Diminishing Manufacturing Sources and Material Shortages (DMSMS) Management Workshop

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Workshop Outline

Introduction to DMSMS & DMSMS Management	• What is a DMSMS Issue? • What is DMSMS Management?	10 min
PREPARE for DMSMS Management	• Leadership Direction • DMSMS Management Team **[EXERCISE 1]** • DMSMS Management Plan **[EXERCISE 2]**	55 min
IDENTIFY DMSMS Issues	• Risk-Based Prioritization of Subsystems and Items **[EXERCISE 3]** • Monitoring for DMSMS Issues **[EXERCISE 4]**	45 min
ASSESS the Impact of DMSMS Issues	• Does the DMSMS Issue Require Resolutions? • On What Timeline and at What Level Should DMSMS Issue Resolution Occur? **[EXERCISE 5]**	30 min
ANALYZE DMSMS Issues & IMPLEMENT Resolutions	• Determination of Resolutions for DMSMS Issues • Implementation of Resolutions	15 min
Summary	• Summary of Benefits	10 min

Introduction: What is a DMSMS Issue?

"The loss, or impending loss, of manufacturers or suppliers of one or more items, raw materials, or software"

—DoDI 4245.15, 5 November 2020, p. 10

- DMSMS issues can occur at any point in a system's life cycle
- DMSMS issues can result from multiple factors, such as
  - Advances in technology
  - Changes in market demand
  - Decisions by manufacturers to discontinue production of an item
  - Changes in regulations

RISK:
DMSMS issues can negatively affect production schedules and costs, as well as endanger system sustainment and availability.

Introduction: What is DMSMS Management?

"A multidisciplinary process to identify risks resulting from obsolescence, loss of manufacturing sources, or material shortages; to assess the potential for negative impacts on schedule or readiness; to analyze potential mitigations; and then to implement the most cost-effective resolution."

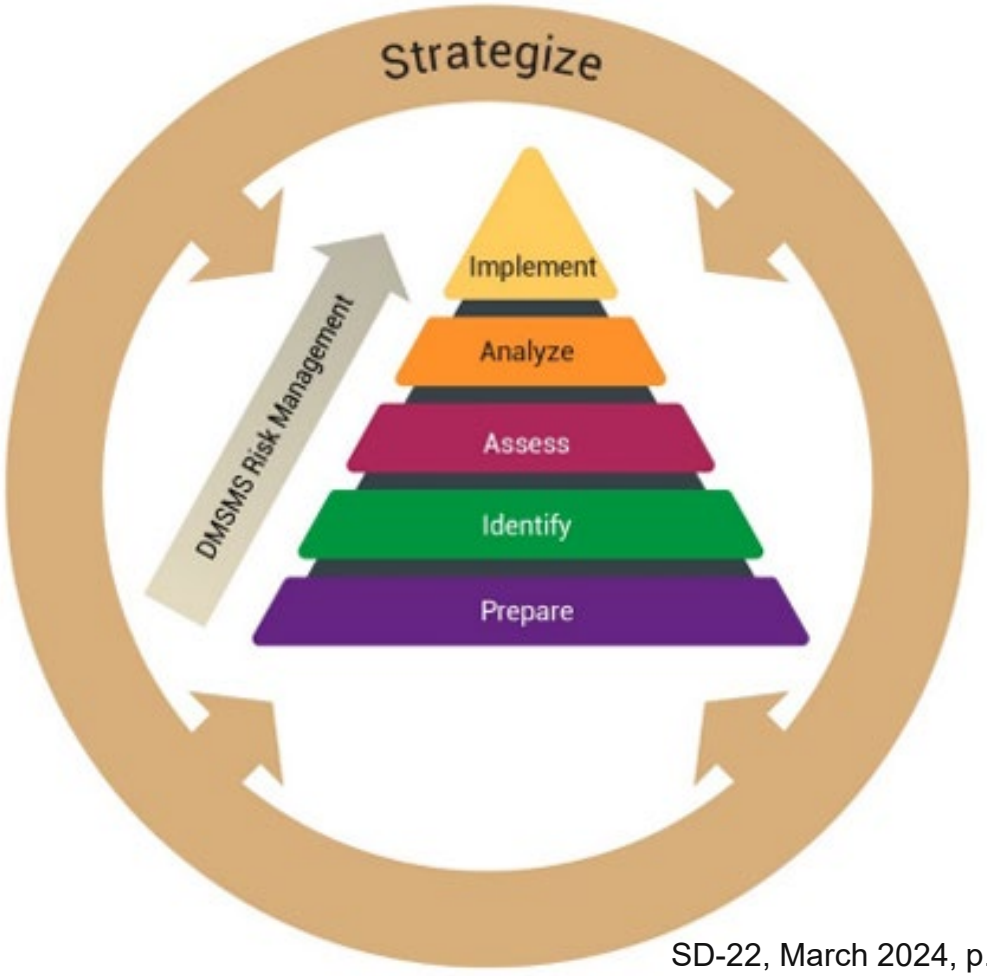
—DoDI 4245.15, 5 November 2020, p. 10

Introduction: Why is DMSMS Management Important?

- First and foremost, DMSMS issues are inevitable
  - Shorter life cycles of many items due to rapid changes in technology
  - Longer-life systems, such as weapon systems, public transportation systems, infrastructure systems
- DMSMS management offers an opportunity to perform risk management to minimize negative impacts of obsolescence
- The objectives of DMSMS management are to
  - Encourage DMSMS resilience during system design
  - Minimize the occurrence and scope of DMSMS-related out-of-cycle redesigns, which often prove costly
  - Eliminate DMSMS-related production schedule impacts and system availability degradations

However, the benefits of DMSMS management don't just happen; deliberate planning and execution is required.

Introduction: What are the DMSMS Management Steps?



- **PREPARE:** Establish a solid foundation
- **IDENTIFY:** Identify items at risk
- **ASSESS:** Prioritize risk impacts
- **ANALYZE:** Determine resolutions
- **IMPLEMENT:** Secure funding and execute resolutions
- **STRATEGIZE:** Processes that increase likelihood of lower cost resolutions while delaying the occurrence of DMSMS issues

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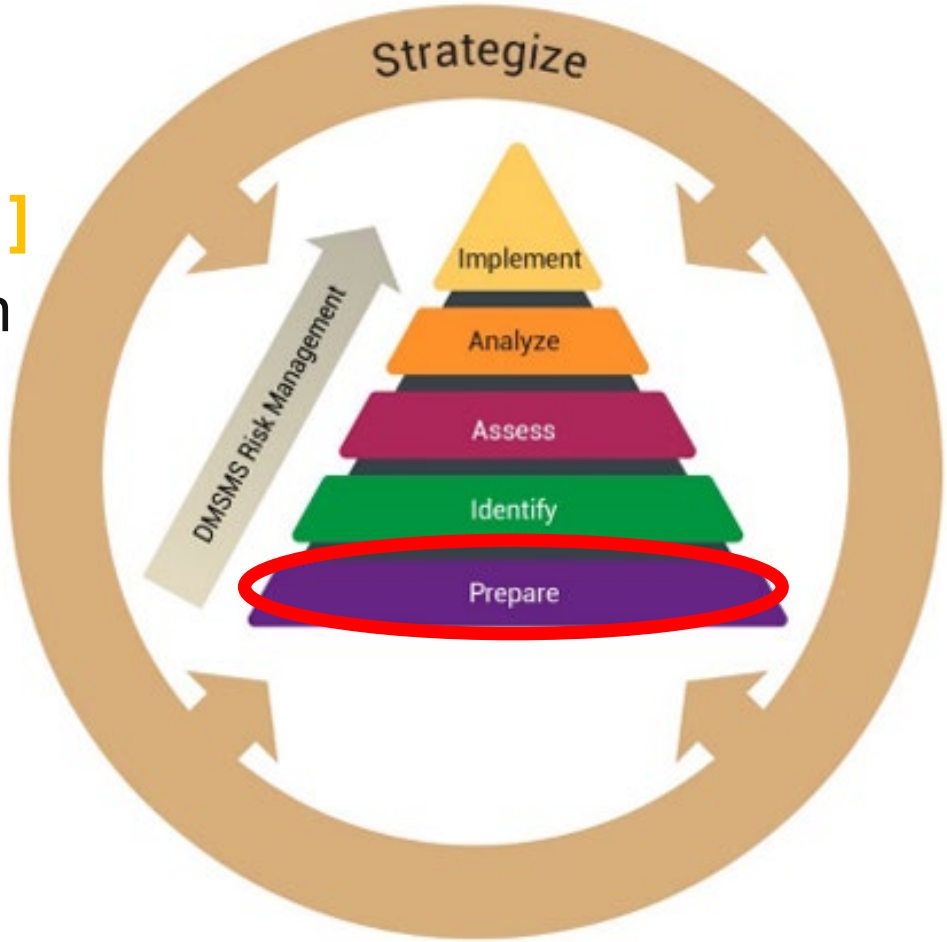
The processes associated with these steps should be applied continuously throughout a system's life cycle.

PREPARE for DMSMS Management

- Leadership Direction
- DMSMS Management Team (DMT) [EXERCISE 1]
- DMSMS Management Plan (DMP) [EXERCISE 2]



The PREPARE step provides the opportunity to establish a solid foundation/infrastructure for performing DMSMS management.

Adaptation of Figure in SD-22, March 2024, p. 12

PREPARE: Leadership Direction

- Define scope of DMSMS management effort
- Identify objectives for DMSMS management effort
- Appoint a DMSMS subject matter expert
- State expectations for
  - Roles and responsibilities of DMT members and how they will interact with others within and outside the program office or organization
  - Operating guidelines and procedures
    - Which subsystems and items to monitor?
    - When to begin DMSMS management?
    - How important is DMSMS management for software?
    - How should risk be accounted for?
  - The circumstances under which leadership should be briefed and leadership's associated role

Program office leadership should establish the foundations for DMSMS management.

PREPARE: DMT

- A DMT
  - Integrates expertise from various disciplines
  - Enables collaboration and communication
  - Provides a venue for evaluating issues and resolutions and making decisions
- Key DMT responsibilities
  - Develop and maintain a DMP
  - Identify DMSMS issues
  - Assess and prioritize risks posed by DMSMS issues
  - Analyze resolution options
  - Implement Resolutions
  - Collect and maintain data on DMSMS cases and management operations

Roles/Types of Representatives (Reps)

- DMT Lead
- DMSMS Subject Matter Expert (SME)
- Engineering activity rep
- System security engineer
- Logistics rep
- Sustainment and maintenance rep
- Software SME
- Supply support rep
- Value engineering SME
- Contracting office rep
- Prime/subcontractor rep
- Foreign Military Sales (FMS) rep
- Business financial management rep
- Intellectual property SME
- Software license management group rep
- Environment/ materials rep
- Configuration Control Board (CCB) CCB rep

A DMT is a multidisciplinary team responsible for managing the DMSMS management process for a program office or organization.

PREPARE: DMT

- Each DMT member should have an assigned role, such as
  - DMT Lead
  - Core or Ad Hoc Member
  - Skill sets (e.g., simulation engineers, scenario designers, training facilitators, SMEs)
- Each DMT member should be sufficiently trained to perform his or her assigned role

Defense Acquisition University's Parts and Material Life Cycle Management Credential

- LOG 0640 DMSMS: What the Program Manager Needs To Do And Why
- LOG 0650 DMSMS Fundamentals
- LOG 0660 DMSMS Executive Overview
- LOG 0630 Introduction to Parts Management
- LOG 0670 DMSMS Research Essentials
- LOG 0320 Preventing Counterfeit Parts in DoD Supply Chains
- LOG 0380 Provisioning and Cataloging
- LOG 0390 Additive Manufacturing Overview
- LOG 0400 Additive Manufacturing Case Studies
- LOG 0470 Sustaining Engineering
- LOG 0510 System Retirement, Disposition, Reclamation, Demilitarization, and Disposal
- CON 0040 Market Research
- CLE 019 Modular Open Systems Approach
- CLE 026 Trade Studies

PREPARE: DMT—EXERCISE 1

- **Each table will identify who should be members of its DMT**
- **Discuss the following questions within your group:**
  - What type of background should the DMT lead have, and why?
  - What roles are needed within the DMT (e.g., simulation engineers, scenario designers, training facilitators, SMEs)?
  - Who are critical members that should be part of your DMT, and why? How will responsibilities be assigned to ensure DMT effectiveness?
  - Which types of members might participate as needed?
  - How frequently will your DMT meet?
  - How would the composition of your DMT change based on the placement of the system in the production life cycle (e.g., design phase, production phase)?

Scenario

Joint Task Force (JTF) Iron Sentinel is tasked with deterring aggression and maintaining stability in a volatile region characterized by near-peer adversaries employing advanced cyber and kinetic capabilities. The JTF's operational effectiveness relies on seamlessly integrating intelligence, surveillance, and reconnaissance (ISR) data from various platforms and swiftly coordinating responses across different branches and international partners.

The system is currently in the sustainment phase with a predicted 5–10 years until the end of the system life cycle.

We will all discuss together at the end of the exercise.

PREPARE: DMP

- A DMP
  - Tailors the DMSMS management processes to meet the needs of the program office
  - Documents how DMSMS will be implemented
  - Facilitates communication/collaboration
- A DMP is a living document that should be reviewed and updated on a periodic basis and/or as warranted
- The DMP is developed by the DMT, but it is a best practice that the program office leadership sign the DMP

DoDI 4245.15 requires program offices and other DMSMS management-performing organizations to develop and maintain a DMP.

PREPARE: DMP

- Content of a DMP
  - Title Page
  - Approval Page
  - Record of Changes Page
  - Table of Contents
  - Main Body
    1. Purpose
    2. Scope
    3. DMSMS Approach
    4. DMT
    5. DMSMS Management Operations
    6. Funding
    7. DMSMS Contract Requirements
    8. DMSMS Metrics, Reporting, and Quality
    9. Process Capability

A new Appendix is in the process of being added to the SD-22 that provides a DMP Checklist.

PREPARE: DMP—EXERCISE 2

- **Each table will discuss what should go into its DMP**
- **Use 1–4 in the "Main Body" section of the DMP Checklist to discuss the following questions within your group:**
  - Does the DMP clearly define near- and long-term DMSMS objectives aligned with program life cycle phases and sustainment goals? What are they?
  - Is there a description of the program office/system and subsystem(s) the DMP pertains to? What are they?
  - Is there a description of the primary DMSMS management roles of contractors, program office personnel, and independent SMEs, as well as how the program office will maintain a life-cycle perspective for its DMSMS management approach? What are those roles?
  - Are all internal and external stakeholders involved in DMSMS management identified? Which ones?

Scenario

"Vigilance" Airborne Warning and Control System Aircraft: A long-range, all-weather airborne early warning and control platform, crucial for air defense and battlefield management.

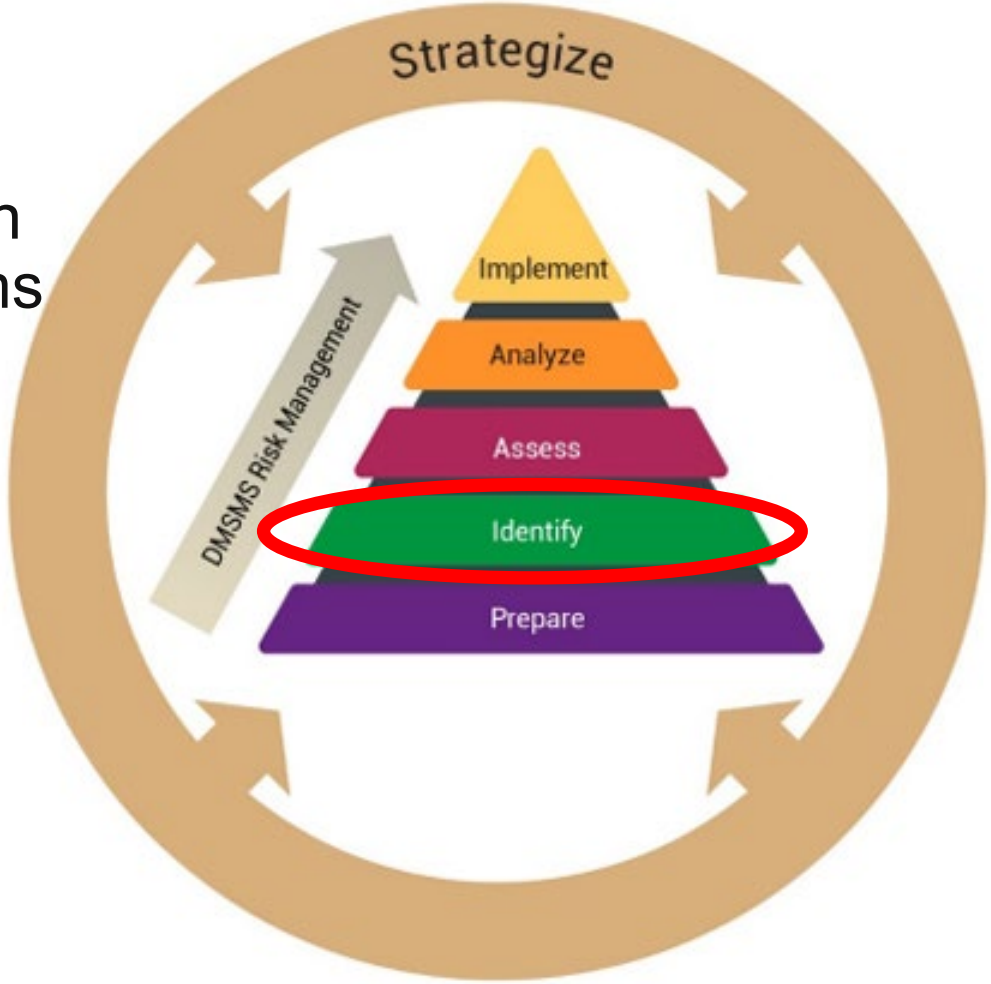
ACME Co is developing this system for the government. The system has a projected service life of 30 years. The government program manager would like to plan for significant upgrades every 10 years.

The government requires that ACME Co integrate a government furnished fuselage into its system design. ACME Co will also rely on a number of commercial off-the-shelf (COTS) items with short life cycles compared to the "Vigilance" system.

We will all discuss together at the end of the exercise.

IDENTIFY DMSMS Issues

- Proactive vs. Reactive Monitoring
- Risk-Based Prioritization of Subsystems and Items [EXERCISE 3]
- Monitoring for DMSMS Issues [EXERCISE 4]



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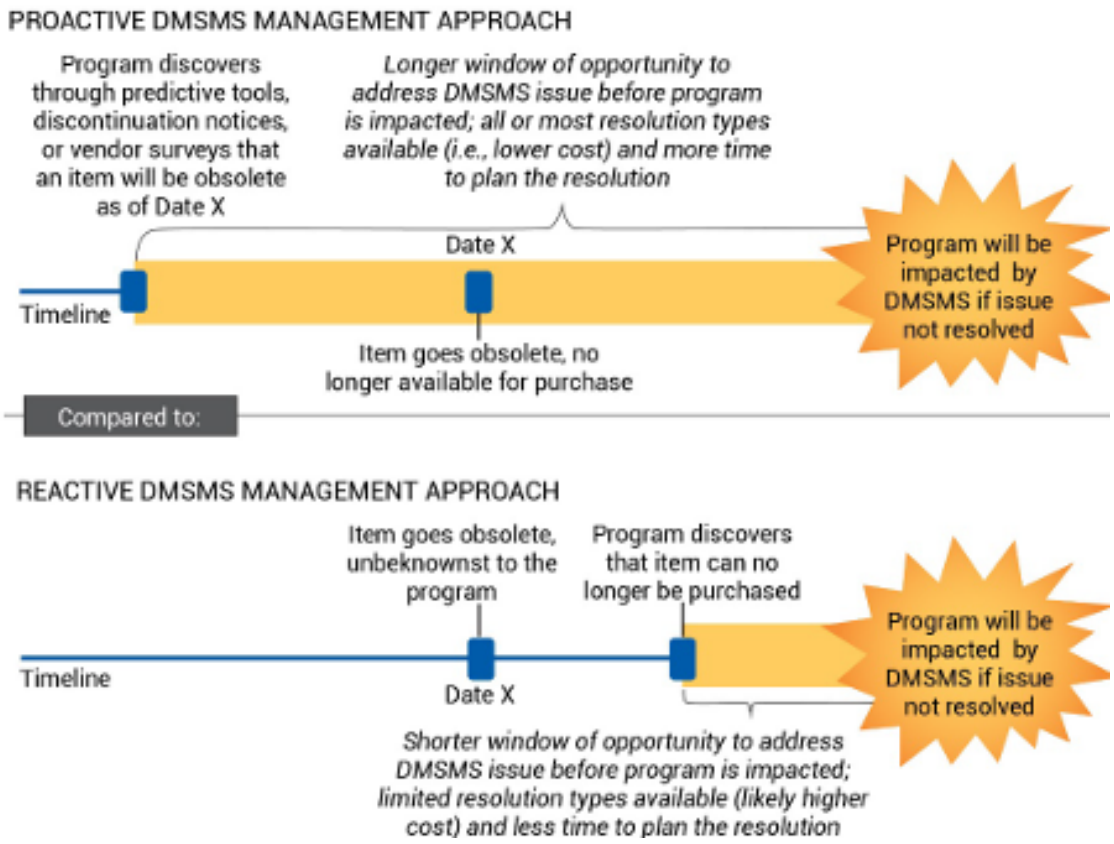
IDENTIFY: Proactive Versus Reactive Monitoring *(1 of 2)*

- Monitoring is used to identify DMSMS issues
- **Reactive Approach:** No plan to monitor; addresses obsolescence issues after they surface or cause a problem. This typically occurs when a program attempts to procure a necessary part and discovers it is no longer manufactured or available
- **Proactive Approach:** Plan to monitor; identifies and addresses potential obsolescence issues before they become problems or impact a system's supportability

A risk-based, proactive approach is a best practice.

IDENTIFY: Proactive Versus Reactive Monitoring *(2 of 2)*

- Benefits of a proactive approach:
  - Extended window of opportunity to determine and implement a resolution for the DMSMS issue
  - Often more lower-cost resolution options are available



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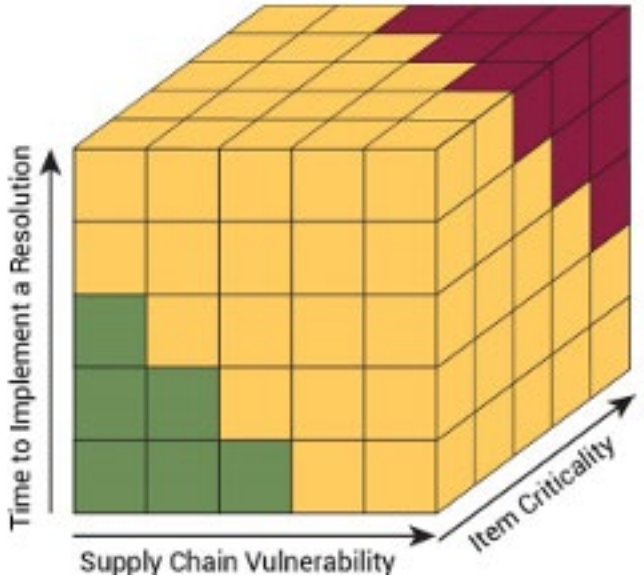
IDENTIFY: Risk-Based Prioritization of Systems/Subsystems

- Factors to consider when prioritizing systems/ subsystems
  - Safety
  - Mission criticality
  - DMSMS-related costs
  - Existing problems/historically troublesome
  - Life-cycle phase
  - Sustainment strategy
  - Availability of technical data
  - Vulnerability to supply chain exploitations

It may not be practical to proactively monitor all parts on a system; therefore, there should be a risk-based prioritization of which subsystems and items to proactively monitor.

IDENTIFY: Risk-Based Prioritization of Items

- Factors to consider when prioritizing items
  - Item Criticality
  - Supply Chain Vulnerability
  - Time to Implement a Resolution
- Applying these factors results in three categories of items:
  - Monitor all items in this category
  - Do not monitor any of the items in this category
  - Items require additional research to determine whether to monitor



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It may not be practical to proactively monitor all parts on a system; therefore, there should be a risk-based prioritization of which subsystems and items to proactively monitor.

IDENTIFY: Risk-Based Prioritization of Systems/Subsystems and Items—EXERCISE 3

- **Each table will discuss which systems/subsystems and items in its system to monitor**
- **Discuss the following questions within your group:**
  - What factors will you consider in prioritizing systems/subsystems for proactive management?
  - Which types of systems/subsystems do you plan to monitor, and why?
  - What factors will you consider in prioritizing the parts to monitor?
  - Which types of parts do you plan to monitor and why?
  - Are there records you could keep to evaluate whether you are proactively monitoring too many or too few parts?

Scenario

Vanhotten Unmanned Aerial System (UAS): A medium-altitude, long-endurance (MALE) UAS, primarily used for reconnaissance, surveillance, and target acquisition (RSTA) missions. It has been in service and sustained by the organization's logistics system for 15 years. It is projected to remain operational for another 15–20 years.

The Vanhotten UAS now faces a growing number of DMSMS issues that are being identified when item managers attempt to purchase items but discover those items are no longer available. Reactive responses to obsolescence are proving increasingly costly and disruptive.

The program manager cannot afford to start proactively managing all subsystems and items. He or she is challenged with developing a risk-based prioritization methodology.

We will all discuss together at the end of the exercise.

IDENTIFY: Data *(1 of 2)*

- Data is required to determine which systems/subsystems and items to prioritize and to perform the monitoring necessary to determine which items pose DMSMS risks
- As an input for monitoring, the primary data required are indentured Bills of Material (BOMs) or parts lists to understand the hierarchy of items in a system

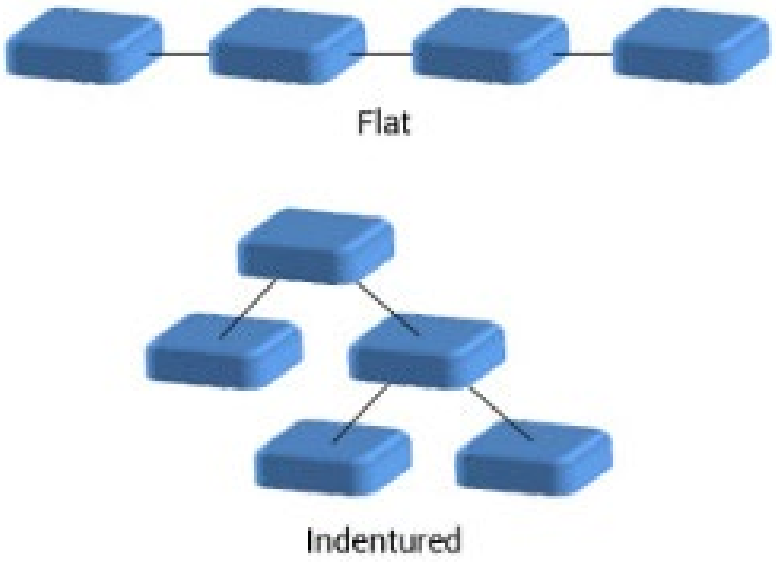


Figure in SD-22, March 2024, p. 81

IDENTIFY: Data *(2 of 2)*

- Contractual arrangements should be in place early in a system's life cycle to obtain/access the system's BOMs
- If a contractual requirement is not in place,
  - Who has the BOMs that are needed?
  - Is it possible to obtain the BOMs at no cost?
  - Is it feasible to buy the BOMs?
- If it is not possible or feasible to acquire the BOMs, then one can attempt to build BOMs using
  1. Drawings
  2. Provisioning data
  3. Manuals
  4. Physical product audit

If BOMs are unobtainable, then the default is a reactive approach to monitoring for DMSMS risks.

IDENTIFY: Monitoring for DMSMS Issues

- There are four methods that can be used to monitor for changes of items' availability statuses

Predictive Tools	• Particularly suitable for electronics items • Tools licenses will need to be purchased • Two tools may be better than one
Vendor Surveys	• Items not readily monitored via tools • Can be phone calls, emails, vendor websites • Determine periodicity depending on item
Critical Materials Analysis	• If critical materials are embedded in system items
Product Discontinuance Notices	• Automated industry notices • Alerts from selected predictive tools • Government Industry Data Exchange Program (GIDEP) or Defense Logistics Agency (DLA)

IDENTIFY: Monitoring for DMSMS Issues—EXERCISE 4

- **Each table will discuss how it plans to monitor the parts in its system to identify DMSMS issues**
- **Discuss the following questions within your group:**
  - Do you have the bills of material/parts lists for the system? If not, how will they be acquired/ developed?
  - How will you ensure the bills of material/parts lists remain up-to-date?
  - If you can't monitor all bills of material/parts lists at once, what are your criteria for determining an order of precedence?
  - What data sources/methods (e.g., predictive tools, vendor surveys, market research, notices from manufacturers, analysis of trends and other historical data) will the DMT leverage to identify potential DMSMS issues?
  - What reporting formats and communication methods will be used to effectively convey monitoring results to various stakeholders?

Scenario

"Guardian" Satellite Constellation: A network of low Earth orbit (LEO) satellites and ground station providing high-bandwidth, secure communications, and precision navigation timing (PNT) services to military forces worldwide.

The system is beginning development. Each satellite will have a lifespan of 7–10 years. The ground station infrastructure is expected to operate for 30+ years.

The Guardian will rely heavily on cutting-edge commercial off-the-shelf (COTS) items and advanced custom-designed hardware. The rapid evolution of commercial technology and the specialized nature of space-rated components create a dynamic DMSMS environment.

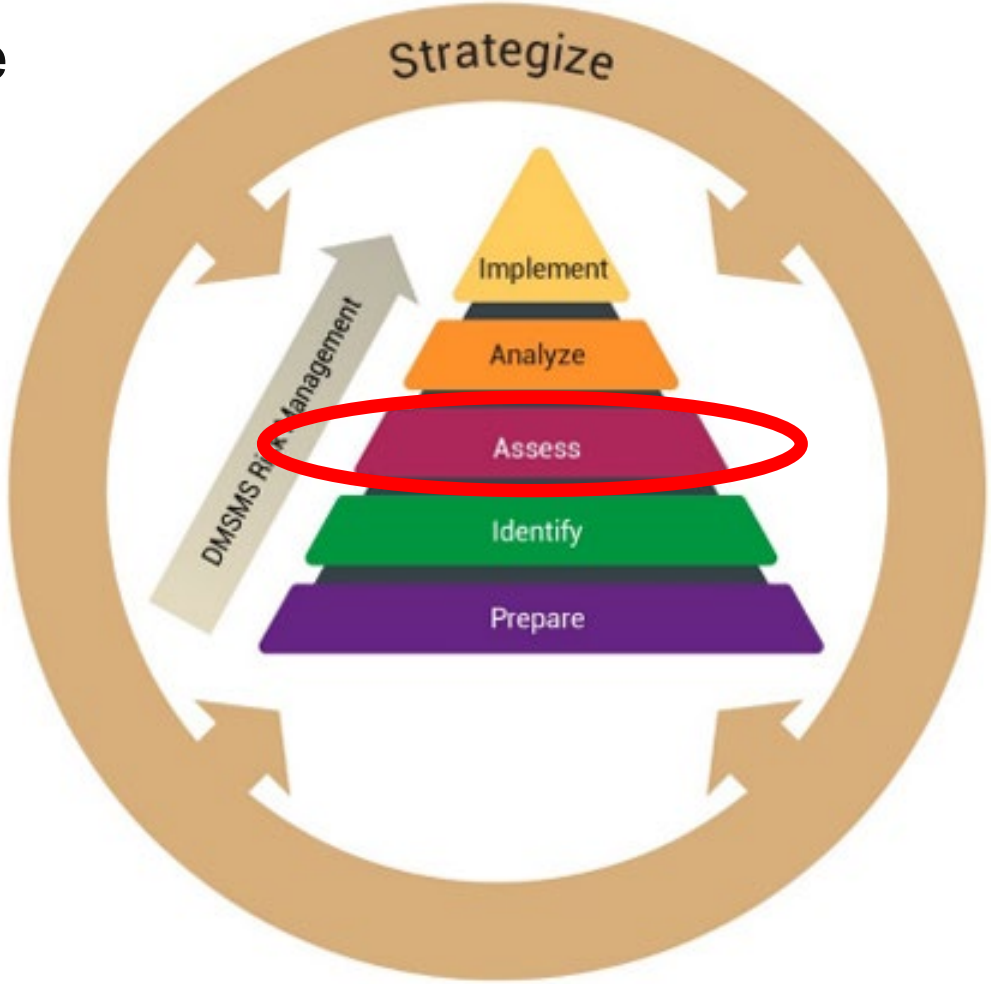
The program office is tasked with establishing a comprehensive DMSMS monitoring strategy to ensure continuous mission capability.

We will all discuss together at the end of the exercise.

ASSESS the Impact of DMSMS Issues

- Does the DMSMS Issue Require Resolutions?
- On What Timeline and at What Level Should DMSMS Issue Resolution Occur?

[EXERCISE 5]



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ASSESS: Data

- Similar to monitoring, data is needed to assess
  - Should a resolution to the problem be pursued?
  - Which problem(s) should be addressed first?
  - At what level of assembly should a resolution be considered?

Programmatic Data	• Life cycle phase • Planned tech insertions/refreshments • Planned end of system life	• Number of systems in use over time • Planned average operating hours
Availability Data	• Item level • Assembly level • Unit level	
Criticality Data	• Item level • Assembly level • Unit level	
Logistics Data	• Item cost • Demand • Reliability • Inventory	• Maintenance philosophy • Repair history • Survival rates • Wearout rates

ASSESS: Does the DMSMS Issue Require Resolution?

- Just because a monitoring mechanism identifies an item is obsolete or anticipated to be obsolete, this does not automatically mean that item poses a DMSMS risk to the system and requires a resolution

Situation 1:
System in sustainment and there has never been demand for item

Situation 2:
System in sustainment and demand calculations show sufficient inventory until system retires/tech refresh

Situation 3:
Sufficient reclamation opportunities to satisfy projected demand

Situation 4:
System in design/production; there is high confidence that a sufficient stock has been procured to cover production/sustainment

- The risk posed by an obsolete or predicted-to-be obsolete item should be validated

For those items with a DMSMS issue for which the risk has been validated, then a resolution is required and a DMSMS case should be opened.

ASSESS: Timeline and Appropriate Level of DMSMS Issue Resolution

- Conduct periodic health assessments

Item No.	Item Type	Sub-system	Status Characteristics	FYx	FYx +1	FYx +2	FYx +3	FYx +4	FYx +5	FYx +6	FYx +7	FYx +8	FYx +9
123	Micro-processor	1	Starting balance	4	3	2	0	−1	−2	−3	−5	−6	−7
			Predicted/actual usage	1	1	2	1	1	1	2	1	1	1
			Ending balance	3	2	0	−1	−2	−3	−5	−6	−7	−8
456	Amplifier	1	Starting balance	135	122	108	92	75	55	33	8	−18	−44
			Predicted/actual usage	13	14	16	17	20	22	25	26	26	26
			Ending balance	122	108	92	75	55	33	8	−18	−44	−70
789	Touch screen	2	Starting balance	16	15	14	13	11	10	9	8	7	5
			Predicted/actual usage	1	1	1	2	1	1	1	1	2	1
			Ending balance	15	14	13	11	10	9	8	7	5	4
211	Motherboard	2	Starting balance	12	10	7	4	2	−1	−4	−7	−9	−12
			Predicted/actual usage	2	3	3	2	3	3	3	2	3	3
			Ending balance	10	7	4	2	−1	−4	−7	−9	−12	−15
222	Graphics CCA	2	Starting balance	11	11	11	11	11	10	10	10	10	10
			Predicted/actual usage	0	0	0	0	1	0	0	0	0	0
			Ending balance	11	11	11	11	10	10	10	10	10	10
233	Ethernet interface	2	Starting balance	18	14	11	7	3	−1	−5	−9	−13	−17
			Predicted/actual usage	4	3	4	4	4	4	4	4	4	4
			Ending balance	14	11	7	3	−1	−5	−9	−13	−17	−21
244	Serial input/output CCA	2	Starting balance	2	−38	−83	−128	−173	−218	−263	−308	−353	−398
			Predicted/actual usage	40	45	45	45	45	45	45	45	45	45
			Ending balance	−38	−83	−128	−173	−218	−263	−308	−353	−398	−443
255	Notebook computer	2	Starting balance	11	10	9	7	6	5	4	2	1	0
			Predicted/actual usage	1	1	1	1	1	1	2	1	1	1
			Ending balance	10	9	7	6	5	4	2	1	0	−1

Legend:

- Sufficient assets to support more than 5 years
- Zero quantity reached within 4 years
- Insufficient assets (0 or negative)
- Sufficient assets to support next 5 years
- Zero quantity reached within 3 years

- Provides a snapshot of current inventory levels and projected usage rates
- Helps identify when an obsolete item will affect the system and helps answer
  - Which issue to address first?
  - At what level should a resolution be applied?

IDENTIFY: Determining Whether, When, and at What Level to Resolve DMSMS Issues—EXERCISE 5

- **Each table will discuss whether, when, and at what level to resolve DMSMS issues**
- **Discuss the following questions within your group:**
  - Which items with an identified DMSMS issue pose low risk and therefore do not require a resolution? Why?
  - What are the potential negative impacts on cost, schedule, and system availability if a particular DMSMS issue is not resolved?
  - What is the acceptable level of risk associated with not resolving certain DMSMS issues, given the mission criticality of the affected component and/or system?
  - When is the optimal time to resolve the DMSMS issue, considering factors like lead times, system downtime, and potential cost implications?
  - Are there any opportunities to address DMSMS issue(s) above the item level?

Scenario

"Hide & Seek" Ground-Based Air Surveillance Radar: A long-range radar system crucial for national air defense, providing early warning and tracking of aerial threats.

The system has been operational for 20 years and has a projected lifespan of another 15 years, including planned modernization.

Proactive monitoring and risk assessment have flagged critical components in various subsystems. The program office has identified several DMSMS issues impacting the system's operational readiness.

The program office needs to determine the most cost-effective and operationally-sound approach to resolve these issues, given budget constraints and the system's long life cycle.

We will all discuss together at the end of the exercise.

ANALYZE and IMPLEMENT DMSMS Resolutions

- Determination of Resolutions for DMSMS Issues
- Implementation of Resolutions

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ANALYZE: Determine Resolutions for DMSMS Issues

- Identify and Define DMSMS Resolution Options

No solution required
Approved item
Life of Need Buy
Repair, refurbishment, or reclamation
Extension of production or support
Simple substitute
Complex substitute
Development of a new source
Design refreshment
Redesign-Next Higher Assembly
Redevelop the item
Redesign—complex/system replacement

ANALYZE: Determine Resolutions for DMSMS Issues

- Determine the Preferred DMSMS Resolution
  - Determine viable resolutions
  - Conduct a business case analysis or analysis of alternatives
  - Obtain leadership approval

Resolution Cost Elements

- Non-recurring engineering
- Engineering and engineering data revision
- Purchase of engineering, design, and technical data
- Qualification of new item
- Revision of test procedures
- Software changes
- Start-up costs
- Testing
- Tooling, equipment, test equipment, and software
- Computer programs and documentation
- Interim support
- Spares
- Supply and provisioning data
- Support and test equipment
- Technical manuals
- Training and trainers
- Other

IMPLEMENT: Implement Resolutions

- Program and budget for DMSMS resolutions
- Integrate DMSMS resolution and modification funding
- Implement resolutions

The DMT's role does not end when leadership decides to pursue a preferred resolution; the DMT should remain involved through the implementation of that resolution.

Summary: Keys for Success

- **Management Support:** Establish strong leadership commitment/buy-in
- **DMT:** Form a team of experts
- **DMP:** Develop and execute based on a plan
- **Bills of Material (BOMs):** Ensure access and accuracy
- **Predictive Tools:** Utilize to identify DMSMS issues
- **Resources:** Program and budget for the resources to support DMSMS management operations and resolutions

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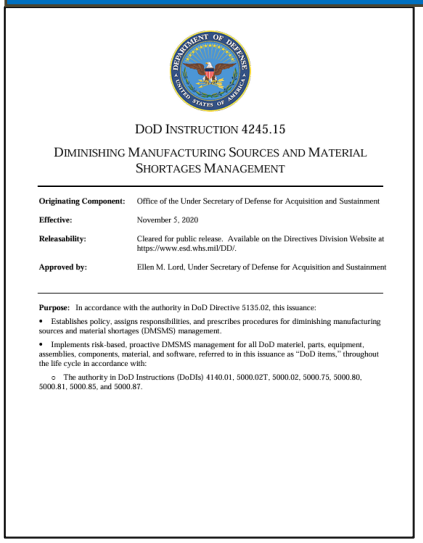
For More Information

DoD Policy



DoD Instruction 4245.15

Diminishing Manufacturing Sources and Material Shortages Management

Originating Component: Office of the Under Secretary of Defense for Acquisition and Sustainment

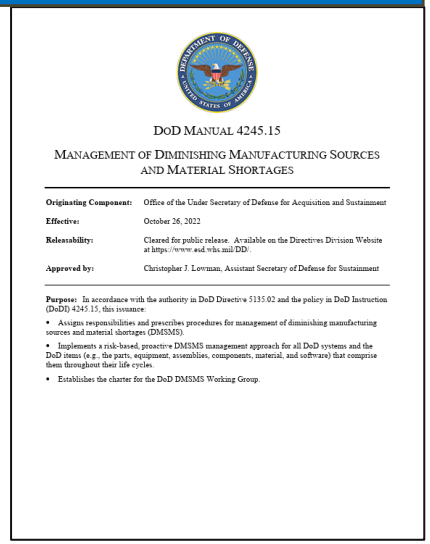
Effective: November 5, 2020

Releasability: Cleared for public release. Available on the Directives Division Website at https://www.esd.whs.mil/DD/.

Approved by: Ellen M. Lord, Under Secretary of Defense for Acquisition and Sustainment

Purpose: In accordance with the authority in DoD Directive 5135.02, this issuance:

- Establishes policy, assigns responsibilities, and prescribes procedures for diminishing manufacturing sources and material shortages (DMSMS) management.
- Implements risk-based, proactive DMSMS management for all DoD materiel, parts, equipment, assemblies, components, material, and software, referred to in this issuance as "DoD items," throughout the life cycle in accordance with:
  - The authority in DoD Instructions (DoDIs) 4140.01, 5000.02T, 5000.02, 5000.75, 5000.80, 5000.81, 5000.85, and 5000.87.



DoD Manual 4245.15

Management of Diminishing Manufacturing Sources and Material Shortages

Originating Component: Office of the Under Secretary of Defense for Acquisition and Sustainment

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Approved by: Christopher J. Lowman, Assistant Secretary of Defense for Sustainment

Purpose: In accordance with the authority in DoD Directive 5135.02 and the policy in DoD Instruction (DoDI) 4245.15, this issuance:

- Assigns responsibilities and prescribes procedures for management of diminishing manufacturing sources and material shortages (DMSMS).
- Implements a risk-based, proactive DMSMS management approach for all DoD systems and the DoD items (e.g., the parts, equipment, assemblies, components, material, and software) that comprise them throughout their life cycles.
- Establishes the charter for the DoD DMSMS Working Group.

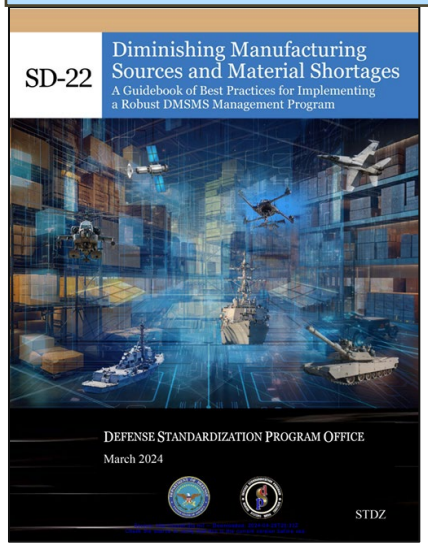
DODI 4245.15

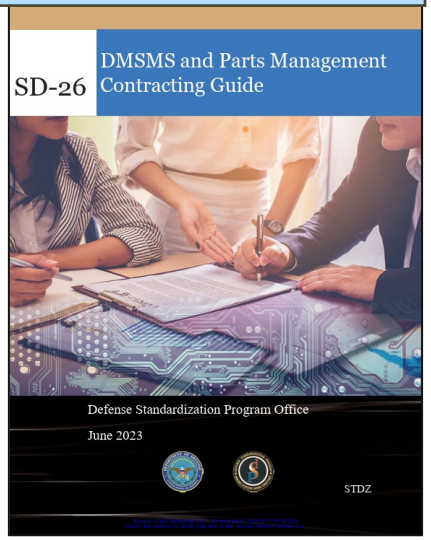
https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/424515p.PDF

DoDM 4245.15

https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodm/424515m.PDF

DoD Guidance





SD-22

https://www.dau.edu/cop/dmsms/documents/sd-22-dmsms-guidebook-march-2024

SD-26

https://www.dau.edu/blogs/new-sd-26-dmsms-parts-management-contract-guide

Industry Standards

- IEC 62402: 2019, *Obsolescence Management* *(revision project in progress)*
- SAE STD0016A: 2023, *Standard for Preparing a DMSMS Management Plan*
- SAE GEB1: 2015, *DMSMS Management Practices*