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Thank you for participating,

Gregory Hamilton
President
Aviation Week Network

Acknowledged, agreed, and submitted by

Valerie Potthoff
_____ ___June 25, 2020____
Nominee's Signature Date

Nominee's Name (please print**):** Valerie Potthoff _____

Title (please print): Sniper® Advanced Targeting Pod Program Director _____

Company (please print): Lockheed Martin Missiles and Fire Control _____

NOMINATION FORM

Name of Program: Fixed Wing Sniper® Advanced Targeting Pod (ATP) _____

Name of Program Leader:
Kenen Nelson, Fixed Wing Program Director
Phone: 407-356-7770
kenen.e.nelson@lmco.com

Valerie Potthoff, Sniper Advanced Targeting Pod Program Director
Phone: 407-356-7096
valerie.a.potthoff@lmco.com

Bill Spangenberg, Sniper Advance Targeting Pod Program Manager
Phone: 407-356-6936
bill.spangenberg@lmco.com

Address: Lockheed Martin Missiles and Fire Control, 5600 Sand Lake Road, Orlando, FL 32819

■ Customer Approved

- Date: June 24, 2020 _____
- Contact (name/title/organization/phone):
  Amanda Edge
  Program Manager
  Sniper Pod Integrated Product Team (IPT) Lead
  Avionics Program Office
  AFLCMC/WNY (Robins AFB, GA)
  Phone: 478-327-6414

CATEGORY ENTERED

Refer to definitions in the document "2020 Program Excellence Directions." You must choose one category that most accurately reflects the work described in this application**. The Evaluation Team reserves the right to move this program to a different category if your program better fits a different category.**

Check one

- ☐ Special Projects
- ☐ OEM/Prime Contractor Systems Design and Development
- ☐ OEM/Prime Contractor Production
- ■ OEM/Prime Contractor Sustainment
- ☐ Supplier System Design and Development
- ☐ Supplier System Production
- ☐ Supplier System Sustainment

Abstract

In 150 words or less, why is this program excellent in terms of execution?
(12 pt. Times Roman)

Sniper Advance Targeting Pod (ATP) Precision Attack Sniper Integrated Product team, USAF Robins Air Force Base & Lockheed Martin Performance Based Logistics (PBL) program provides superior fleet mission capability, continuous reliability and maintainability improvements while reducing sustainment costs. Since 2003, Sniper has accumulated over three million flight hours across all platforms currently averaging >95% Full Mission Capable (FMC) rate and >750 hours Mean Time Between Maintenance Events (MTBME). Major PBL achievements for United States Air Force & Air National Guard global fleet of 656 Sniper pods include:

- $91.7M cost avoidance maintaining fleet Operational Availability 8.2% higher than requirement
- 98.6% Organizational Level spares on-hand availability rate
- 99.9% Depot repair parts availability
- Outperforming Mean Time Between Maintenance Event requirement by 46% & minimum Mean Time Between Failure requirement by 89%
- 30% support costs reduction from previous contracts
- Successful Public-private partnership supporting USAF compliance with Title 10 Core/50-50 requirements employing highly skilled technicians

Executive Summary: Make the Case for Excellence *(Value: 15 pts)*

What is the vision for this program/project? What unique characteristics and properties qualify this program for consideration?

(12 pt. Times New Roman)

The Sniper Advanced Targeting Pod (ATP) vision is to provide a best in class capability and performance to the warfighter. Lockheed Martin incorporated critical supportability features into Sniper ATP design requirements for inherent reliability, maintainability, testability, and transportability resulting in low life cycle costs. Sniper's modular design is a true two-level maintenance concept requiring no scheduled maintenance, inspections, or services. All maintenance actions can be accomplished at the operational level using Built-in-Test (BIT) and common hand tools. All identical LRUs are interchangeable, self-aligning, self-calibrating, interoperable, and modular and are flight-line replaceable and maintainer-friendly.

The Sniper ATP Performance Based Logistics program partners with our customers to provide the highest level of customer support and flexible, affordable sustainment solutions. Unique characteristics and properties include Public-Private Partnering, Materiel Availability, and Reliability.

Public-Private Partnering: Established in 2005, the Sniper PBL Fixed Wing Targeting Depot (FWTD) located at the Warner Robins Air Force Base is an innovative performance-based partnership between Warner Robins-Air Logistics Center (WR-ALC) and Lockheed Martin resulting in improved depot throughput and reduction in LRU Awaiting Parts (AWP) conditions and Could Not Duplicate (CND) occurrences. The collaborative relationship optimizes support to the warfighter by leveraging all three types of Public Private Partnerships: Lease of Government facility space, Work Share Agreements and a Direct Sales Agreement compliant with Title 10 Core and 50-50 requirements by contributing 60.3% Organic Depot maintenance work share. This multi-year partnership and the Government/Lockheed Martin commitment to keep it viable leverages the strengths of both organizations to allow for a level of success not possible separately. The results are a world-class average depot repair turnaround time of 14.5

days or less. Lockheed Martin managed spares and consumable parts as part of the successful public-private partnership delivering 3,313 parts to WR-ALC for the Sniper depot with 99.9% issue efficiency, resulting in increased productivity of the depot-level repair process and aiding in the rapid availability of assets for the warfighter.

Materiel Availability: Pod Operational Availability (A_O) is tracked as a Fully Mission Capable (FMC) metric at each site in the Reliability and Maintainability for Pods (RAMPOD) system. The Sniper PBL team manages all aspects of the supply chain by expediting the repair of line replaceable units (LRUs) and providing transportation expertise ensuring the delivery of spare parts to bases worldwide producing a 98.6% fill rate. A key component of the PBL contract is the Lockheed Martin Sniper Spares website enables the maintainers to order spares through the online website. This 24/7 parts ordering capability supported 1,805 expedited LRU/piece part shipments throughout the Continental United States (CONUS) sites in an average of 1.1 days and Outside Continental United States (OCONUS) sites in an average of 4.2 days.

OCONUS locations include war zones and areas with limited commercial transportation options. Additionally, the PBL team evaluates and determines best location for storing spares kits globally reducing Ao impacts to deployed locations. This requires preparation and evaluation of reliability and transportation risks to position spares kits in advance of warfighter deployment. These combined efforts produce a robust supportability performance by ensuring spares and materiel are on-hand to for the warfighter during surges in operations.

Reliability: The Sniper PBL program maintains a consistent reliability improvement program via the Reliability and Maintainability (RAM) team. The RAM team utilizes a closed-loop Failure Reporting and Corrective Action System (FRACAS) to evaluate all system failures. The FRACAS process enables prompt identification of reliability degraders; root causes and serves as a foundation to implement corrective actions by pushing reliability improvements to the field. An effective FRACAS program has enabled Sniper to sustain a Mean Time Between Maintenance Event (MTBME) of 627 hours, is 46% above requirement. In addition, the program has been able to achieve a Mean Time Between Failure (MTBF) of 1,034 hours, which is 89% above requirement.

The Sniper Performance Based Logistics program was selected as the Secretary of Defense (SECDEF) PBL Award winner for 2014 and for the second time in 2019 for readiness and reduction of operating and support (O&S) costs. Our Sniper Performance Based Logistics has reduced costs, delivered superior operational availability, and provided exceptional value and support to our customers missions around the world and this outstanding performance continues to date.

(Do not exceed 10 pages in responding to the following four descriptions; allocate those 10 pages as you deem appropriate, but it is important that you respond to all four sections.)

VALUE CREATION *(Value: 10 pts)*
Please respond to the following prompt:

- **Clearly define the value of this program/project for the corporation beyond profit and revenue**
- **Clearly define the value of this program/project to your customer**
- **Clearly define the value of this program/project to members of your team**
- **Clearly define the contribution of this program/project to the greater good (society, security, etc.)**

(12 pt. Times Roman)

The Sniper ATP Performance Based Logistics provides value for the corporation beyond profit and revenue through its long term sustainment contract that is flexible and affordable that can be tailored to meet our products sustainment options (System Availability, Supply Availability, Total Repair, Repair Purchase Orders) based on customer mission requirements. Contract arrangement types, multi-year annual contract options, contract incentives, cost initiatives, and government/industry partnerships opportunities demonstrate Lockheed Martin's commitment to our customer for lifetime support of our products and national security.

Arrangement Type / Period of Performance / Incentives: The Sniper PBL team created a multi-year firm-fixed priced (FFP) contract vehicle combining support for legacy and Sensor Enhanced (SE) pod configurations for the first time into one comprehensive sustainment contract. This contract provides flexibility for the contractor and affordability to the Government, adhering to the fundamental PBL tenet of providing the contractor latitude to determine how best to achieve the A_O requirement. This includes the ability to send Field Service Engineers (FSEs) to operational locations to perform maintenance and training as needed, determine where LRU spares need to be positioned globally and enhance Technical Orders to improve Operational-Level maintenance. Providing on-site training by our FSEs at Misawa Air Base, Japan directly supported the unit's Sniper pod FMC rate to improvement from 86.1% to 91.6% in 2018 exceeding the contractual A_O. Affordability for the Government is achieved through the Variable Support structure where the payment is for actual operational hours after the hours are incurred. The PBL contract also includes options for items such as upgrade kits, support equipment, site activations, and FSE support giving the Government the flexibility to tailor requirements more efficiently.

Cost Initiatives: The Sniper PBL team continuously collaborates with the program office and warfighters on initiatives to reduce depot returns and decrease lifecycle costs. For example, developing and implementing a Laser lens cleaning procedure to inspect and perform external lens cleaning for degraded laser power/performance at the Depot. Consequently, laser returns to the vendor were reduced by 44% in 2018 resulting in $600K in savings. The team has also shared obsolescence redesign efforts with all customers resulting in lower costs for everyone. Furthermore, the team's constant focus on improving built-in-test detection and isolation reduced CND failures by 17% in 2018.

Public-Private Partnering: The Fixed Wing Targeting Depot (FWTD) partnership leverages the Warner Robins AFB Air Logistics Center and Lockheed Martin personnel skills, strengths, and talents to accommodate ever-changing requirements and support Fixed Wing products for multiple customers. The backbone of the FWTD success is and has always been the tireless work ethic and outstanding teamwork by everyone.

The Sniper ATP Performance Based Logistics provides value to our customers by providing sustainment contracts that are affordable and demonstrate best value. We listen to our customer needs and design the support contracts around the factors that are most important to them. Reduction of operating and support costs and logistics footprint throughout the product life cycle are key for long-term sustainment.

Operating and Support Cost Reduction**:** The Sniper PBL team has delivered significant cost savings and customer value and these savings were materialized as the lowest cost per operating hour, with up to a 30% reduction in support costs from previous PBL contracts. The downward-trending cost per op hour is indicative of the program's continuous improvement approach. Previously, legacy and Sensor Enhanced (SE) pods were managed by separate sustainment contracts with varying PBL requirements. Under our current PBL contract, the team combined sustainment of all pod configurations into one contract, which provides exclusive synergy of support costs. This demonstrates the team's commitment to lowering PBL

support costs and maintaining superior performance over time, even while managing all systems hardware and configuration changes fleet wide.

Logistics Footprint Reduction**:** The Sniper PBL program utilizes a true two-level maintenance concept and a modular design to reduce workload, maintenance burden, and logistics footprint for the O-Level maintainer. The pod only requires two pieces of unique support equipment and two tool kits to perform maintenance at the O-level. Additionally, the Sniper Spares website provides the capability for technical experts to provide troubleshooting and technical advice/expertise to maintainers at each site, significantly reducing the response time and enabling quick resolution of technical issues. The capability of the online website reaches all 42 operating sites, and Lockheed Martin field service representatives are always available for guidance, 24 hours a day, 7 days a week. In 2018, 1,770 messages were answered within 24 hours or less through the Sniper Spares website providing critical real-time information to the Sniper maintainers increasing Sniper pod FMC rates. Additionally, the Sniper website's effectiveness resulted in a 30% increase in accuracy for initial parts orders. The response time to requests for parts decreases the required footprint for spares and saves the USAF up to $6.3M in cost avoidance for additional OCONUS spares inventory and storage.

The Sniper ATP Performance Based Logistics provides value to members of our team by leveraging our team's valuable experience in maintainability, reliability, availability, and supportability. These experiences are carried over and improved upon when developing, fielding, and supporting the Sniper Pod. Constant contact and partnership with our customers are critical for the team to ensure pods are reliable and operational. Systems engineering for supportability approach and obsolescence management are critical supportability efforts that contribute to the overall Sniper pod mission success.

Systems Engineering for Supportability Approach: The Sniper PBL program utilizes an integrated total system engineering approach to meet the principal contract metric of fleet Operational Availability (A_O). The team continuously monitor and identify critical health and performance indicators (e.g., operating hours, demand trends, repair rates, retrograde returns, Can Not Duplicate (CND) field failures, supplier performance, etc.) which enables the team to proactively identify issues early and implement corrective actions proactively. All retrofit improvements of hardware and software are planned, coordinated, and combined to minimize the impact to the fielded systems. The modularity of the Sniper system allows for significant field retrofits to be easily implemented at the organizational level (O-Level) while reducing workload and system downtime.

Obsolescence Management: The Sniper PBL team maintains an obsolescence management program proactively managing, mitigating and resolving obsolescence issues before they adversely affect operations. In this process, the team determines required supply levels for each unique obsolescence and Diminishing Manufacturing Sources (DMS) case addressing potential shortfalls prior to any supply impact. Through an active technology management program, establishing an Obsolescence Working Group with the Government to conduct quarterly reviews the identification and resolution of critical obsolescence and DMS cases led to substantial cost avoidance mitigated through lifetime buys and through the identification of alternate parts or suppliers. This successful obsolescence program was a key contributor in achieving the 98.6% on-shelf availability of spares.

The Sniper Advanced Targeting Pod and Performance Based Logistics contributes to the greater good by delivering a highly reliable quality product to our customers and sustainment contract driving affordable life cycle costs and customer satisfaction.

Customer Satisfaction**:** The Sniper ATP PBL contract is assessed in the Government's Contractor Performance Assessment Rating (CPAR) system. Since 2008, Sniper PBL has received "Exceptional" ratings exceeding contract requirements, quickly responding to customer requests and providing outstanding field technical support. The strong partnership between the Government and Lockheed Martin demonstrates a team focused on performance excellence executing the "best in class" sustainment solutions.

METRICS *(Value: 10 pts)*

Please respond to the following prompt:

- **How do your predictive metrics drive action toward program excellence?**

(12 pt. Times Roman)

The Sniper Performance Based Logistics contract has two primary metric requirements: fleet Operational Availability (A_O) and Mean Time Between Maintenance Event (MTBME). In the last 12 months, the fleet A_O rate exceeded the contract requirement by 8.5%. Further, since the current PBL contract began in 2018, the fleet Operational Availability rate has continuously exceeded the contract requirement greater than 7.7%. This measurement directly correlates to the quantity of Sniper ATPs that can perform missions. By exceeding the fleet Operational Availability rate, Lockheed Martin is providing the USAF additional assets and expanding the Sniper ATP fleet for their operational use. The MTBME metric has been exceeded by 81% since the current contract began in 2018 with no single month falling below the contract requirement. Exceeding the MTBME requirement positively impacts the customer by reducing the maintenance burden the Sniper ATP imposes on O-level avionics maintainers and allows them to focus on the maintenance of other less reliable systems.

In addition to the contract required metrics mentioned above, Lockheed Martin maintains a database of metrics that allow program management to assess the health of the program and implement continuous improvements before the contract-required metrics are affected. Sniper pod availability and spares orders are reviewed daily by a dedicated team of engineers who analyze trends, identify anomalies, and provide technical support to ensure fleet A_O goals are met at each location as well as total fleet level. The actual Mean Time To Repair (MTTR) and failure rates are based on field actuals and used in our spares/repairs forecasting models. The Sniper team tracks this data closely to continuously improve reliability and drive down lifecycle costs. Below is a list of some of these metrics and how they are used to drive program execution and excellence.

Depot Repair Operations

- Repair Turn-Around-Time (TAT) – This is an overall measurement of the depot repair system. Keeping repair TAT low increases the quantity of spares available to fill field orders and reduces the quantity of spares required in the pipeline to meet the fleet availability rate.
- Repair processing time – The time it takes to induct hardware into repair and place it back on the shelf after repair is a measure of administrative support efficiency.
- Repairs awaiting parts – This is a measurement of supply support efficiency. It tells what percentage of repairs are held because a component was not immediately available when needed for a repair.
- Bad from supply – The percentage of LRUs shipped to the field that fail soon after installation into a Sniper ATP measures the quality and effectiveness of the depot repair process.
- Repair Material Consumption – The usage rate of a component per return is a predictive measurement that anticipates hardware requirements thereby establishing the depot's on-hand stock in order to prevent repairs awaiting parts.

Transportation

- Shipping times from Lockheed Martin to the end user and back are measured for both CONUS and OCONUS shipments. These times are used to evaluate carriers in order to select the most effective option for each location.

Organizational Level

- Order Time – This is the measurement of the time from when a pod is identified as Non-Mission Capable (NMC) to when an order is placed. This measures the USAF O-Level performance and helps Lockheed Martin identify which units may require additional assistance from Sniper ATP technical support representatives.
- Repair Time – This measures the amount of time it takes the O-Level maintainers to repair an NMC pod after the ordered LRU is received. This also measures the USAF O-Level performance and helps Lockheed Martin identify which units may require additional assistance from Sniper ATP technical support representatives.

Efficiencies & Affordability: The Sniper PBL team has delivered significant cost savings and value over the life of the program. Over the years, these savings are seen in the form of lower total support costs during periods of lower operating tempos and greater per operating hour values during times of higher operating tempos. These savings were materialized as the lowest cost per operating hour, with up to a 30% reduction in support costs from previous PBL contracts. The downward-trending cost per op hour is indicative of the program's continuous improvement approach. Previously, legacy and Sensor Enhanced (SE) pods were managed by separate sustainment contracts with varying PBL requirements. The team combined sustainment of all pod configurations into one PBL contract, which provides exclusive synergy of support costs. This demonstrates the Contractor's commitment to lowering PBL support costs and maintaining superior performance over time, even while managing older systems' hardware and configuration changes fleet wide.

Throughout the program lifecycle, the Lockheed Martin team has ensured that the depot operations share common test equipment with the production facility in Orlando. All test equipment updates/configuration changes at the production facility are also incorporated into the test equipment at the WR-ALC Organic Depot. This improves efficiency across the program by increasing continuity through engineering development, troubleshooting and expertise.

DEALING WITH PROGRAM CHALLENGES (VOLATILITY, UNCERTAINTY, COMPLEXITY, AMBIGUITY, OR VUCA)
(Value: 25 pts)
Please respond to the following prompts:

- *10 pts:* **Describe overall VUCA faced by your project/program.**
- *15 pts:* **Cite specific example(s) and how your team responded.**

(12 pt. Times Roman)

The Sniper ATP Performance Based Logistics support structure delivers fleet Operational Availability well in excess of contract requirements. When the U.S. Secretary of Defense awarded the Sniper PBL team the Sub-System PBL Program of the Year Award in 2019, it was recognized that, on average, an additional 52 pods were available to users due to fleet Operational Availability rates exceeding requirements. High fleet Operational Availability rates are achieved through a combination of rapid transportation, efficient depot operations, effective training and technical manuals, world-class technical support, high reliability and integrated supply chain management. This holistic approach to providing

fleet Operational Availability reduces the logistics footprint, leads to a more efficient customer-based solutions, and rapid response to program challenges.

The Sniper ATP PBL program operates in a fast/competitive environment because of the critical nature of the mission and the competitive nature of the contract. The team must be able to react quickly to urgent support requirements as they arise. Field Service Engineers (FSEs) are regularly sent to sites within days of receiving requests for support. Previous site activations have been delivered months in advance of contract requirements. Depot repair times are routinely completed in less than 10 days. Most spares orders are filled in the same day the order is received. CONUS shipments are made via overnight service. OCONUS shipments take only days. A sense of urgency exists on the program to ensure our customers' expectations are always exceeded.

The two most critical cycle times associated with a PBL contract include repair TAT and transportation time.

Repair TAT: The primary source of Sniper ATP repairs is the Sniper PBL depot located at Robins AFB in Warner Robins, GA. As previously mentioned, the depot operates as a partnership between Lockheed Martin and WR-ALC. The partnership leverages the strength of each organization, with Lockheed Martin providing supply support, transportation and technical support while WR-ALC provides facilities and personnel. As of Feb 2020, repairs at the Sniper PBL depot are completed in an average of 14 days against a goal of 15 days.

Transportation TAT: The transportation of LRUs to and from the end user is managed by Lockheed Martin at the Sniper PBL depot. Lockheed Martin has established commercial shipping licenses for all overseas locations where Sniper ATP operates. By constantly monitoring transportation time performance of commercial carriers, Lockheed Martin can select the best provider and keep shipping times within acceptable limits. Regular communication with the USAF customer is maintained to continually evaluate the need to establish additional licenses based on future USAF requirements. When a new license is required, the Sniper ATP team coordinates with the Lockheed Martin International Traffic Compliance group to quickly make the request and have the license issued. By quickly and thoroughly responding to the needs of our customers, we can keep shipping cycle times down and avoid delays caused by improper shipments. Currently, the time it takes to complete a domestic shipment is 1.1 days. International shipments are completed in 3 days. This is a significant improvement over traditional military transportation systems, which can take weeks to complete an international shipment.

Unique Tools & Processes: The Sniper PBL program utilizes an integrated total system engineering approach to meet the principal contract metric of fleet Operational Availability. The Sniper PBL team has instituted a process to continuously monitor and identify critical health and performance indicators such as operating hours, demand trends, repair rates, retrograde returns, Could Not Duplicate (CND) field failure and supplier performance. This proactive approach allows for early trend identification and rapid stock posture adjustments, resulting in increased mission capability for the fleet. The major contributors to reliability growth include design enhancements to two LRUs, the 1K Integrated Detector Cooler Assembly (IDCA) and Two Way Data Link (TWDL). Corrective actions to the FPA Motherboard and Cold Filter damage resulted in a 166% MTBF improvement to the 1K IDCA. In addition, the Sniper team identified an increased failure rate trend with the Solid State Power Amplifier (SSPA) component in the TWDL LRU. The team worked with the supplier to identify root cause and corrective action and ultimately redesigned the SSPA, which reduced thermal stresses and improved the MTBF 250% over the legacy hardware. This corrective action for the 1K IDCA generated an estimated 214% reduction in field return rates, and the TWDL corrective action generated a 234% reduction in field return rates. All retrofit

improvements, including software, are planned, coordinated and integrated to minimize the impact to the fielded systems. The modularity of the Sniper ATP system allows for significant field retrofits to be easily implemented at the flight line while reducing workload and system down-time.

Our FSE perform on-site repairs on individual pods above and beyond the normal repair concept of sending line replacement units into the depot. For example, providing training by FSEs at Misawa Air Base, Japan directly supported the unit's Sniper pod FMC rate to improvement from 86.1% to 91.6%, in 2018 exceeding the contractual fleet Operational Availability. These unserviceable pod repairs were completed on a non-interference basis on the off shift in the depot by Lockheed Martin personnel, resulting in the return to service of 'hard broke' pods to fully mission capable status and relieving over-burdened field maintainers.

In addition to exceeding the contract-required fleet Operational Availability rate, the Sniper ATP team utilizes a web-based system to track the daily FMC rate for the USAF's fleet of Sniper ATPs. When an individual unit's FMC rate starts dropping or trending downward, Sniper ATP FSEs will reach out to that unit and provide technical assistance to bring the pods back to a serviceable condition. This is valuable to the customer because it provides a consistent level of pod availability that doesn't vary over any period of time.

ORGANIZATIONAL BEST PRACTICES AND TEAM LEADERSHIP *(Value: 40 pts)*
Please respond to the following prompts:

- *15 pts:* **In executing the program, what unique and innovative practices, tools and systems frame your program and help you achieve program excellence**?
- *15 pts:* **What unique and innovative processes and practices are you using to develop people and transfer knowledge and how do you know they are working?**
- *10 pts:* **What unique practices are you using to engage customers and how do you know?**

(12 pt. Times Roman)

The Sniper ATP Performance Based Logistics program utilizes innovative partnership, best practices, and tools to provide superior fleet mission capability, continuous reliability and maintainability improvements while reducing sustainment costs.

Our unique Teaming engagement with our customer: The Sniper supply chain is established and supported by an organic depot. The performance-based depot partnership between Warner Robins-Air Logistics Center (WR-ALC) and Lockheed Martin is an example of a unique teaming arrangement. The collaborative relationship optimizes support to the warfighter by leveraging all three types of Public Private Partnerships: Lease of Government facility space, Work Share Agreements and a Direct Sales Agreement compliant with Title 10 Core and 50-50 requirements and is considered a "best in class" partnership model by the USAF. The symbiotic relationship between Lockheed Martin and WR-ALC has fostered an environment that acts more like a team than a customer-subcontractor relationship.

Our Sniper PBL program is recognized as a world class support organization by leveraging strong leadership, mission driven employees, and a supportability infrastructure which focuses on our customers and fleet Operational Availability. Organizational structure, employee empowerment and customer communication are key factors in the success of the Sniper PBL program. The team is organized so that there is a lead individual responsible for each customer area and each operational area. The leads are empowered to operate independently and make decisions on day-to-day activities without a burdensome approval chain. Team leads are active in producing work product as well as performing their leadership

roles. This serves to flatten the organization, increase efficiency and improve communication. Our Sniper PBL culture embraces communication through inclusion and action. Through leveraging all members of the Sniper PBL team, we are able to achieve program excellence.

Our Supply Chain Management process and tools are unique: The Sniper PBL material supply chain is managed by a centralized team of Subcontract Managers that ensure material requirements are met for engineering development, production and sustainment. This includes managing 3,840 part numbers across 360 suppliers. Dedicated team members are assigned to the 14 major Sniper ATP suppliers to manage the delivery of critical components. Stability and predictability are built into the Sniper ATP supply chain through long-term supplier agreements. Lockheed Martin has a world class Global Supply Chain organization dedicated to the Mission Success of our programs and exceeding our customer's expectations by leveraging Full Spectrum Leadership, strategic partnerships, continuous improvements, and cost reductions, producing the highest quality products delivered on time at a competitive price. They established the South East Material Acquisition Center (SEMAC) to centralize the purchasing of commodities across the company. This allows for better buying power, material availability and horizontal integration across numerous programs. Sniper ATP utilizes a robust Material Resource Planning (MRP) tool that enables the program to share material between production, sustainment and engineering material development requirements. It also allows orders from multiple sources to be combined in order to maximize economic order opportunities.

There are 14 suppliers that provide depot repair capabilities in support of our Sniper PBL contract. The performance of these suppliers is managed jointly by the Subcontract Management team and our Sniper PBL team. Performance is monitored on a continuous basis through metrics like supplier repair Turn-Around-Time (TAT) and "bad from supply" rates. Issues are addressed real-time utilizing the relationships built between the subcontract managers and their supplier counterparts. Long term repair agreements have been established for critical repair suppliers that include required TATs and fixed price repair prices.

We focus on People Development and knowledge transfer: The following tools/practices are utilized by the Sniper ATP PBL program to identify and develop talent:

- Knowledge Continuity – This is a teaching culture used to facilitate critical knowledge sharing in order to build a bench of talent and collection of shared knowledge. Subject matter experts are identified and paired with early-to-mid career talent to ensure knowledge is being effectively transferred through the organization and retained within the company.
- Mentoring – Mentoring is part of the Program teaching culture that connects people at all levels throughout the organization — positioning employees and the enterprise for continued success now and in the future. Mentoring enables the business to realize the full potential of diversity and inclusion as contributors to our success, as well as supports individual efforts to build effective relationships.
- Special Projects – Employees with a history of high performance and potential are asked to take on challenging assignments, projects, and training outside of their normal scope of work to facilitate personal development.
- Training and Development – A formal training and development program is used to build technical skills and leadership characteristics with Lockheed Martin's Full Spectrum Leadership model.

Additionally, the Sniper team has extensive experience conducting familiarization courses for both technicians supporting/maintaining Sniper pods at O-level and aircrew academics for operating the Sniper pods. Maintenance training is offered on site at Lockheed Martin Missiles and Fire Control – Orlando at no additional cost to the individual units and to our Sniper PBL team members. Training sessions are also provided on site when Lockheed Martin identifies a location that requires additional training to

improve performance. We have worked closely with our customers to ensure that the training is tailored to their training objectives and operational needs.

Lockheed Martin has implemented a culture optimization initiative designed to empower employees to affect change. Culture optimization addresses the need to continually improve agility, innovation, affordability, and talent development that will foster a better working environment and increases open communication with direct supervisors. Employee program objectives are aligned with the culture optimization tenants and are reviewed with senior managers and incorporated into the employee's development and performance commitments. These commitments are continually reviewed to ensure program execution and employee focus is to lead change resulting in talent development and agility, affordability and innovation that are passed down to our customers. These initiatives have shown great satisfaction, not only LM wide, but on the Sniper PBL program where job satisfaction remains very high. The goal of culture optimization is to focus on continuing to develop an agile organization focused on optimizing the environment for innovation, affordability, and talent excellence while reinforcing the key foundations of our competitive advantage.