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Abbreviations; Chapter One - Introduction; Scope of This Monograph; Organization of This Monograph; Chapter Two - Framework: Common Operating Pictures, Effectiveness-Based Measures, Decision Rights, Schwerpunkt, and Nonmarket Environments; Common Operating Pictures: Effects-Based Metrics: Decision Rights: Schwerpunkt: Achieving Efficient Resource Allocation in a Nonmarket Environment; Chapter Three - Method for Designing a Common Operating Picture; Identify the Broad Objectives; Relate Objectives to Planned Effects Identify Measures of Effects Identify the Processes and Decisions That Affect Each MOE: Identify MOEIs and Alarm Thresholds for Each MOE: Allocate Decision Rights to the Lowest Possible Echelon Agency: Adjust Incentives to Reward MOEI Performance; Periodically Review and Adjust the COP and the Decision Rights; Chapter Four - An Example: Common Operating Pictures for the Materiel Sustainment System; Identifying Broad Air Force Objectives; Aircraft Materiel Sustainment Measures of Effectiveness: Identifying Measures of Effects: Identifying Decisions That Affect Each MOE

Identifying MOEIs and Setting Alarm Thresholds Allocating Decision Rights; Adjusting Incentives; Periodic Review and Refinement of the COP and Decision Rights; Chapter Five - Conclusion; Some Foreseeable Implementation Challenges; Beyond DLRs; Appendix - How Decisions

Occur in Organizations; References

Sommario/riassunto

The United States Air Force materiel sustainment system (MSS) is continually caught between two countervailing pressures: demands for increased efficiency and lower costs on one side versus demands for increasingly effective support to combat operations and peacetime training on the other. Furthermore, the demands on the MSS are unpredictable and change rapidly. The authors contend that implementation of a common operating picture (COP) would make the Air Force MSS both more efficient and more flexible and responsive to changing needs.