

# INTEGRATED PERFORMANCE ASSESSMENT (I-PASS) ANALYSIS APPROACH TO IMPROVING GOVERNMENT SUPPLY CHAINS

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## ABSTRACT

Supply chains are rapidly changing. Knowing how to make supply chains efficient and effective is more important than ever, but sometimes the challenge is knowing what to focus on and which practices to implement. Our team developed the I-PASS method to provide a structured approach for evaluating and improving public sector logistics and supply chain operations. Using our experience and I-PASS, we identify, adapt, and apply commercial best practices to be implemented in government supply chains. I-PASS is a standardized set of tasks, inputs, and outputs that we use to quickly evaluate government supply chain operations.

**Keywords: Logistics, Supply Chain, Knowledge Management, Data Analytics, Technology & Innovation**

## INTEGRATED PERFORMANCE ASSESSMENT (I-PASS) ANALYSIS APPROACH

Our team developed the I-PASS method to provide a structured approach for evaluating and improving public sector logistics and supply chain operations. Using our experience and I-PASS, we identify, adapt, and apply commercial best practices to be implemented in government supply chains. I-PASS is a standardized set of tasks, inputs, and outputs that we use to quickly evaluate government supply chain operations. It's a scalable process that can be used from the enterprise level (complete supply chain) to the tactical level (warehouse operation, etc.). It helps reduce costs while improving the performance, reliability, and flexibility of government supply chains and provides a bridge between commercial and government practices.

I-PASS uses a three-phased approach with an optional implementation support phase, allowing for careful project management and ensuring that output, conclusions, and recommendations are based on sound analysis and research. First, during the diagnostic phase, we collect data using document review, data calls, research, and virtual and in-person stakeholder interviews. Second, in the assessment phase, we evaluate the supply chain processes and data and compare them to commercial and government best practices, metrics, and benchmarks to generate improvement opportunities. Third, in the recommendations phase, we focus on the future, converting the improvement opportunities into an actionable plan to improve logistics capabilities and assessing the benefits and risks involved. With this approach, our team can deliver a rapid, thorough review of supply chain operations to recommend a time-phased and prioritized strategic improvement plan. Our organization has a robust set of modeling and simulation tools and capabilities that we can leverage throughout the process and apply to any supply chain challenge. During the optional implementation support phase, we will help implement recommendations. This may include developing training materials and conducting training as well as updating policies, process, and information technology documentation.

## **Supply Chain Process Framework**

We use the Supply Chain Operations Reference (SCOR) model as the structure for our supply chain analysis. The SCOR model, owned by the Association for Supply Chain Management (ASCM), is the most widely used commercial supply chain process framework. The SCOR model ensures that all essential activities will be covered in the process review, even if those processes are not covered by current operating procedures or other documentation. The SCOR model's process structure includes links to information inputs and outputs for each process activity as well as leading practices for improving process performance and metrics for measuring performance. Our organization is a leader in applying the SCOR model to public sector operations to build more robust analysis with faster process mapping and definition.

## **Partnerships with Industry and Academia**

We collaborate with industry and academia to ensure we are bringing up-to-date supply chain best practices to our clients. For example, our organization has sponsored the Pennsylvania State University Center for Supply Chain Research (CSCR) for more than 20 years. Penn State's CSCR is one of the nation's leading institutions dedicated to research and education in supply chain management. As a part of the internationally ranked Penn State Smeal College of Business, CSCR connects students, academics, and professionals from leading organizations in a community to shape the future of the supply chain discipline. This collaboration between industry and academia allows us to address an evolving list of our client's supply chain challenges. Our organization and Penn State supply chain faculty and students have worked together on over 40 research projects. These projects furnish academic rigor for prototype and offering development that support our defense, national security, health, and civilian agency clients. In addition, our organization serves on the Supply Chain Risk Leadership Council. The Council is a collection of top organizations that discuss and share best practices among members to help build more resilient supply chains. It includes members from various industries, such as Johnson and Johnson, John Deere, Boeing, and Cisco.