 99 / Apr. 00

OBJECTIVE I.C: The DSP has institutionalized standardization best practices and a proactive process to identify additional standardization opportunities.		
ACTION I.C.1: Develop a process for identifying best practices and promoting standardization opportunities that enhance interoperability.	**KEY STEPS:** 1. Establish an IPT to develop a plan and process. 2. Identify best standardization practices being used. 3. Provide training and facilitate implementation of best practices. 4. Develop a strategy to convince appropriate programs and users to participate in the DSP and use its processes and practices. 5. Initiate outreach efforts.	**Lead:** Navy **START/FINISH:** Oct. 99 / Apr. 00
ACTION I.C.2: Determine the standardization needs of the CINCs, MAJCOMs, and functional areas.	**KEY STEPS:** 1. Conduct a CINC/MAJCOM-awareness program. 2. Conduct survey to determine needs based on JV 2010.	**Lead:** Navy **START/FINISH:** Oct. 99 / plus 360 days
ACTION I.C.3: Develop and implement requirements, planning, and decision processes (RPD) to be used by standardization management activities and by defense organizations.	**KEY STEPS:** 1. Review those RPD processes currently being used for standardization purposes. 2. Recommend policy revisions.	**Lead:** Navy **START/FINISH:** Oct. 99 / plus 360 days

NOTE: CINCs = Commanders in Chief
MAJCOMs = Major Commands

II. LOGISTICS READINESS

GOAL: The DSP improves logistics readiness by fostering technical and standardization expertise in the operations, acquisition, and logistics communities; by advancing standardization opportunities in the Contractor Logistics Support environment; and by promoting commonality of systems, components, and architectures.

OBJECTIVE II.A: The DSP has instituted an education and information exchange process to foster technical and standardization expertise across affected DoD communities.		
ACTION II.A.1: Determine appropriate forums and information and include them in the DSP information exchange process.	**KEY STEPS:** *(Presumes existence of DSP information exchange system)* 1. Identify and collect information exchange system requirements for technical and standardization expertise. 2. Design and implement a technical and standardization forum on the information exchange system. 3. Monitor the use of the technical and standardization exchange process.	**Lead:** Air Force **START/FINISH:** Oct. 99 / Apr. 00
ACTION II.A.2: Advertise the availability of the DSP information exchange process to customers.	**KEY STEPS:** 1. Identify publications/workshops/conferences/ formal training, etc., in/at which we can advertise. 2. Develop appropriate presentations for various venues. 3. Execute.	**Lead:** Airforce **START/FINISH:** Oct. 99 / ongoing

OBJECTIVE II.B: The DSP has surveyed the commercial environment to identify and make available effective standardization practices and processes to optimize contractor logistics support operations.		
ACTION II.B.1: Populate the DSP information exchange process with appropriate contractor logistics support-related information.	**KEY STEPS:** *(Presumes existence of DSP information exchange system)* 1. Identify and collect information exchange system requirements for CLS expertise. 2. Design and implement a CLS forum on the information exchange system. 3. Monitor use of the CLS exchange process.	**Lead:** Navy **START/FINISH:** Oct. 99 / Oct. 00

OBJECTIVE II.C: The DSP has coordinated cooperation among the operations, acquisition, and logistics communities to lay the foundation for achieving logistics readiness through commonality of systems, components, and architectures.		
ACTION II.C.1: Provide appropriate forums and information for promoting logistics readiness. (Presumes existence of DSP information exchange system).	**KEY STEPS:** 1. Identify and collect information exchange system requirements for commonality needs. 2. Design and implement a logistics readiness forum on the information exchange system. 3. Monitor the use of the logistics readiness information exchange process.	**Lead:** Navy **START/FINISH:** Oct. 99 / Apr. 00

III. TOTAL OWNERSHIP COST

GOAL: Total ownership costs are reduced through standardization of interfaces, architectures, processes, and parts.

OBJECTIVE III.A: Standardization decisions are based on a cost/benefit analyses.		
ACTION III.A.1: Implement a model for cost-benefit analyses of standardization projects.	**KEY STEPS:** 1. Develop a cost-benefit analyses strategy for standardization. 2. Identify and validate existing, or create new, cost-benefit models. 3. Establish a policy for using cost-benefit analyses. 4. Incorporate model in training courses. 5. Publicize use of model.	**Lead:** DSPO **START/FINISH:** Oct. 99 / plus 360 days

OBJECTIVE III.B: The DSP has the ability to demonstrate cost savings and cost avoidance achieved through standardization.		
ACTION III.B.1: Build a library of standardization cost-savings examples.	**KEY STEPS:** 1. Research, collect, and document industry and government examples. 2. Review for quality. 3. Make examples available on the DSP Web site.	**Lead:** Army **START/FINISH:** Oct. 99 / plus 180 days

NOTE: DSPO = Defense Standardization Program Office

IV. LEADERSHIP AND MANAGEMENT

GOAL: DSP is led and managed so that it is clearly understood, valued, and used by its customers; and it is championed by DOD senior leadership as a key instrument to achieve departmental objectives.

OBJECTIVE IV.A: Leadership champions DSP through active outreach to communicate its role and value.		
ACTION : IV.A.1 Engage key leaders in a proactive process to promote the roles and benefits of the DSP and standardization.	**KEY STEPS:** 1. Develop a leadership engagement plan that identifies the key leaders, information to be communicated, and target audiences. 2. Gain initial support for the plan. 3. Implement the plan. 4. Improve the process based on feedback.	**Lead:** Army **START/FINISH:** Oct. 99 / Ongoing

OBJECTIVE IV.B: DSP is clearly understood, widely recognized and valued, and perceived as useful by its customers.		
ACTION IV.B.1: Measure the degree to which the DSP is clearly understood, widely recognized and valued, and perceived as useful by its customers.	**KEY STEPS:** 1. Develop a DSP performance measurement plan that identifies customers and objectives to be measured. 2. Develop measurement instruments for collecting customer data. 3. Collect and analyze the data. 4. Act on the information.	**Lead:** Army **START/FINISH:** Oct. 99 / Ongoing
ACTION IV.B.2: Develop information media to communicate key information.	**KEY STEPS:** 1. Develop a marketing plan that identifies key DSP information and strategies for communicating the information and involving customers. 2. Collect, prepare, and disseminate the marketing information. 3. Assess effectiveness of marketing efforts and revise as necessary.	**Lead:** Army **START/FINISH:** Oct. 99 / Ongoing

OBJECTIVE IV.C: DSP management assures that the DSP is customer-focused, dynamic and responsive, and rich in communication forums and tools that identify and address priority needs and opportunities.		
ACTION IV.C.1: Involves users in the development of DSP goals, objectives, processes, products (including tools), and services to assess current activities and provide course corrections.	**KEY STEPS:** 1. Develop a customer/user involvement plan that ensures that customer plays an active part of the DSP management process. 2. Engage the customers and develop procedures and tools. 3. Evaluate the results and adjust the DSP as required.	**Lead:** Army **START/FINISH:** Oct. 99 / Ongoing

V. INFRASTRUCTURE

GOAL: A comprehensive, integrated DSP infrastructure is sufficiently resourced and integrates the DoD acquisition, operational, sustainment, information technology, and related military and civil communities.

OBJECTIVE V.A: Funding and staffing requirements are defined, justified, prioritized, and filled.		
ACTION V.A.1: Develop and implement an adequate funding strategy.	**KEY STEPS:** 1. Collect funding profiles from the military services and agencies. 2. Develop a funding strategy. 3. Fund the program.	**Lead:** Air Force **START/FINISH:** Oct. 99 / Dec. 06
ACTION V.A.2: Develop and implement an adequate staffing strategy.	**KEY STEPS:** 1. Collect manpower requirements. 2. Analyze and select alternative staffing strategies. 3. Determine priorities from manpower information to meet the goal.	**Lead:** Air Force **START/FINISH:** Oct. 99 / Dec. 06

OBJECTIVE V.B: Training requirements are defined, justified, prioritized, and met.		
ACTION V.B.1: Develop and implement an adequate training strategy.	**KEY STEPS:** 1. Define training requirements for personnel directly working standardization (who, what, how). 2. Define training requirements in standardization for customers/users (who, what, how). 3. Develop training resources. 4. Provide training as required. 5. Determine the effectiveness of the training program	**Lead:** Air Force **START/FINISH:** Oct. 99 / May 00

OBJECTIVE V.C: DSP uses a flexible, on-line information exchange system as the single point of entry for standardization efforts.		
ACTION V.C.1: Establish a useful on-line information exchange system as the single point of entry for standardization efforts.	**KEY STEPS:** 1. Develop a plan for an on-line information exchange system that enables the standardization processes, facilitates participation, and provides universal access for standardization information. 2. Develop the information exchange system. 3. Populate the information exchange system. 4. Update/improve the system as needed.	**Lead:** Air Force **START/FINISH:** Oct. 99 / Ongoing

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OBJECTIVE V.D: DSP has implemented a comprehensive, flexible, dynamic, seamless categorization (i.e., subsets of materiel, processes, and technology) structure.		
ACTION V.D.1: Analyze alternatives to the current structures.	**KEY STEPS:** 1. DepSOs meet to scope and define the desired future state 2. Analyze existing structures. 3. Define a new system. 4. Choose and implement the new structure.	**Lead:** Air Force **START/FINISH:** Oct. 99 / Jan 00

VI. PROCESSES, PRODUCTS, AND SERVICES

GOAL: The DSP provides products and services of value to our customers through an integrated standardization process.

OBJECTIVE VI.A: DSP products are easily accessible to anyone who needs them.		
ACTION VI.A.1: Increase the number of DSP products that are available electronically.	**KEY STEPS:** 1. Determine the current status of products and services. 2. Identify customer needs. 3. Determine which products and services should be available electronically. 4. Identify details of technical implementation (format). 5. Implement.	**Lead:** Army **START/FINISH:** Oct. 99 / plus 180 days
ACTION VI.A.2: Increase awareness and visibility of DSP products and services.	**KEY STEPS:** 1. Identify potential customers and their forums. 2. Develop a marketing message and related media. 3. Integrate the message into DSP marketing efforts.	**Lead:** Army **START/FINISH:** Oct. 99 / plus 360 days

OBJECTIVE VI.B: The DSP has a universally accepted process for coordinating standardization decisions.		
ACTION VI.B.1: Reengineer the existing DSP coordination process to meet the needs of a wider community.	**KEY STEPS:** 1. Identify potential stakeholders (government and industry; national and international). 2. Design an improved process taking advantage of latest collaborative technology. 3. Implement changes in policy and procedures. 4. Conduct outreach.	**Lead:** DLA **START/FINISH:** Oct. 99 / plus 360 days

OBJECTIVE VI.C: The DSP provides technically correct products in a timely manner.		
ACTION VI.C.1: Make the document-development cycle more efficient.	**KEY STEPS:** 1. Identify inefficiencies in the current process for development, coordination, and publication. 2. Recommend changes to eliminate these inefficiencies.	**Lead:** DLA **START/FINISH:** Oct. 99 / plus 180 days

OBJECTIVE VI.D: Disparate standardization processes throughout the DoD are united into a single standardization process.		
ACTION VI.D.1: Integrate DoD standardization processes.	**KEY STEPS:** 1. Identify defense policies that contain standardization processes. 2. Propose interfacing revisions. 3. Develop an overarching policy as required.	**Lead:** DLA **START/FINISH:** Oct. 99 / 180 days

OBJECTIVE VI.E: DSP policies are in harmony with other DoD initiatives.		
ACTION VI.E.1: Harmonize DSP policy with significant DOD initiatives.	**KEY STEPS:** 1. Identify significant initiatives. 2. Associate practices and purpose for comparison and interface with DSP. 3. Revise DSP policies/procedures as appropriate.	**Lead:** DLA **START/FINISH:** Oct. 99 / plus 180 days

Program Performance Metrics

The IPTs established for each of the objectives in the strategic plan will develop the program performance metrics used to measure progress and results. However, a few high level metrics are shown below that will provide the IPTs with guidelines on what they need to consider when developing metrics.

KEY INDICATOR	METRICS
• Improved interoperability of joint and coalition forces.	1. Increase in the number of interoperable systems. 2. Decreased after-action interoperability problem reports.
• Standardized parts that have lowered costs, reduced inventories, shortened logistics chains, improved readiness, and furthered civil-military integration.	1. Increased number of standardized systems, components, and architectures. 2. Increased number of programs with commonality evaluation processes.
• A DSP that is a single source for information exchange and coordinating all defense standardization efforts.	1. Increased number of organizations participating with the DSP in information exchange. 2. Increased customer satisfaction based on survey results.
• Institutionalized development and use of performance and non-government standards in the DOD.	1. Increased usage of performance and NGS standards. 2. Decreased usage of military-unique specifications and standards.
• A DSP that is a vital technical resource and that actively participates in military, civil, and international standardization activities.	1. Increased usage frequency of DSP products and services. 2. Increased DSP participation in military, civil, and international standardization activities.
• A prioritized set of standardization domains and a core cadre of experts in those domains.	1. Acceptance and use of standardization domains by programs. 2. Increase in number, availability, and utilization of domain experts.
• System requirements documents (e.g., MNS/ORD) that reflect standardization requirements.	1. Increase in the number of requirements documents that contain standardization requirements. 2. Increase in customers' perceived value of standardization based on survey results.
• Senior managers and program managers who view standardization as an essential element of acquisition program development.	1. Increase in managers who view standardization as essential based on survey results. 2. Increase in program personnel who perceive their managers strongly promote standardization based on survey results.

VISIT THE
DSP ON THE
WEB AT:
http://www.dsp.dla.mil