



Material Life Cycle Guide

A guide to life cycle processes for equipping
and sustaining Australia's Defence Force

Edition 1
May 2003

Material Acquisition and Sustainment Framework



Foreword

Our mission in the DMO is 'to equip and sustain Australia's Defence Force' with materiel capability and systems that meet operational requirements and are delivered on time and on budget.

Ensuring that we have business processes in place that achieves this outcome is paramount to our role in supporting the ADF.

The processes involved in equipping and sustaining the ADF are complex and involve many elements of the Australian Defence Organisation (ADO) and industry. Managing these processes more effectively is a responsibility of all managers and staff in the DMO and the ADO. This Guide is an important first step in defining high-level materiel life cycle processes across the ADO.

The Guide describes how these processes are managed and how they will mature over time. It has been developed for Defence personnel but will also be a useful reference for industry.



Mick Roche

USDM

May 2003



Contact for this Document

This Guide is maintained by the Materiel Policy and Services Branch in Electronic Systems Division. Please address comments, inquiries, and requests for further information to:

Materiel Policy and Services Branch

Russell Offices
Department of Defence
CANBERRA ACT 2600
Telephone: Materiel Acquisition and
Sustainment Framework
Helpline (02) 6265 2000
E-mail: MASF.Helpline@defence.gov.au

Approving Authority:

Under Secretary Defence Materiel
Defence Materiel Organisation
Russell Offices R2-5-131
CANBERRA ACT 2600

Russell Offices R2-Sponsor:

Head Electronic Systems
Russell Offices R2-5-C081
CANBERRA ACT 2600

Publisher and Amendment Authority:

Director General Materiel Policy and Services
Russell Offices R2-6-C073
CANBERRA ACT 2600



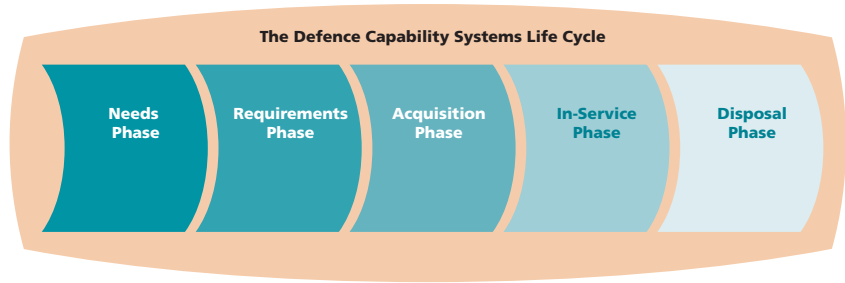
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Introduction

The Defence Capability Systems Life Cycle has five key phases. These are defined in the *Capability Systems Life Cycle Management Manual 2002 (CSLCMM)* released by the Vice Chief of the Defence Force (VCDF).

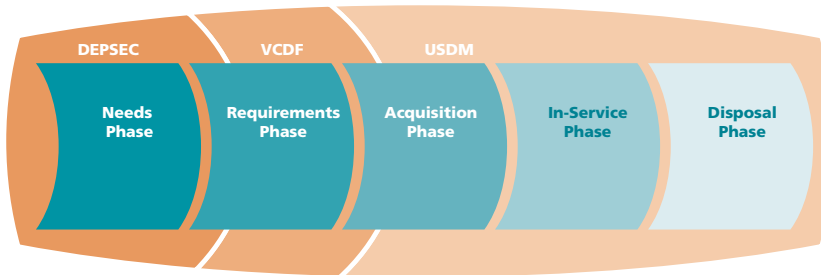


This Guide provides a high-level view of the DMO Business Model processes which support the Defence Capability Systems Life Cycle. The DMO Business Model provides the governance, core and enabling processes.

The first edition is centred on the core business processes of Acquire Materiel Systems and Equipment (C2) and Provide In-Service Capability Support (including Disposal) (C3). It is not intended to describe the full extent of the DMO business process model. The enabling processes and the other core processes will be described in later editions.

Defence Capability Systems Life Cycle Phases

Who's Involved



The Deputy Secretary for Strategic Policy is responsible for analysing capability needs. VCDF is responsible for defining requirements to meet those capability needs.

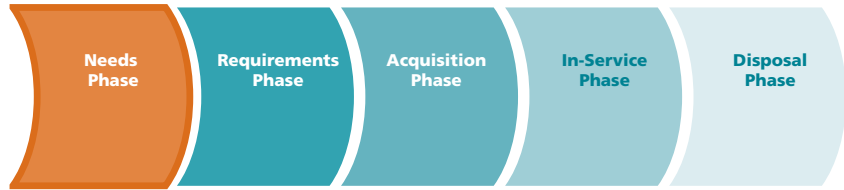
The DMO is involved in each phase, starting with a supporting role in the needs phase, through to primary management of the project from the beginning of the acquisition phase.

The DMO supports VCDF in the development of the Acquisition Business Case through involvement in the requirements phase. This joint approach to the development of a business case aims to ensure:

- requirements definitions are comprehensive and lead to acquiring systems that meet the performance expectations of the user
- decisions during the requirements phase are considered and result in minimal Life Cycle Cost (LCC) increases during the acquisition phase
- solid front-end planning, analysis and resourcing to reduce cost and schedule overruns.

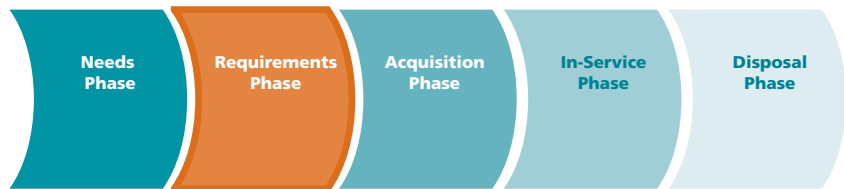
What Happens

Needs phase



The materiel life cycle starts when a capability gap is identified and a materiel solution is required. This may happen when a system needs to be introduced, improved or replaced. The DMO supports the needs analysis, which identifies customer needs and provides input to the requirements phase.

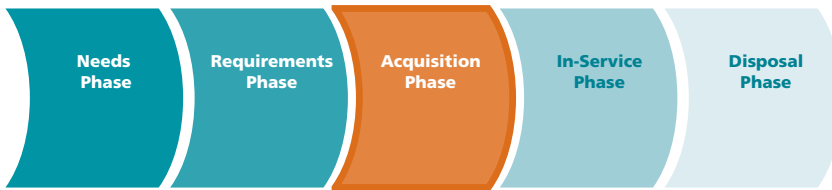
Requirements phase



The VCDF's Capability Development Branches define the requirements, including operational support concepts and specifications. An Integrated Project Team (IPT), which includes DMO representation, is often formed during the requirements phase. It is during the requirements phase that proposals are developed for government consideration. There are usually two proposals submitted. The First Pass approval articulates the capability gap, the range of potential solutions and the range of costs, risks, critical timing issues, industry issues and possible acquisition strategies. On First Pass approval, an initial Project Office is usually set up to conduct market analysis, consult with industry and determine the availability, timing, cost, and risks associated with various options to meet the identified need. This detail enables government to make an informed decision at the Second Pass approval and for acquisition of a materiel solution to proceed.

Major capability proposals are documented annually in the Defence Capability Plan (DCP) 2001–2010, previously known as the unclassified Pink Book or Defence New Major Capital Equipment Proposals. Once approved, the project moves to the acquisition phase.

Acquisition phase

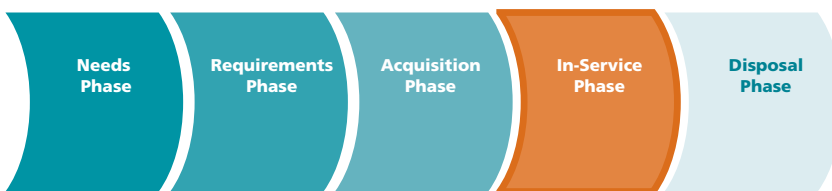


Acquisition is the process of procuring an appropriate materiel system to meet the identified requirements while achieving the best value for money over the life of the system. This includes supporting systems as well as the high-profile mission systems.

Once government gives Second Pass approval, project responsibility transfers to the DMO for acquisition. A Project Office within a System Program Office (SPO) formally accepts the acquisition project.

During this phase, contracts are negotiated and signed. The DMO monitors the development of the materiel system, handling any exceptions and making sure the project moves forward as expected. When ready, the materiel system is tested to ensure it meets requirements. Formal acceptance, introduction into service and project closure follow, leading to the end of the acquisition phase.

In-Service phase



In-Service support aims to ensure that a materiel system, which is made up of a mission system and its supporting infrastructure, known as the support system, continues to be fit for purpose, available when and where required, and for the period required.

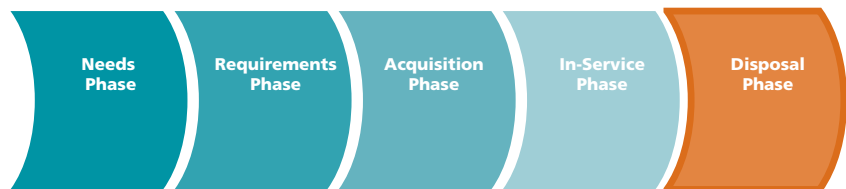
The in-service phase generally starts when:

The supplier delivers a materiel system. This may be a phased activity starting many years before completion of an acquisition project; or

The materiel system transfers from the acquisition Project Office to an in-service support provider within the SPO.

While in-service, the mission system is operated by a Force Element Group (FEG) in the case of Navy or Air Force, or a Unit if Army. However, the mission and associated support systems are owned and supported by the DMO, or in some cases, supported by contracted suppliers.

Disposal phase



Parts of materiel systems are replaced and disposed of throughout the life cycle because of obsolescence, support costs, reliability issues, wear and tear, or redundancy. Once the materiel system reaches the end of its life, it is disposed of.

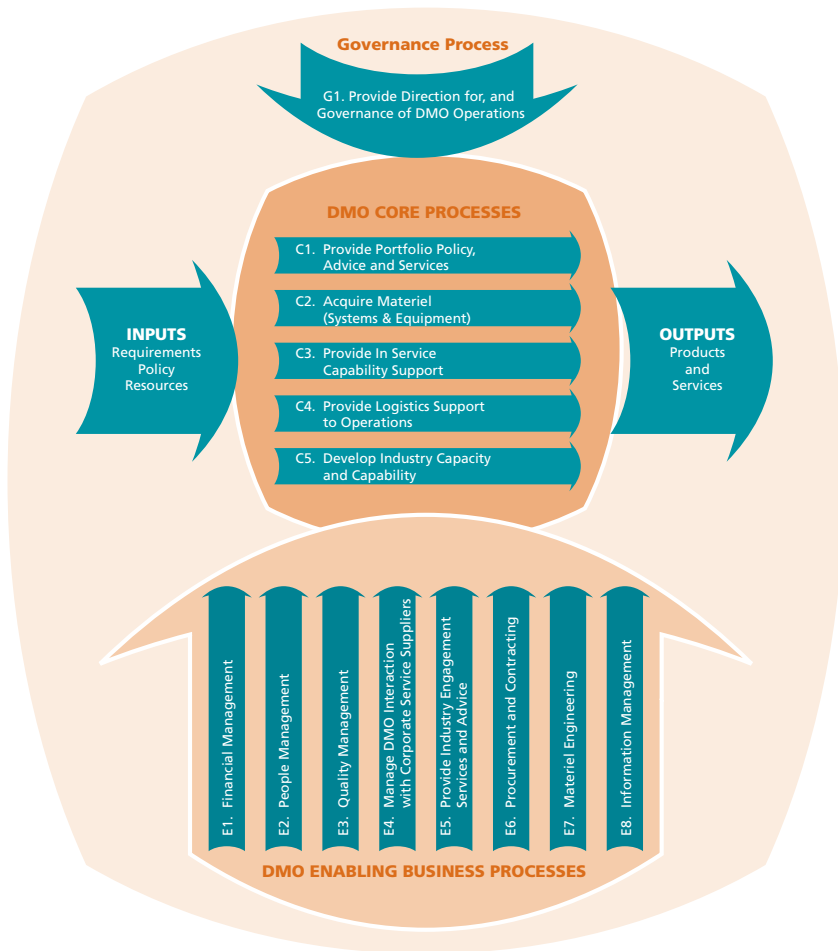
There are a number of ways that disposal can happen, such as sale, destruction, gifting, or dumping. How an item is disposed of is carefully considered, taking into account financial, environmental, security, archival, safety and third-party transfer issues. The disposal actions themselves are strictly controlled to ensure they proceed correctly.

DMO's Business Model

The DMO was formed in 1999 to provide life cycle materiel management for Defence.

System Program Offices (SPOs) located throughout Australia are the means by which DMO drives life cycle management. This Guide describes a substantial part of the core processes that SPOs are engaged in on a day-to-day basis.

The DMO Business Model captures the phases of the Defence Capability System Life Cycle. The core processes 'Acquire Materiel Systems and Equipment (C2)' and 'Provide In-Service Capability Support (including Disposal) (C3)' constitutes a whole of life (or end-to-end) view of acquisition and sustainment for Defence materiel.



The DMO Life Cycle Processes Approach

A life cycle processes model recognises that materiel always goes through a series of phases that starts with identifying a need, proceeds through meeting that need, integrates ongoing support, and ends with disposal. These life cycle phases and processes never exist in isolation. They always affect each other and often overlap.

For DMO this means effective analysis in the requirements phase to ensure the materiel and industry requirements to support military capability are accurately defined and appropriate materiel solutions identified. Forward consideration of in-service issues in the acquisition phase leads to the commissioning of a reliable and maintainable mission system resulting in fewer in-service problems. Similarly, knowledge gained while the materiel is in service feeds back into the needs/requirements/acquisition phases when replacements, modifications, and disposal are considered.

Framework for Life Cycle Processes

The definition of business processes is an integral step towards the measurement of performance and the achievement of materiel outcomes. In Defence, the materiel life cycle requires a complex set of processes that ensure capability needs identified and endorsed by government are met through the delivery and sustainment of Specialist Military Equipment (SME).

A total governance framework must support materiel life cycle processes. The DMO's governance framework consists of two main elements: Processes and Policies. These are provided through the Quality and Environmental Management System.

At the corporate level, standardised core business processes are being developed to populate the DMO business process model. SAMS (C2) and SISMS (C3) represent the first core business areas to be integrated into the business model.

A degree of flexibility is provided to address operational differences across the maritime, aerospace, land and electronic systems environments.

Enabling processes are also being developed. These will be cascaded down to Divisional, Branch and SPO levels with limited tailoring. Standard corporate core and enabling processes are translated by Divisional managers into operating instructions at the working level.

The roll-out of standard processes and the alignment of Divisional, Branch and SPO processes will result in:

- consistent and repeatable processes across the DMO
- greater support to Managers and staff in their day-to-day activities
- reduction in the loss of intellectual capital
- reduction in inefficient processes and duplication
- improved outcomes across the organisation
- improved industry capability outcomes.

Aligning Policy to Outcomes

In the DMO, acquisition and sustainment policy is influenced by:

- Government policy
- Defence portfolio policy and instructions
- Manuals and standards
- DMO instructions
- Operational (domain) specific instructions.

As core and enabling processes are developed, policy is integrated into the DMO Business Process Model. This way policy is both process and outcome based, although functionally structured. For example, policy can guide a SPO in the development of solicitation documentation (functional policy) and also outline when this activity is to occur during the acquisition phase of the process life cycle.

The alignment and maintenance of policy with the materiel life cycle is an on-going activity.

DMO's Quality and Environmental Management System

DMO's materiel life cycle processes and policies are being integrated into an overall business and quality management system that will meet the requirements of ISO 9001:2000 and be based on the Australian Business Excellence Framework (ABEF).

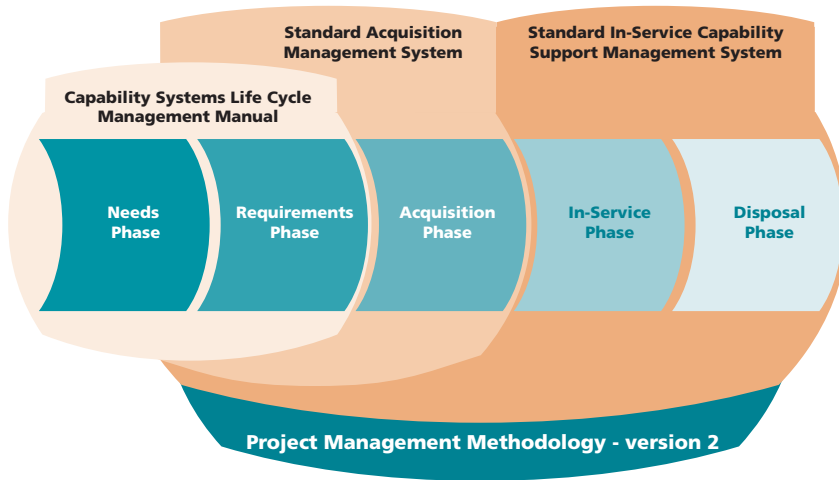
The Quality and Environment Management System (QEMS) will ultimately detail the entire DMO core, governing and enabling processes. The core processes which support SAMS (C2) and SISMS (C3) are the first areas to be defined.

QEMS is an electronic gateway that gives DMO people up-to-date information on policies, processes and practices associated with supporting the DMO Business Model. A QEMS concept demonstrator currently provides access to SAMS and SISMS.

Also accessible through QEMS is the first DMO specific *Project Management Methodology—PMMv2*. This underpins the way the DMO acquires materiel and is fully integrated with SAMS. PMMv2 provides the DMO with a consistent, organisation-wide approach to project management. It reflects the DMO's business practices and processes, and brings together the knowledge areas and disciplines needed to manage Defence projects.

Managing Materiel Life Cycle Processes

Materiel life cycle processes are managed through a number of integrated elements, including the *Capability Systems Life Cycle Management Manual 2002* (CSLCMM).



Managing life cycle processes in the DMO is largely centred on the two core processes:

- (C2) 'Acquire Materiel (Systems and Equipment)' process referred to as the *Standard Acquisition Management System* (SAMS)
- (C3) 'Provide In-Service Capability Support (including Disposal)' process referred to as the *Standard In-Service Capability Support Management System* (SISMS)

SAMS is a process-oriented business model that describes how DMO contributes to defining requirements and performs acquisition. In this way, SAMS is both descriptive and prescriptive. It guides Defence personnel towards performing acquisition according to standard best practice, and provides them with the supporting policies, procedures, tools and techniques that are required to achieve performance expectations.

SISMS has a similar role for the in-service and disposal phases of the materiel life cycle. However, SISMS is not as mature a model as SAMS. Future editions of this Guide will reflect the maturity of SISMS.

A project management thread has been developed within the SAMS process model that is reflected in the new DMO specific Project management Methodology–PMMv2. This allows the MCE Project Director and Project Office staff to navigate through the SAMS process model from both a process and functional perspective.

SAMS and PMMv2 focus on the early phases of the capability systems development processes to ensure that the requirements of the ‘acquirer and sustainer’ are comprehensively addressed.

Capability Systems Life Cycle Management Manual 2002

The Capability Systems Life Cycle Management Manual 2002 (CSLCMM) is VCDF’s description of the Defence capability systems life cycle. Primarily it covers the front end of the process—identifying the needs and defining the requirements—but also includes information about the acquisition and in-service phases, accountability, life cycle management practices, and financial management.

CSLCMM 2002 is currently under review and is planned to be re-issued in late 2003.

Standard Acquisition Management System

SAMS provides a comprehensive functionally integrated management system to support the DMO core process (C2) ‘Acquire Materiel (Systems and Equipment)’. SAMS provides Project Directors and their staff simplified online access to:

- policies
- processes
- guidance
- training
- competencies
- tools.

SAMS has three, essentially sequential, top-level processes:

1. Support Review of Capability Needs Analysis
2. Assist VCDF Options/Requirements Development
3. Manage Acquisition.

These top-level processes break down into more than 160 sub-processes, each of which is supported by a detailed Process Reference Page (PRP) within QEMS.

Support Review of Capability Needs Analysis

Process purpose: *to help develop the Defence Capability Planning Guidance (DCPG), and contribute to the Defence Plan (DEFPLAN) and Defence Financial and Management Plan (DFMP).*

The DMO helps review how well prepared ADF force elements are, and how likely it is that they and their support systems will be able to conduct and sustain operations now and in the future.

DMO also contributes to the DCPG. The DCPG results from a review (supported by DMO) into the readiness and sustainability of all current capabilities. It describes new projects, on-going initiatives, and capabilities that need to be retired from service. The DMO evaluates and refines the DCPG's proposals and analyses industry's ability to successfully deliver new systems.

DMO also plays a crucial role in the annual DEFPLAN, which looks at how Defence will implement government policy and meet its strategic objectives. DMO's annual strategic planning is based on its contribution to the DEFPLAN.

Out of the DEFPLAN comes the annual DFMP to which DMO provides financial statements and projections that ensure the DMFP's budget correctly reflect commitments.

Assisting VCDF's Options and Requirements Development

Process purpose: *to assist the VCDF develop options for proposed capabilities, and where appropriate, define their requirements in detail.*

As part of the Integrated Project Team (IPT), the DMO is an active partner when VCDF defines requirements for new or updated capabilities.

All new capability projects require a supporting business case. During the project set-up the DMO helps the sponsor plan what will be needed to create a Business Case to achieve First Pass approval. DMO's support includes developing a Work Breakdown Structure (WBS), estimating resources, scheduling, identifying industry issues and working out the required staff skills and management processes.

Assist VCDF to achieve first pass

This activity includes supporting development of the First to Second pass Project Management Plan (PMP), the Preliminary Capability Options Document (PCOD), and the development of the Capability Requirements Business Case (CRBC).

DMO support to capability planning is vital to ensure that materiel aspects of the CRBC have been developed sufficiently to enable an informed decision by government as to which capability options are to be progressed.

As the project moves toward Second Pass approval, DMO helps ensure the capability is properly defined, planned and justified. The options and requirements in the business case must be sufficiently developed so that government can make a properly informed choice. DMO works with the project sponsor on the First to Second Pass Project Management Plan, a Preliminary Capability Options Document (PCOD), and the Capability Requirements Business Case.

The Capability Requirement Business Case is summarised in a 'Sponsor's Paper' which goes to the relevant Defence committee or committees. Based on the committee's recommendation, Investment Analysis Branch prepares a Cabinet submission that goes to government for First Pass approval.

First to second pass planning may need to be revised to reflect changes arising from committee endorsement and/or government approval.

Assist VCDF to achieve second pass

After First Pass approval, DMO works with the project sponsor and specialist staff to flesh out the capability's requirements and options.

For Second Pass approval DMO helps create a clear, compelling and detailed Acquisition Business Case (ABC) for the project that is appropriately defined, costed, and justified. The DMO also plans a detailed Acquisition Strategy so that there is a clear understanding of how acquisition will proceed once the approval is received. The Acquisition Business Case is supported by the Capability Options Document (COD), Capability Definition Documents (CDD¹), Acquisition Strategy (AS) and Project Management Plan (PMP). These documents then form part of the capability baseline, which is agreed by all relevant parties.

The Acquisition Business Case is summarised in a 'Sponsor's Paper' which goes to the relevant Defence committee or committees. Based on the committee's recommendation, Investment Analysis Branch prepares a Cabinet submission that goes to government for Second Pass approval.

The documents may need to be revised in accordance with committee endorsement and again in accordance with government approval as both these steps can give rise to change in the scope of the project and/or its approach. Once committee approval has been obtained the project team can usually continue development of the preferred option for the acquisition phase.

¹ CDD consists of Operational Concept Document (OCD), Functional Performance Specifications (FPS) and Test Concept Document (TCD).

Manage Acquisition

Process purpose: *to acquire and deliver an approved capability.*

Once a capability receives Second Pass approval, DMO manages its acquisition and delivery. Project planning documents are updated to reflect any conditions imposed during approval. Following this, project tenders can be issued, suppliers selected, contracts negotiated and awarded.

The project office within the DMO will ensure the project delivers its contracted outcomes on time and within budget. This includes monitoring schedules, costs, quality, managing changes, and making payments. The DMO line management is actively involved in projects through the on-going review of plans, and by directing and controlling inputs to the project through the governance framework.

When the project's deliverables are ready, DMO performs system acceptance. Here is when the contractor must demonstrate that contractual requirements and specifications have been met, and that the supplied items function correctly. If so, DMO formally accepts the deliverables.

After accepting the materiel system from the contractor, the project office remains responsible for transition into service and ultimately the project's closure.

Solicitation

The objective of solicitation is to select the option(s) and supplier(s), which represent best value for money for Defence in terms of military and industry capability outcomes. This process involves developing the solicitation request, evaluating the responses, undertaking offer definition (where an offer definition phase is adopted) and contract negotiation activities. This stage ends with a contract for the delivery of the defined capability.

Other procurement activities such as Foreign Military Sales (FMS) or agency agreements may be also required, if applicable.

Managing Contracts

Contract management includes performing contract surveillance, managing contract changes and making appropriate payments. Managing the DMO project office and agency support is included in this stage and incorporates reviewing and updating project office and agency support plans, as well as directing, monitoring and controlling project office and agency inputs.

Final Acceptance

Discharge of a contract occurs when both parties have fulfilled their obligations under the contract. The final acceptance procedures are spelt out in the acceptance conditions of the contract. The contractor must complete and present a signed Final Supplies Acceptance Certificate and provide supporting evidence that the supplies integrate and that the supplier has met all of the requirements of the contract.

Depending on the contract terms and conditions, this may or may not include operational testing and subsequent operational acceptance.

Transition

After accepting the materiel system from the contractor, the Project Office remains responsible for transition into service. With the Project Office's help, the system undergoes operational acceptance (although sometimes this is part of the supplier's contract) by the relevant ADF body. This confirms that the capability meets its intended purpose as defined in the OCD. The system also undergoes capability acceptance by the Sponsor and in-service support acceptance by the in-service support provider. Once the transition into service has been achieved, the SPO remains responsible for providing in-service capability support. DMO retains ownership of assets but the materiel system's use transfers to a Force Element Group (FEG) in the case of Navy or Air Force, or a Unit if Army.

Project Closure

Each project is brought to a controlled closure after successful transition into service.

DMO's Project Management Methodology

Project Management Methodology (PMMv2) applies to all Major Capital Equipment (MCE) projects. It describes the accepted practice for project management in the DMO.

A Project Management thread has been developed within the SAMS process model that is reflected in PMMV2. This allows the MCE Project Director and Project Office staff to navigate through the SAMS process model from both a process and functional perspective.

PMMV2 and SAMS focus on the early phases of the capability systems development processes to ensure that the requirements of the 'acquirer and sustainer' are comprehensively addressed.

Standard In-Service Capability Support Management System

SISMS is a business process model that describes how the DMO performs its core process of 'Provide In-Service Capability Support'. This core process involves the management and provision of the services and products needed to meet the preparedness and performance requirements of a materiel system. Typical services include Maintenance, Engineering, Supply, and Configuration Management. Common products include spares, technical data, support and test equipment, and training equipment and materials.

SISMS is based around the concepts of the mission system and support system. The mission system describes the equipment being used by the ADF and asset managed by a SPO (and a SPO may manage more than one mission system). The support system encompasses the support infrastructure required to ensure a mission system remains reliable and available.

SISMS is applicable from transition into service through to disposal. There are seven level-two processes within SISMS. These are:

- Perform Mission System Availability Planning
- Sustain Mission System
- Change Mission System
- Manage Support System
- Perform SPO Management Activities
- Provide ISCS Input to Capability
- Manage Disposal.

Perform Mission System Availability Planning

Process purpose: *create a Service Level Agreement and a Mission System Availability Schedule that meet availability needs and are within budget.*

The Mission System Availability Schedule and Service Level Agreement (SLA) ensure the preparedness requirements for a materiel system can be met within available funding.

Mission System Availability Planning draws information from a number of areas and is undertaken in consultation with the FEG/Unit. For example, materiel requirements (such as maintenance, repairable items, and breakdown spares) must be analysed and associated costs identified. The acquisition schedule for any modifications or upgrades to the mission system must also be incorporated. Also, approved in-service changes to the mission system must be scheduled and the appropriate systems made available for updates. The end result is a Mission System Availability Schedule, containing both maintenance and update needs, and an SLA, which meets availability and preparedness requirements within available funds.

Sustain Mission System

Process Purpose: *ensure mission systems are available, as and when required, while maintaining technical integrity.*

Sustaining a mission system involves a wide range of maintenance and support activities. Maintenance planning is based on the SLA and the Mission System Availability Schedule. Maintenance services are provided by the SPO using in-house resources or contractors. The SPO is responsible for ensuring that the performed maintenance meets the specifications.

Sustain Mission System also includes:

- the provision and maintenance of mission system spares
- the investigation of defects and maintenance incidents as well as implementing any corrective action required
- the planning and conduct of configuration audits
- mission system supportability analysis, which involves analysing the mission system to ensure that it continues to meet supportability objectives at a minimised LCC
- supporting the certification process.

Change Mission System

Process purpose: *propose, evaluate, approve, and implement changes to mission systems while in-service.*

The Change Mission System activity provides a framework for the proposal, justification, evaluation, coordination, approval or disapproval of proposed changes, and the implementation of approved changes in a mission system during the in-service phase including:

- **Major changes** that affect the likes of physical and functional requirements, LCC, operational characteristics and safety.
- **Minor changes** that do not qualify as major changes, and may involve substituting a component made to the same build standard.
- **Deviations** to a Configuration Item (CI), which require written authorisation to depart from the current approved configuration documentation for the CI.
- **New capabilities** occurring when a change request is outside the scope of in-service support, and needs to be handled through the needs and requirements processes. If the change request falls outside the scope of in-service support, a new capability submission would be raised.

Manage Support System

Process purpose: *provide additional services not directly related to sustaining or changing mission systems.*

Not everything a SPO does directly relates to sustaining or changing mission systems. Other associated activities include managing the following:

- **Obsolescence** – the establishment and management of an agreed obsolescence program.
- **Training** – ensuring that training products remain relevant and current.
- **Technical data** – ensuring information is available when and where it is needed in a useable form throughout the life of the system.
- **Specialist equipment** – managing Support and Test Equipment (S&TE) and training equipment.
- **Facilities** – providing support to CSIG for the management of facilities relevant to the materiel system.

- **Logistics Information Management Systems (LIMS)** – providing support to Management Information Systems Division (MISD) for the management of Logistics Information Management Systems (LIMS).
- **General inventory** – including supply chain planning, management of stock, filling orders, and providing customer service.
- **Hazardous and Dangerous Materials** – maintaining processes covering goods that are dangerous to humans and/or the environment, and therefore require special packaging, handling, storage, and transportation.
- **Supportability** – analysing the support system to ensure that it continues to meet supportability objectives at a minimised LCC.

Perform SPO Management Activities

Process purpose: *implement management and administrative practices that help SPOs run efficiently and perform effectively.*

SPOs require a broad range of management and administrative activities to support their operations. This activity covers a range of general activities, such as Performance Management, Australian Industry Involvement (AII) monitoring, Quality Management, OH&S, Environmental Management, Contract Management, Personnel and Finance Management fundamental to the smooth operation of a SPO.

Provide ISCS Input to Capability

Process purpose: *ensure in-service support agencies contribute to the Needs, Requirements and Acquisition phases of the Materiel Life Cycle.*

It is crucial that In-Service Capability Support (ISCS) agencies contribute to the need, requirements and acquisition phases, so that planning for new and enhanced capabilities adequately considers ISCS issues and the resulting mission system is supportable. At times, it is the in-service agencies that identify the need in the first place, especially for changes to existing systems.

Manage Disposal

Process purpose: *identify stores and assets that are not needed and appropriately dispose of them.*

Managing disposal involves identifying and classifying surplus, redundant and unserviceable stores and assets for disposal. After considering any limitations (such as legislation, environmental, licensing or security classification) and opportunities for reuse, an appropriate method is chosen. This might be sale, gifting, private treaty, transfer, destruction or dumping. The asset is then disposed of accordingly.

Additional Information

More information is available in the following documents.

- For a general look at Defence's approach to acquiring and supporting capabilities, and how DMO operates, see the *Defence Materiel Guide*. This booklet is available from the Director General Materiel Reform or viewable on the DMO web site.
- A summary of the PMMv2 is available in the *PMMv2 Overview* available through QEMS or from the Director General Materiel Policy and Services.
- Information about managing a Defence project is detailed in the *Project Management Methodology (PMMv2) Manual*, available from the Director General Materiel Policy and Services. This is also available via QEMS.
- For information about how DMO conducts its core, governing, and enabling business processes, see the online QEMS system. This interim system is currently in its early stages, and the information it contains will be expanded over the next two years.
- The SAMS business model within QEMS provides detailed information about requirements definition and acquisition of major capital equipment.
- For detailed information about in-service support and disposal, see the SISMS business model within QEMS.
- The *Capability Systems Life Cycle Management Manual 2002* (CSLCMM) is the authoritative document describing the Defence approach to managing the front end of the Defence Materiel Life Cycle.

For information on other Materiel Acquisition and Sustainment Framework initiatives contact the MASF Helpline on (02) 6265 2000 or e-mail MASF.Helpline@defence.gov.au

Glossary

ABEF	Australian Business Excellence Framework
ADF	Australian Defence Force
VCDF	Vice Chief of the Defence Force
Capability	An operations outcome or effect that users of equipment need to achieve
CDD	Capability Definition Document
CSIG	Corporate Services and Infrastructure Group
CSLCMM	Capability Systems Life Cycle Management Manual 2002
CRBC	Capability Requirements Business Case
DCP	Defence Capability Plan 2001-2010
DCPG	Defence Capability Planning Guidance
DEFPLAN	Defence Plan
DFMP	Defence Financial and Management Plan
DMO	Defence Materiel Organisation
FEG	Force element group. The group in the Navy or Air Force that uses an acquired capability or system
IPT	Integrated Project Team
ISCS	In-Service Capability Support
ISS	In-Service Support
LCC	Life cycle cost
LIMS	Logistics Information Management System
Mission system	The prime equipment being used by the ADF and asset managed by a SPO
PCOD	Preliminary Capability Options Document
PMP	Project Management Plan
PRP	Process Reference Page
QEMS	Quality and Environmental Management System
S&TE	Support & test equipment
SAMS	Standard Acquisition Management System
SISMS	Standard In-Service capability support Management System
Support system	The support infrastructure required ensuring a mission system remains reliable and available
SLA	Service Level Agreement
SPO	System Program Office: a DMO business unit that manages materiel capability or systems throughout their life cycle
Unit	A group in the Army that uses an acquired capability or system



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May 2003

Produced by Materiel Policy and Services Branch
Defence Materiel Organisation