

24th Annual Logistics Conference & Exhibition

"Synchronizing Global Defense Logistics: Partners, Performance, and People"

10 – 13 March 2008

Miami, Florida

Agenda

Tuesday, 11 March 2008

Government Keynote: Lt Gen Glenn F. Spears, USAF, Deputy Commander, USSOUTHCOM

Industry Keynote: Mr. Richard Yuse, President, Raytheon Technical Services

Panel: DoD Lifecycle Logistics

- CAPT Michael Jaggard, USN (Ret), Chief of Staff/Policy for Deputy Assistant Secretary of the Navy

Luncheon Speaker: MG Mike Sumrall, ARNG, Assistant to the Chairman, Joint Chiefs of Staff for National Guard Matters

Panel: Logistics Operations in Domestic Disaster Response

- COL Juan Arcocha, USA, Deputy Director for Logistics and Engineering, USNORTHCOM
- MG John Basilica, Jr., ARNG, Director of Logistics, J4, National Guard Bureau
- MG Charles Fletcher, USA, Director of Operations (J3), USTRANSCOM
- Mr. Eric Smith, Assistant Administrator, Directorate of Logistics, FEMA

Panel : Logistics Transformation from an International Perspective

- MG Daniel Benjamin, Commander, Canadian Operational Support Command

Wednesday, 12 March 2008

Keynote Address: LTG C.V. Christianson, USA, Director for Logistics, J4, The Joint Staff

Panel: Joint Logistics Fireside Chat

- LTG Ann Dunwoody, USA, Deputy Chief of Staff, G4

Panel: Logistics Information: The Critical Enabling Capability

Moderator: Lt Gen Charles Croom, Jr., USAF, Director, DISA

Panelists:

- Mr. Christopher Beiswenger, Vice President, Enterprise Solutions, Computer Sciences Corporation Federal Consulting
- Mr. David Falvey, Program Executive Officer, J-62, DLA

Panel: Logistics Sustainment Reset: Are We Meeting the Challenge?

Moderator: LTG William Mortensen, USA, Deputy Commander, Army Materiel Command

Panelists:

- Mr. Alan Estevez, Principal Assistant Deputy Under Secretary of Defense (Logistics & Materiel Readiness), OSD
- RADM Alan Thompson, USN, Commander, NAVSUPSYSCOM
- Mr. Michael Madden, Executive Deputy, MARCORLOGCOM

Thursday, 13 March 2008

Shaping the Logistics Profession: NDIA Human Capital Report

Mr. Joe Grosson, Corporate Director of Logistics, Lockheed Martin Corporation

Panel: Logistics Human Capital–Future Logisticians: Report on Initiatives Underway

Moderator: Mr. Jim Hall, ADUSD, Logistics Plans and Studies, OSD

Panelists:

- Mr. Mike Aimone, Assistant DCS/Logistics, Installations & Mission Support, United States Air Force
- Mr. Frank Anderson, President, DAU
- RADM Mark Harnitchek, SC USN, J5, USTRANSCOM
- Ms. Patrice Jackson, Senior Manager, Focused Logistics Human Capital, Lockheed Martin Corporation

Panel: Educating Future Logisticians

Panelists:

- Mr. Randy Fowler, Director, Learning Capabilities Integration Center, DAU
- Dr. Alex Miller, Dean, Center for Executive Education, University of Tennessee
- Mr. Tony Myers-Burton, Client Delivery Executive, EDS
- Dr. Paul Needham, Professor of Logistics, Industrial College of The Armed Forces

Panel: Joint Operational Logistics–Seamless Logistics? The View from the Operational Commander

Moderator: RADM Mike Lyden, USN, N41

Panelists:

- BG Steve Anderson, USA, Deputy G4
  - Brig Gen Frederick Martin, USAF, Deputy Director, Operations and Logistics, USAFRICOM
  - COL Ned Woolfolk, USA, Director, J4, USSOUTHCOM

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24th ANNUAL NATIONAL LOGISTICS

CONFERENCE & EXHIBITION

Synchronizing Global Defense Logistics: Partners, Performance, and People



MARCH 10-13, 2008
WWW.NDIA.ORG/MEETINGS/8730

CONFERENCE BROCHURE

HYATT REGENCY MIAMI ˢ **MIAMI, FLORIDA**

Event # 8730

CONFERENCE AGENDA

MONDAY, MARCH 10, 2008

7:00 am
Depart Hyatt for Golf Outing
Sponsored by Maersk Line, Limited
Pre-registration required

10:00 am
Registration Open

5:30 – 7:00 pm
Welcome Reception in Exhibit Hall
Sponsored by Lockheed Martin Corporation

TUESDAY, MARCH 11, 2008

"SYNCHRONIZATION THROUGH PARTNERSHIP"

7:00 am
Continental Breakfast
Regency Ballroom Foyer
Registration Open

8:00 am
Welcome
VADM Gordon Holder, USN (Ret), Vice President, Booz Allen Hamilton; Chairman, NDIA Logistics Management Division

8:15 am
Welcome
Lt Gen Lawrence Farrell, Jr., USAF (Ret), President and CEO, NDIA

8:20 am
Government Keynote
Lt Gen Glenn F. Spears, USAF, Deputy Commander, USSOUTHCOM

8:45 am
Industry Keynote
Mr. Richard Yuse, President, Raytheon Technical Services

9:15 am
Break in Exhibit Hall

10:00 am
Panel Discussion
DoD Lifecycle Logistics

Moderator:
Maj Gen Arthur Morrill, III, USAF, Vice Director, DLA

Panelists:
- Ms. Carla Lucchino, Assistant Deputy Commandant, Installations and Logistics, United States Marine Corps
- CAPT Michael Jaggard, USN (Ret), Chief of Staff/Policy for Deputy Assistant Secretary of the Navy
- Ms. Scottie Knott, Director, Acquisition Management Directorate & Component Acquisition Executive, DLA
- Mr. Wimpy Pybus, Deputy Assistant Secretary of the Army (Integrated Logistics)
- Ms. Debra Walker, Deputy Assistant Secretary of the Air Force for Logistics

12:00 pm
Luncheon with Speaker:
MG Mike Sumrall, ARNG, Assistant to the Chairman, Joint Chiefs of Staff for National Guard Matters
Jasmine Hibiscus Ballroom

1:30 pm
Panel Discussion
Logistics Operations in Domestic Disaster Response

Moderator:
Maj Gen William Etter, ANG, Director, J5, National Guard Bureau

Panelists:
- COL Juan Arcocha, USA, Deputy Director for Logistics and Engineering, USNORTHCOM
- MG John Basilica, Jr., ARNG, Director of Logistics, J4, National Guard Bureau
- MG Charles Fletcher, USA, Director of Operations (J3), USTRANSCOM
- MG Charles Rodriguez, ARNG, The Adjutant General, Texas Military Forces
- Mr. Eric Smith, Assistant Administrator, Directorate of Logistics, FEMA

3:30 pm
Break in Exhibit Hall

4:00 pm
Panel Discussion
Logistics Transformation from an International Perspective

Moderator:
Mr. George Topic, Deputy Director for Strategic Logistics, J4, The Joint Staff

Panelists:
- MG Daniel Benjamin, Commander, Canadian Operational Support Command
- Mr. Maxwell Kerley, Director, Logistics Support Division, Department of Field Support, The United Nations
- Mr. Scott Norwood, Deputy Director for Global Strategic Partnerships, J5, The Joint Staff

5:30 – 7:30 pm
Reception in Exhibit Hall
Sponsored by Accenture

WEDNESDAY, MARCH 12, 2008

"SYNCHRONIZATION THROUGH PERFORMANCE"

7:00 am
Continental Breakfast
In the exhibit hall
Registration Open
Exhibit Hall Open

8:00 am
Keynote Address
LTG C.V. Christianson, USA, Director for Logistics, J4, The Joint Staff

8:40 am
Panel Discussion
Joint Logistics Fireside Chat

Moderator:
VADM Gordon Holder, USN (Ret), Vice President, Booz Allen Hamilton; Chairman, NDIA Logistics Management Division

Panelists:
- LTG C.V. Christianson, USA, Director for Logistics, J4, The Joint Staff
- LTG Robert Dail, USA, Director, DLA
- LTG Ann Dunwoody, USA, Deputy Chief of Staff, G4
- Mr. Pat Tamburrino, Jr., Assistant Deputy Chief of Naval Operations, Fleet Readiness and Logistics
- VADM Ann Rondeau, USN, Deputy Commander, USTRANSCOM
- Lt Gen Kevin Sullivan, USAF, Deputy Chief of Staff for Logistics, Installations and Mission Support
- MajGen Edward Usher, USMC, Deputy Commandant, Installations and Logistics

10:15 am
Break
Regency Ballroom Foyer

CONFERENCE AGENDA

10:30 am
Panel Discussion
Industry Chief Supply Chain Officer Fireside Chat

Moderator:
LTG Robert Dail, USA, Director, DLA

Panelists:
- Mr. Bill Kenwell, Chief Operating Officer, Maersk Line, Limited
- Mr. Lou Kratz, Vice President and Managing Director, Focused Logistics, Lockheed Martin Corporation
- Mr. Robert Luby, Jr., Vice President, IBM Global Business Services
- Mr. Eric Stange, CEO & President, National Security Services, Accenture
- Ms. Mary Ann Wagner, President, XIO Strategies

12:00 pm
Luncheon with Speaker:
TBD
Jasmine Hibiscus Ballroom

2:00 pm
Panel Discussion
Logistics Information: The Critical Enabling Capability

Moderator:
Lt Gen Charles Croom, Jr., USAF, Director, DISA

Panelists:
- Mr. Christopher Beiswenger, Vice President, Enterprise Solutions, Computer Sciences Corporation Federal Consulting
- Mr. David Falvey, Program Executive Officer, J-62, DLA
- LTG Mike McDuffie, USA (Ret), Vice President, Microsoft Public Sector Services
- Ms. Virginia Williamson, Deputy Director, J6, USTRANSCOM

3:30 pm
Break in Exhibit Hall

4:00 pm
Exhibit Hall Closes

4:00 pm
Panel Discussion
Logistics Sustainment Reset: Are We Meeting the Challenge?

Moderator:
LTG William Mortensen, USA, Deputy Commander, Army Materiel Command

Panelists:
- Mr. Alan Estevez, Principal Assistant Deputy Under Secretary of Defense (Logistics & Materiel Readiness), OSD
- RADM Alan Thompson, USN, Commander, NAVSUPSYSCOM
- Mr. Michael Madden, Executive Deputy, MARCORLOGCOM

6:30 – 10:30 pm
Dinner Cruise
Lady Windridge Yacht
Board at 6:15 pm

THURSDAY, MARCH 13, 2008
"SYNCHRONIZATION THROUGH PEOPLE"

7:00 am
Continental Breakfast
Regency Ballroom Foyer
Registration Open

8:00 am
Shaping the Logistics Profession: NDIA Human Capital Report
Mr. Joe Grosson, Corporate Director of Logistics, Lockheed Martin Corporation

8:30 am
Panel Discussion
Logistics Human Capital–Future Logisticians: Report on Initiatives Underway

Moderator:
Mr. Jim Hall, ADUSD, Logistics Plans and Studies, OSD

Panelists:
- Mr. Mike Aimone, Assistant DCS/ Logistics, Installations & Mission Support, United States Air Force
- Mr. Frank Anderson, President, DAU
- RADM Mark Harnitchek, SC USN, J5, USTRANSCOM
- Ms. Patrice Jackson, Senior Manager, Focused Logistics Human Capital, Lockheed Martin Corporation
- Mr. George Topic, Deputy Director for Strategic Logistics, J4, The Joint Staff

9:30 am
Break
Regency Ballroom Foyer

10:15 am
Panel Discussion
Educating Future Logisticians

Moderator:
VADM Ann Rondeau, USN, Deputy Commander, USTRANSCOM

Panelists:
- Mr. Randy Fowler, Director, Learning Capabilities Integration Center, DAU
- Mr. John Goodhart, Executive Director and Senior Civilian, NAVSUP; Chairman, Navy Life Cycle Logistics Career Management Board
- Dr. Alex Miller, Dean, Center for Executive Education, University of Tennessee
- Mr. Tony Myers-Burton, Client Delivery Executive, EDS
- Dr. Paul Needham, Professor of Logistics, Industrial College of The Armed Forces

12:00 pm
Luncheon with Speaker:
Gen Norton Schwartz, USAF, Commander, USTRANSCOM
Sponsored by Booz Allen Hamilton

Presentation of the Edward M. Greer and Logistician Emeritus Awards
Jasmine Hibiscus Ballroom

1:30 pm
Panel Discussion
Joint Operational Logistics–Seamless Logistics? The View from the Operational Commander

Moderator:
RADM Mike Lyden, USN, N41

Panelists:
- BG Steve Anderson, USA, Deputy G4
- Brig Gen Frederick Martin, USAF, Deputy Director, Operations and Logistics, USAFRICOM
- COL Ned Woolfolk, USA, Director, J4, USSOUTHCOM

3:00 pm
Closing Comments
VADM Gordon Holder, USN (Ret), Vice President, Booz Allen Hamilton; Chairman, NDIA Logistics Management Division

EXHIBIT INFORMATION

Exhibit Hall Hours

Monday, March 10, 2008:
5:30 pm - 7:00 pm

Tuesday, March 11, 2008:
9:00 am - 7:30 pm

Wednesday, March 12, 2008:
6:45 am - 8:00 am
1:00 pm - 4:00 pm

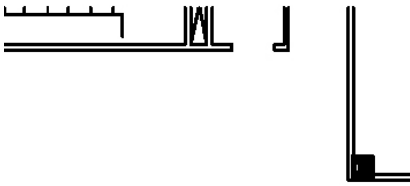
Please note: The Exhibit Hall will be closed from 8:00 am-1:00 pm. Exhibitors are encouraged to participate in the General Sessions and Panel Discussions during this time.

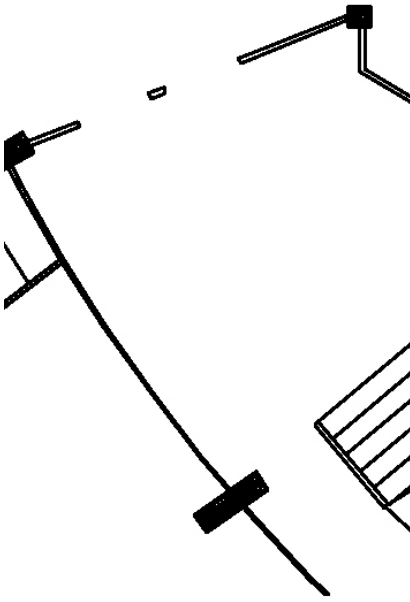
Move-Out:
Wednesday, March 12, 2008
4:00 pm - 10:00 pm

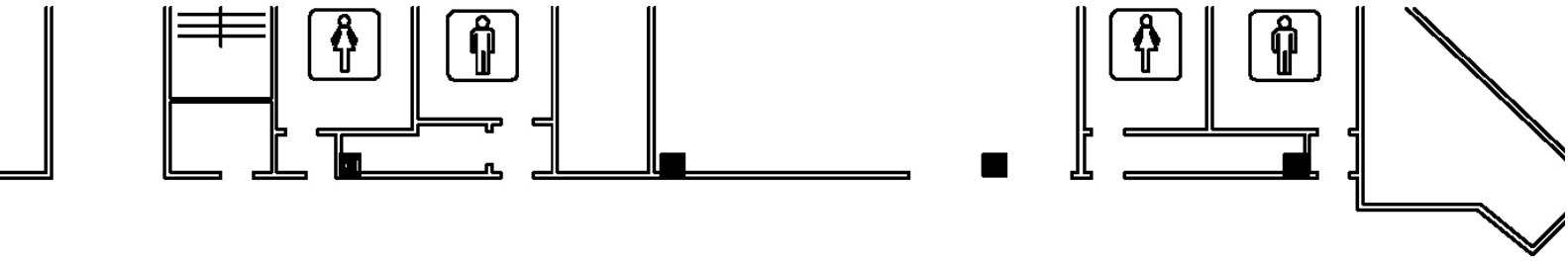
Thursday, March 13, 2008
8:00 am -12:00 pm

EXHIBITOR LIST AS OF 2/28/08

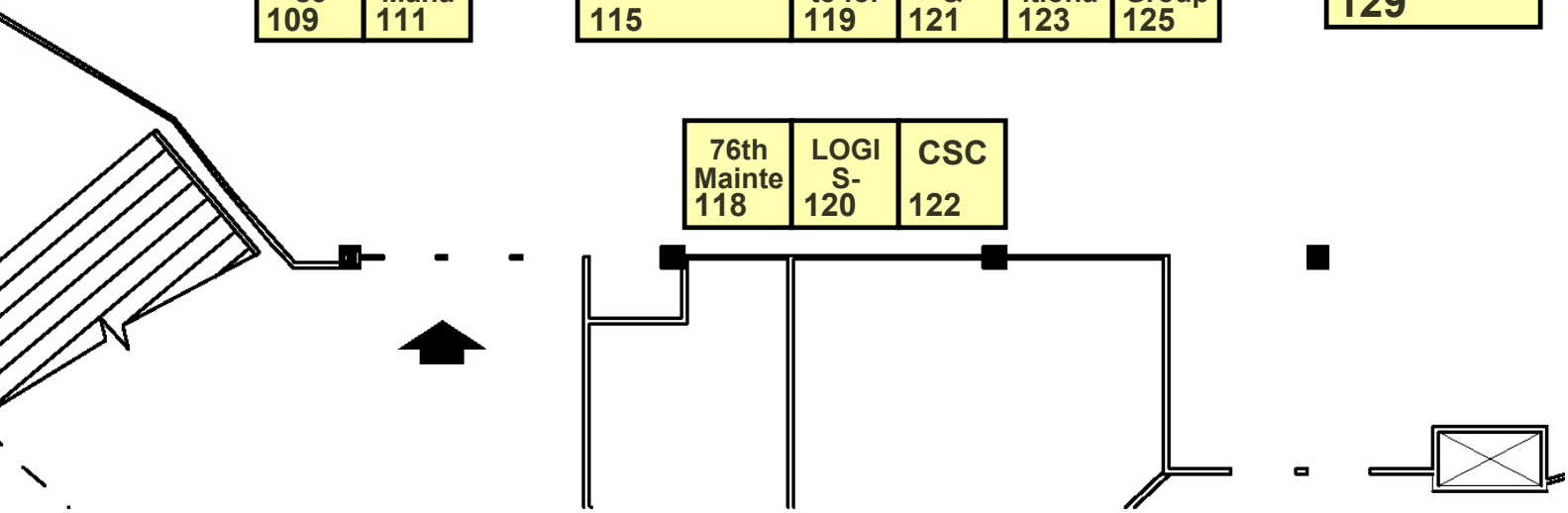
COMPANY NAME	BOOTH #
76TH MAINTENANCE WING	118
AGILENT TECHNOLOGIES, INC.	222
AGILITY DEFENSE & GOVERNMENT SERVICES	115
BAE SYSTEMS	426
BATTELLE	216
BOOZ ALLEN HAMILTON	215
CLICK COMMERCE	221
COMBINENET DSI	219
COMPUTER SCIENCES CORPORATION	122
DEFENSE ACQUISITION UNIVERSITY	326
DEFENSE LOGISTICS AGENCY	109
DEPLOYED RESOURCES, LLC	412
DOD BUSINESS TRANSFORMATION AGENCY	325
DRILET AMERICA / PDA LLC	312
EXPEDITIONARY COMBAT SUPPORT SYSTEM (USAF)	123
GEODECISIONS	416
INFORMATICA	316
INSTITUTE FOR DEFENSE AND BUSINESS	119
INTEGRATED SUPPORT SYSTEMS, INC.	225
KBR	226
KIRA, INC.	208
LOCKHEED MARTIN CORPORATION	229
LOGIS-TECH, INC.	120
MAERSK LINE, LIMITED	209
MENLO WORLDWIDE LOGISTICS	317
MICHIGAN'S DEFENSE CONTRACT COORDINATION CENTER (DC3)	207
MILITARY LOGISTICS FORUM	408
NISH	218
NORTH CAROLINA GLOBAL TRANSPARK AUTHORITY	223
NORTHROP GRUMMAN CORPORATION	322
O'NEIL & ASSOCIATES, INC.	121
PANASONIC COMPUTER SOLUTIONS COMPANY	220
PLANVIEW	210
PRTM MANAGEMENT CONSULTANTS	111
PULSE TECH PRODUCTS CORPORATION	324
SAVI TECHNOLOGY	201
STAR-TIDES	FOYER
TELOS	320
TFD GROUP	125
TOBYHANNA ARMY DEPOT	410
U.S. ARMY G-3/5/7 AAWO, DAMO-ODF	318
U.S. ARMY-RDECOM	129
UTI DEFENSE GROUP	205
VANGARD VOICE SYSTEMS	224
XIO STRATEGIES	212







Reserved 305	Military 307	Tobyhanna 309	Deployed 311	GeoDecisio 315	Menlo World 317	Reserved 319	321	BAE Syste 323	DoD Busin 325	20' 329	
20' Savi 306		310	DriLet Ameri 312	Informatic 316	US Army 318	Telos 320	Northrop 322	Pulse Tech 324	Defense 326	20' Lockheed Martin 229	20'3"
UTi Defen 205	Michigan's 207	20' Maersk Line 209		20' Booz Allen 215		CombineNe 219	Click Comm 221	North Caroli 223	Integrated 225		
KIRA, Inc. 208	Planview 210	XIO Strate 212		Battelle 216	NISH 218	Panasonic 220	Agilent 222	Vangard 224	KBR 226	20' US Army RDECOM 129	20'3"
	Defense 109	PRTM Mana 111		20' Agility 115		Institute for 119	O'Neil & 121	Expeditiona 123	TFD Group 125		
				76th Mainte 118	LOGIS- 120	CSC 122					



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The people at Accenture have amassed critical insight working with defense clients in all branches of the military – on the ground, in the air, at sea and in cyberspace. We have strong and longstanding relationships with defense clients including the U.S. Navy, U.S. Army, U.S. Air Force, U.S Marine Corps, Defense Logistics Agency, intelligence agencies and more. For more than 20 years, Accenture has delivered a combination of defense knowledge, defense experience and skilled personnel. By leveraging industry leading practices and leading technologies, we have helped to foster high performance in defense agencies on our homeland and across the world.

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Accenture is a global management consulting, technology services and outsourcing company. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high performance businesses and governments. With more than 175,000 people in 49 countries, the company generated net revenues of US$19.70 billion for the fiscal year ended Aug. 31, 2007. Its home page is www.accenture.com.

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Agility Defense & Government Services (DGS) is the premier logistics leader in this critical market. DGS is a complete end-to-end supply chain solution provider that is risk tolerant, has significant asset depth, and has financial strength. We provide comprehensive Performance Based Logistics solutions for our government and defense customers, with true personal service.

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Agility
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Booz Allen Hamilton has been at the forefront of consulting for businesses and governments for more than 90 years. Today, Booz Allen is one of the world's largest consulting firms, with more than 19,000 staff worldwide, serving clients on six continents. Our growth is based on a simple promise: Help clients succeed. Never has that goal been more urgent than today. In a world that changes ever faster, where our clients are expected to continually innovate and raise their game, Booz Allen is dedicated to creating tangible, lasting value with every engagement. That focus is at the core of our mission:

Booz Allen Hamilton works with clients to deliver results that endure.

With deep expertise in both strategy and technology, Booz Allen transcends the conventional categories of consulting. Our global breadth of proficiencies—spanning functional capabilities, experience in more than 20 industries, and government work with diverse public sector markets—is grounded in our firsthand knowledge gained from serving clients.

Booz Allen provides full-spectrum logistics services to military logisticians, who face new challenges in providing critical warfighter support. Readiness and sustainment of our Armed Forces requires creative, cost-effective strategies that go beyond traditional methods of acquisition, distribution, maintenance, and repair. New partnerships and processes are needed to give our forces the flexible capabilities to meet their mission.

Booz Allen works with strategic and operational military logistics professionals to give the warfighter the best equipment and support with the least resource impact. We offer decades of commercial, government, and DoD experience; core competencies in strategy and technology; logistics professionals at the forefront of evolving best practices; and deep expertise in every logistics function in each military service.

Booz Allen provides expertise and value-added support for Department of Defense Logistics needs including Logistics Engineering, Product Support, Modeling & Simulation, Lean/Six Sigma/Theory of Constraints, Performance-Based Logistics, Economic Business Analysis, Supply Chain Management, Decision Support tools, Strategic Sourcing, Parts Marking and Unique Identification, Vendor and Supplier Relationship Management, JCIDS Analysis, Logistics Transformation Roadmap, and Distribution Operations.

For more information, visit www.boozallen.com

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In the defense marketplace, EDS contributes to warfighter effectiveness by enhancing and transforming operational systems and support functions. We work with defense departments around the globe to manage and exploit information to meet their military objectives at reduced cost. EDS' services in the defense industry include:

- Department of Defense life-cycle logistics and supply chain management
- Command and Control – systems and support
- Information security
- Secure information and communications infrastructure
- Personnel, training, and administration
- Military medical health services
- Specialized applications
- Knowledge management
- Program management

EDS combines extensive experience in the defense arena with innovation in these domains to provide proven, scalable and secure solutions that support defense missions.

From homeland security and public safety services to enterprise-wide solutions, government health and family services and e-government services, we have expertise in areas critical to government projects of all kinds. EDS is helping governments at all levels connect, protect, and serve citizens better than ever by eliminating barriers, enabling collaboration in new ways and continually seeking improvement. Learn more at www.eds.com.

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Network Systems Integration
Information Technology & Telecommunications
Simulation & Training
Professional & Technical Services
Systems Engineering
Public Safety

For more information on General Dynamics Information Technology, please visit our web site at www.gdit.com.

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KBR is a leading engineering, construction and services company. We have built a proud history and a leading market position in the government and infrastructure (G&I) sector by being a reliable service provider. With global offices, a steady revenue stream and over 90 years of service to federal, state and local governments, KBR has the resources and the proven dependability to deliver bottom-line benefits that increase the probability of mission success.

KBR provides on-demand support services across the full military mission cycle, whenever and wherever you need them. In the civil infrastructure market, the company operates in diverse sectors including transportation, waste and water treatment, and facilities maintenance. KBR offers program and project management, contingency logistics, operations and maintenance, design, construction, engineering and other services to military and civilian branches of governments and private clients worldwide. KBR is a force multiplier, allowing clients to focus on their core mission while KBR takes care of the rest.

For more information, contact KBR at 703.526.7500, or visit us online at www.kbr.com.

LOCKHEED MARTIN

Promotional Partner & Reception Sponsor

Headquartered in Bethesda, Maryland, Lockheed Martin employs about 140,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. As the leading solutions provider for the DoD, Lockheed Martin is actively assisting in implementing innovative business relationships and advanced supply chain practices to improve material readiness, reduce costs, and reduce logistics response time.

The overall approach, "Partnering for Performance," is directed towards providing assured mission outcomes through partnerships with DoD depots and supply operations. "Partnering for Performance" provides America's deployed forces with best-in-class support while dramatically improving DoD logistics performance. Recent efforts include: F-117 • High Mobility Artillery System • Aegis PBL • Naval Aviation Tires • H-60 Tip-to-Tail • Javelin • Air Force Industrial Prime Vendor (AF IPV) and • Navy Acoustic – Rapid COTS Insertion (A-RCI). These partnerships are meeting the material needs of the warfighters while simultaneously assisting DoD in transforming their logistics structure to a modern supply chain model.

PROMOTIONAL PARTNERS

Maersk Line, Limited (MLL) is an American company that provides U.S. government agencies and their prime contractors with comprehensive maritime and transportation services around the globe. With the unparalleled experience, expertise and intermodal resources of the A.P. Moller-Maersk Group, MLL utilizes industry leading technology to provide reliable, cost-effective solutions.

Based in Norfolk, Virginia, Maersk Line, Limited was incorporated in 1947 and began actively managing five vessels in 1983 under a long-term contract with the U.S. Navy's Military Sealift Command (MSC). We have since grown our fleet of owned, operated and chartered vessels and have expanded our service offerings to include a broad spectrum of logistics related services.

Our experience spans almost two decades-providing mission critical support for operations throughout the world - including Desert Storm, Operation Enduring Freedom and Operation Iraqi Freedom. Through the years, we have dedicated ourselves to providing our customers with superior service- a commitment that endures today.

Today, MLL's fleet of U.S. flag container, tanker, multi-purpose and roll-on/roll-off vessels transports more U.S. government cargo in support of military and humanitarian missions and employs more U.S. merchant mariners than any other U.S. company. Our participation in the Maritime Security Program and Voluntary Intermodal Sealift Agreement ensure that our assets afloat and ashore are flexible and available to support U.S. national security.

As a global maritime services leader, we manage and operate 30 U.S. government-owned vessels--more than any other private entity. We also leverage commercially proven and customized chartering, crewing maintenance and sustainment strategies to the advantage of government maritime customers in the U.S. and Canada.

For more information on how our experience and expertise as the global maritime leader can mean reliable and cost-effective transportation and maritime solutions for your organization, visit our website at www.maersklinelimited.com.

MAERSK LINE, LIMITED

Golf Outing Sponsor

Microsoft and its extensive network of partners provides the levels of technology agencies need to conduct their business, no matter what that business is, or how it might change. Every day, federal government organizations entrust their essential functions to Microsoft® solutions. We're helping those agencies enhance their effectiveness – while cutting complexity, cost, and risk – by doing more with what they already own. Our concept of "mission critical" combines agency business applications with the industry's richest user experience and optimized infrastructure to accelerate time-to-value, improve speed-to-decision, and transform IT as a valued asset.

With over $7B billion in R&D and decades serving the federal government, we are prepared to help agencies meet their requirements today or realize their opportunities tomorrow. From headquarters to the front lines, if it's vital to government, it's mission critical to Microsoft.

Microsoft®

Promotional Partner

PROMOTIONAL PARTNERS

MPRI
an L3 company

Promotional Partner

MPRI's highly effective logistics program combines a proven methodology with highly skilled and experienced strategic planners, instructors, subject matter experts, and technological experts to support the US Army, Department of Defense, Federal Government and the commercial market place.

The strategic planning and implementation of military operations that involve the movement and maintenance of forces are a challenge on any scale. Acquisition, storage, distribution, maintenance, transportation, supply and disposition are all components that must be integrated into a single seamless plan. MPRI's long-term management experience and success with a range of worldwide logistical and operational missions give us the unique insight to provide every customer with an effective logistics solution.

From planners, analysts and technicians in support of the Army's Logistics Contractor Augmentation Program IV (P) (LOGCAP) to instructors and trainers at the Army Logistics Management College, MPRI's diverse logistics program spans the spectrum of logistics service. Currently, one of MPRI's most critical and successful logistics program is the US Army's PEO-Soldier Rapid Fielding Initiative (RFI) that provides combat zone designated equipment to individual soldiers and deploying units. Through this turnkey program, MPRI provides distribution centers and on-site fielding teams that have provided equipment to over 1 million soldiers. These support missions are examples of MPRI's impressive record of logistics and supply chain management expertise that is available across the spectrum of military, government and commercial customers, worldwide.

MPRI offers range of integrated services that can be assembled into a program that best meets your requirements, including:

- Supply chain management
- Equipment warehousing
- Inventory control
- STAMIS support
- Logistics planning, training and operations in supply, maintenance and transportation.
- Weapons systems management
- Army readiness support
- Distribution management

MPRI is a subsidiary of L-3 Communications, one of the largest and leading defense contractors in the US, specializing in Intelligence, Surveillance and Reconnaissance (ISR), secure communications, government services, training and simulation and aircraft modernization and maintenance.

For more information please call John Cusick at (703) 664-2657 or Tony Incorvati at (703) 664-2694.

PROMOTIONAL PARTNERS

Sustaining the Warfighter Anytime, Anywhere
Leadership Across the Total Cycle of Logistics

Warfighters are only as effective as the systems and support that keep them equipped with the material, enabling information and weapons systems required for mission success. That's why the defense community turns to a trusted leader for state-of-the-art logistics and life cycle support. Northrop Grumman.

For years, our systems and solutions have helped defense agencies and every branch of the armed forces to supply and sustain the warfighter anytime, anywhere and for less cost. Our performance-based logistics capabilities are integral to meeting the rapid response requirements of missions around the globe and to ensuring the operational readiness and availability of material, information technology (IT) assets and weapons systems and platforms.

From the Manufacturer to the Battlefield – We're There
Our solutions cover the total life cycle of our systems support – from design and manufacture to delivery and distribution to after market support and maintenance to process improvement and beyond. We also draw on our large-scale program experience to support global defense information systems, communications networks and weapons systems and platforms.

Unmatched Customer Logistics Domain Understanding
Our logistics expertise applies logistics domain understanding gained where it matters most – in the field. We've worked with military forces in operating theaters worldwide. We understand their missions – and the most effective ways to keep them equipped and ready for the challenges ahead.

The Solutions We Use Ourselves
At Northrop Grumman, logistics is more than a service offering. Our internal logistics, SCM and IT systems are vital to the success of our manufacturing operations in shipbuilding, space systems, unmanned aerial vehicles and aircraft radar and electronic systems. We use Six Sigma and lean practices to cut costs and ensure quality. And with our global information network and resources, we support and maintain our offerings around the globe.

The benefit for you? We know what makes logistics work – and how to make it work for our customers.

Find Out More
To learn more about our logistics and engineering services, contact:
www.northropgrumman.com
Northrop Grumman
Mail Stop A-255
PO Box 17319
Baltimore, MD 21203-7319
410 765-1000.

Northrop Grumman is an equal opportunity employer committed to workforce diversity.

NORTHROP GRUMMAN
DEFINING THE FUTURE™
Promotional Partner

PROMOTIONAL PARTNERS

PRTM

Promotional Partner

PRTM has long been helping global public sector leaders clearly recognize their challenges and understand the best options for the way ahead. We stand shoulder-to-shoulder with them to assure success and attain the highest levels of performance. We integrate policy, people, process and technology for mission success. Simply stated, our business is to drive strategy forward.

PRTM has done extensive work with the departments of Defense and Homeland Security. And just as important, we also work with public health, biodefense and other public sector leaders. We advise on strategic direction and support policy reforms. Across all engagements, PRTM brings extensive knowledge of commercial best practices to its global public sector clients. We are not interested in solving mundane problems, augmenting staff or being generic advisors. Our success is measured in client loyalty—a 90 percent level of repeat business.

We want to help you with your toughest operational and strategic problems. PRTM's deep understanding of policy and operations enables our staff to rapidly understand client needs and mission success criteria. Our extensive experience working with government and commercial industry executives enables us to bring the insight needed to work across jurisdictions and help government leaders establish a comprehensive road map that achieves critical mission objectives.

During the course of all our client engagements, PRTM works to deliver strategic value that lasts long after our consultants have departed. We first lend an objective, apolitical ear, and then help you understand how best-in-class organizations—from both the commercial and public sectors—respond to similar crises.

PRTM applies specific proven and tested practices to accomplish its assignments. These include:

- Core Strategic Vision (CSV)
- Enterprise Wireless Solutions
- Information Assurance Reference Model (IARM)
- Lean Manufacturing / Lean Government
- Logistics & Supply Chain Excellence / Supply-Chain Operations Reference-model® (SCOR®)
- Mission Assurance
- Operations for Service Providers (OFS)
- Performance-Based Logistics (PBL)
- Product And Cycle-time Excellence® (PACE®)
- Six Sigma
- Strategic IT Management (SITM)
- Voice of the Customer (VOC)

www.prtmgov.com

PROMOTIONAL PARTNERS

Raytheon Company is a technology leader specializing in defense, homeland security and other government markets throughout the world.
Raytheon's businesses provide state-of-the-art electronics, Mission Systems Integration and other capabilities in the areas of sensing; effects; and command, control, communications and intelligence systems, as well as a broad range of Mission Support services:

- Integrated Defense Systems (IDS) – IDS is Raytheon's leader in Joint Battlespace Integration providing affordable, integrated solutions to a strong international and domestic customer base, including the U.S. Missile Defense Agency, the U.S. Armed Forces and the Department of Homeland Security. With headquarters in Tewksbury, MA., IDS had net sales of approximately $4.7 billion in 2007.

- Intelligence & Information Systems (IIS) – IIS is a leading-edge provider of information and intelligence solutions to the government, providing the right knowledge at the right time. Based in Garland, Texas, IIS had net sales of approximately $2.7 billion in 2007.

- Missile Systems (MS) – MS designs, develops, and produces missile systems for critical requirements. With headquarters in Tucson, AZ., MS had net sales of approximately $5 billion in 2007.

- Network Centric Systems (NCS) – NCS develops and produces network centric solutions that integrate sensors, systems and secure communications to manage the battlespace and airspace. With headquarters in McKinney, Texas, NCS had net sales of approximately $4.2 billion in 2007.

- Space and Airborne Systems (SAS) – SAS is the leading provider of sensor systems giving military forces the most accurate and timely information available for the network-centric battlefield. With headquarters in El Segundo, CA., SAS had net sales of approximately $4.3 billion in 2007.

- Raytheon Technical Services Company (RTSC) – RTSC provides technology solutions for defense, federal and commercial customers worldwide. RTSC specializes in Mission Support (including installation, integration, maintenance, training and logistics support of air traffic control systems), counter-proliferation and counter-terrorism, homeland security solutions, base and range operations and customized engineering and manufacturing. With headquarters in Reston, VA., RTSC had net sales of approximately $2.2 billion in 2007.

Raytheon

Promotional Partner

PROMOTIONAL PARTNERS

SAIC: FROM SCIENCE TO SOLUTIONS®

SAIC is a leading provider of scientific, engineering, systems integration, and technical services and solutions to all branches of the U.S. military, agencies of the Department of Defense, the intelligence community, the U.S. Department of Homeland Security and other U.S. government civil agencies, as well as to customers in selected commercial markets. With approximately 44,000 employees in more than 150 cities worldwide, SAIC engineers and scientists solve complex technical challenges requiring innovative solutions for customers' mission-critical functions. SAIC had annual revenues of $8.3 billion for its fiscal year ended Jan. 31, 2007.

SAIC's broad range of logistical expertise includes demand forecasting, total asset visibility, supply chain integration, maintenance repair and operations, and fleet automotive support. We provide integrated supply, procurement, and material handling and physical logistics services, including pre-expended bin, kitting and storefront management for the U.S. government.

We purchase and deliver a variety of material, ranging from commercial products (facility maintenance repair and operations goods; defense equipment for hazardous materials, including chemical, biological, radiological, nuclear and high-yield explosive) to weapon system parts (aircraft; tactical, nontactical and combat vehicles; and ships and submarines). We currently complete approximately 1 million purchase order line-item transactions per year for our customers and are adept at locating sources of hard-to-obtain parts.

SAIC From Science to Solutions®

Promotional Partner

Telos Corporation is a systems integration and services company that has been providing innovative IT solutions to government agencies and commercial organizations for more than 30 years. Specific offerings consist of Xacta's Secure Solutions which include enterprise IT security management solutions, enterprise security consulting services, enterprise messaging, secure wireless networking and high assurance credentialing solutions. Its customers are primarily agencies of the federal government, such as DOD, intelligence agencies, Department of Homeland Security, Treasury Department, US Courts and many other civilian agencies.

TELOS®

Promotional Partner

THANK YOU FOR COMING!

Notes

Join us again next year and SAVE THE DATE!

25th Annual National Logistics Conference & Exhibition

Event #9730
March 16-19, 2009
Hyatt Regency Miami
Miami, Florida

THANK YOU TO OUR PROMOTIONAL PARTNERS!







































Headquarters U.S. Air Force

Fly – Fight – Win

Logistics Workforce Development

Mr Mike Aimone
Assistant Deputy Chief of Staff
Logistics, Installations & Mission Support
14 Mar 08

Overview

- Workforce Snapshot
- Workforce Development
- Near Term Focus
- Long Term Focus

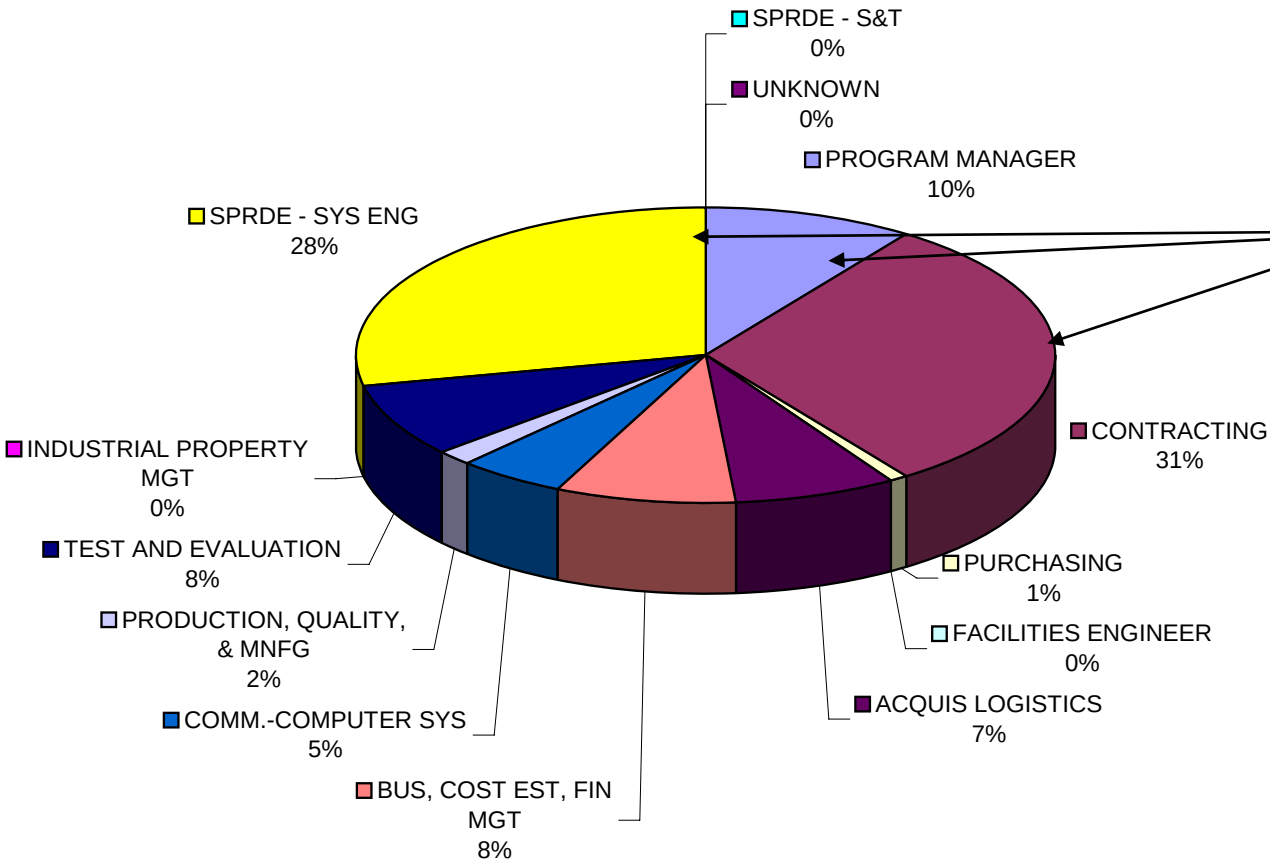
➢ *ACTION: Concur with AF Logistics Human Capital Strategy*

DoD Acquisition Workforce:
Size Comparison

	Civilians	Military	TOTAL	%
Air Force	*15550*	*8633*	*24183*	*19.2*
Army	43553	1519	45072	35.9
Navy	36467	4218	40685	32.4
Other DoD*	15763		15763	12.5

DoD 5000.52 Definition

AF Total Acquisition Workforce:
Career Categories



S & T, PM and Contracting ~ 70%

3937	PROGRAM MANAGER
6770	CONTRACTING
131	PURCHASING
4	FACILITIES ENGINEER
1700	ACQUIS LOGISTICS
1489	BUS, COST EST, FIN MGT
1012	COMM.-COMPUTER SYS
327	PRODUCTION, QUALITY, & MNF
2592	TEST AND EVALUATION
22	INDUSTRIAL PROPERTY MGT
6162	SPRDE - SYS ENG
30	SPRDE - S&T
7	UNKNOWN
24183	**TOTAL**

Data Source: EOY FY 2007 MPES UMD

Logistics Workforce Snapshot

- **138,889 - Total Force (Active Duty & Civilian)**
  - **Officer – 3,057**
  - **Enlisted – 94,724**
  - **Civilian – 41,107**
- **Specialties**
  - **Officer – 4**
  - **Enlisted – 41**
  - **Civilian Job Series – 204**

Largest Functional Community in the Air Force

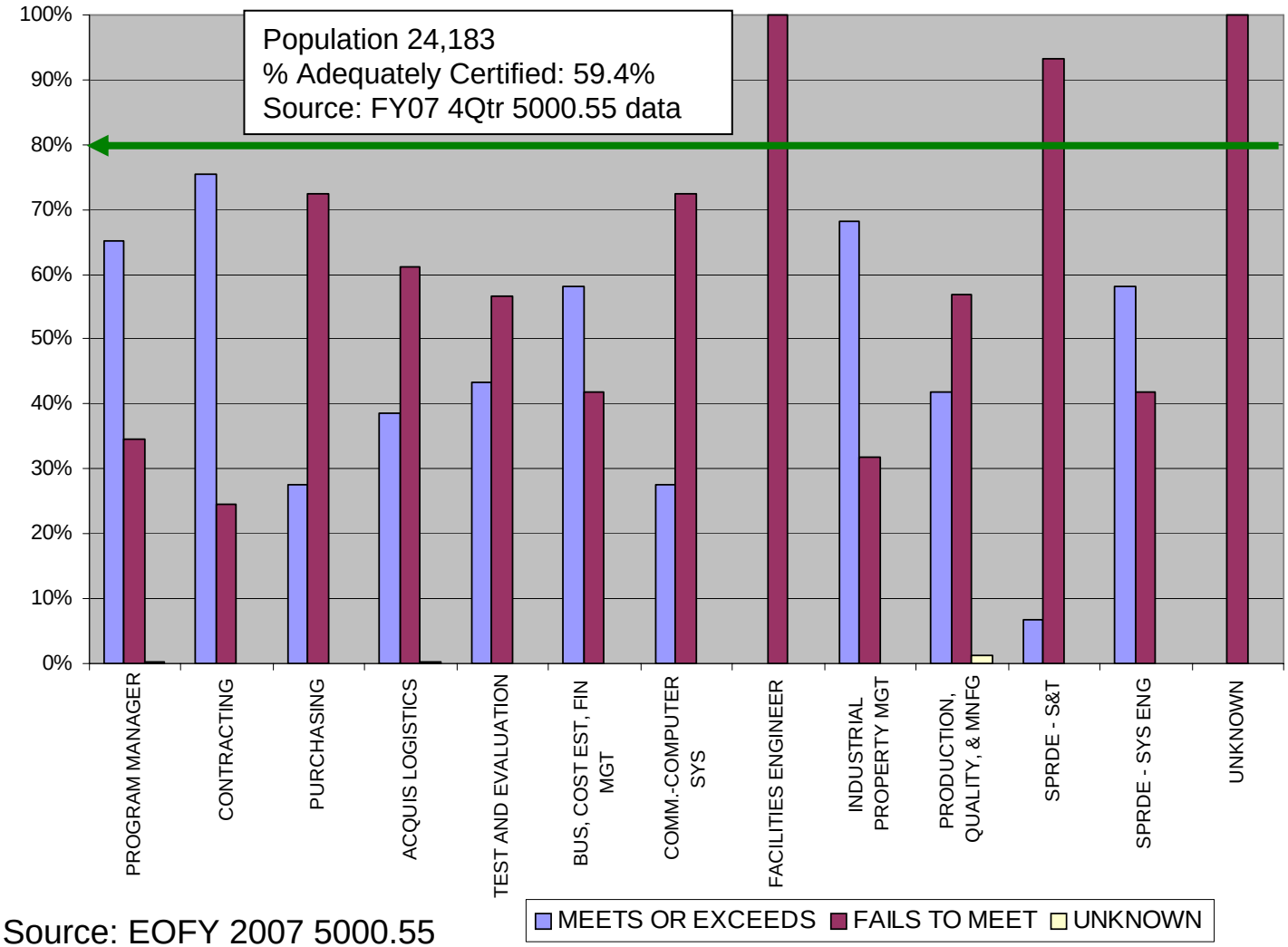
Near Term Focus

- Log Transformation Initiatives (ECSS, GLSC, RET, Wing Reorg) present opportunities to change force development focus
  - End-to end business process environment vice functional
  - Maintenance & Log Readiness must grow to Logisticians – Development Team's role to manage/vector
- Enlisted AFSC Consolidation (FY91 to Present) - focused on developing multi-skilled, process focused airmen
  - Maintenance - 40 to 29 (21 by 2009)
  - LogR - 19 to 12 (11 by 2011)
- Training Enterprise 2010
  - Maintenance training is too expensive for current constrained budgets
  - Eliminate duplication in training, refocus formal training on maintenance fundamentals and infuse technology throughout the training process
- Life Cycle Logistics Workforce Rejuvenation
  - LCL workforce insufficient to meet D&SWS requirements
  - AFSO21 tiger team scoped problem, developed improvement strategies, will brief HQ AFMC/CA 14 April for approval to continue

Certification Rate

Total Acquisition Workforce

AF Goal: 80%

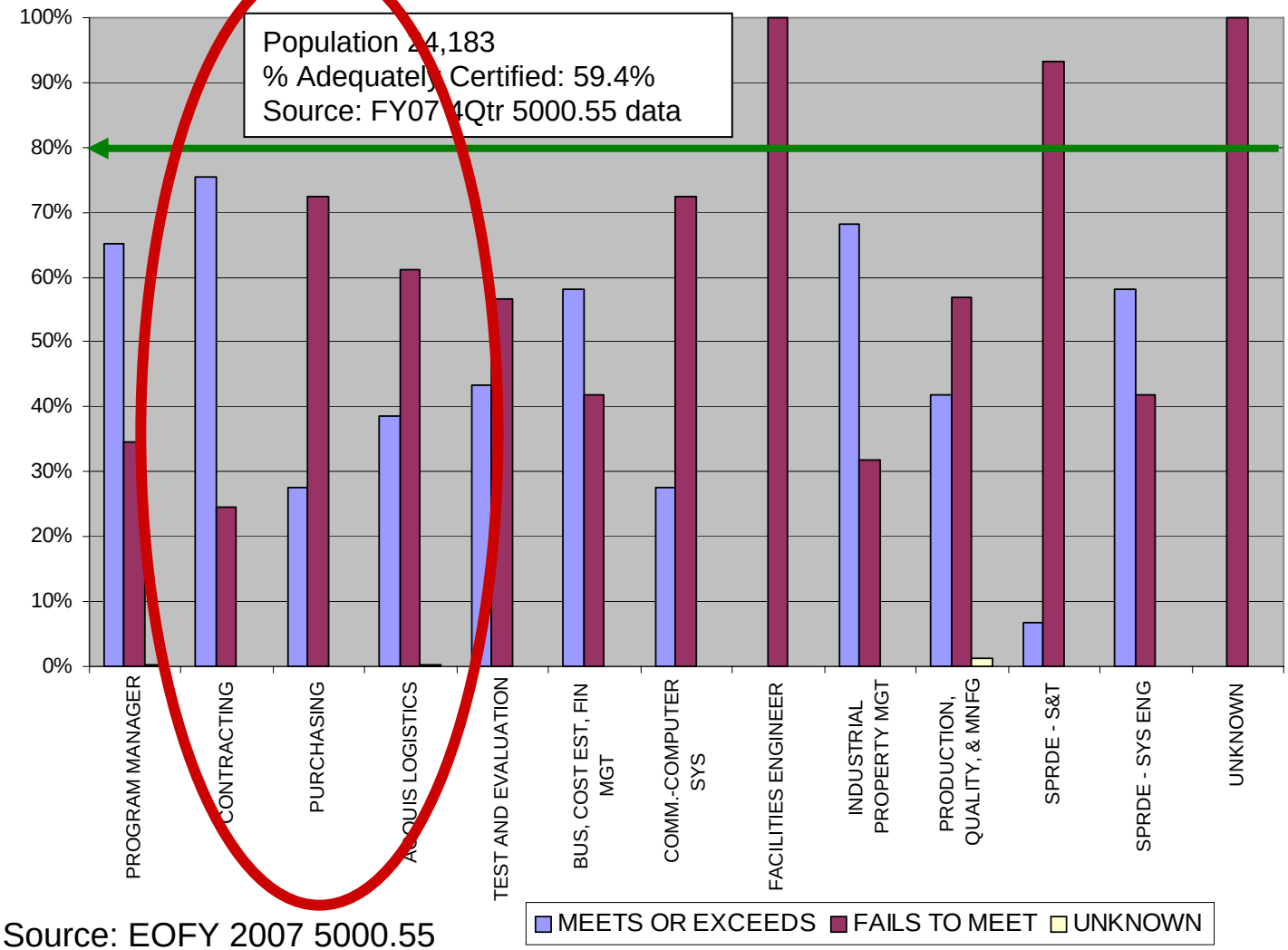


Data Source: EOFY 2007 5000.55

Certification Rate

Total Acquisition Workforce

AF Goal: 80%



Data Source: EOFY 2007 5000.55

Civilian Strategic/Senior Roadmap

Approx Developmental Range: 20-30 Years (GS-15/NSPS equivalent - SES)

SHARING KNOWLEDGE OF TECHNICAL SKILLS & FUNCTIONAL COMPETENCIES

- ❑ Mentor Junior Personnel (Mil & Civ)
- ❑ Develop/Teach Training Courses
- ❑ Speak at Seminars/Symposiums
- ❑ Acquisition Corps Membership
- ❑ Take Opportunities at the DoD Level to Share the Air Force Logistics Perspective

DEVELOPING ENDURING COMPETENCIES

- ❑ Shape Air Force Strategy & Direction
- ❑ Create and Demonstrate Vision
- ❑ Command Organizational & Mission Success thru Enterprise Integration & Resource Stewardship
- ❑ Embrace Change & Transformation
- ❑ Drive Execution
- ❑ Attract, Develop & Retain Talent

TRAINING & CERTIFICATION

- ❑ AFSLMO Leadership Courses
- ❑ OPM ((Management Development Centers/Federal Executive Institute) Executive/Strategic Leadership Courses
- ❑ Membership in GS-15 Leadership Development Program (Civ Only)
- ❑ APDP Certification (as appropriate)
- ❑ 20 Continuous Learning Pts/2 yrs
- ❑ AFIT Log 499 or 432
- ❑ Senior or Master Logistics Credentialing (and in other functional area)

DEVELOPING STRATEGIC LEVEL BUSINESS SKILLS

- ❑ Develop & Communicate Vision
- ❑ Develop/Implement Strategic Policies & Procedures
- ❑ Provide Leadership on Complex Logistics Strategies
- ❑ Implement Budgetary & Legislative Policy
- ❑ Manage Strategic Supplier Interface

DEVELOPING LEADERSHIP SKILLS

- ❑ Lead People/Continuous Improvement
- ❑ Results Driven
- ❑ Develop Business Acumen
- ❑ Build Coalitions/Communications
- ❑ Create & Demonstrate Vision
- ❑ Joint Warfighter Perspective
- ❑ Geo-Political Awareness
- ❑ Think & Work Across Borders

EXPERIENCE

- ❑ Leadership/Command at HAF/SAF, OSD, MAJCOM, Center, Wing, Group
- ❑ Senior Leadership/Various Acquisition Types (Systems, R&D, Specialized, etc)
- ❑ Leadership in other Services, Agencies, or Private Industry
- ❑ Key Logistics Leadership Position
- ❑ For Life-Cycle Log – min 4 yr coded position

EDUCATION

- ❑ 24 Semester Hours in Business, Logistics or Industrial Mgt
- ❑ Senior Development Education
- ❑ Master's Degree
- ❑ CDE/CCDP Academic Program

Summary

- **Logistics Workforce Goals/Objectives**
  - **Total Force: Integrate Civilian and Military FD as much as practical**
  - **Requirements-based: Proper balance of functional experts, multi-skilled, and "enterprise" logisticians**
  - **Focus: Develop "enterprise" logisticians via workforce training and development activities**
  - **Responsive: Ensure logistics workforce is optimal (size/skill sets) to meet mission needs**

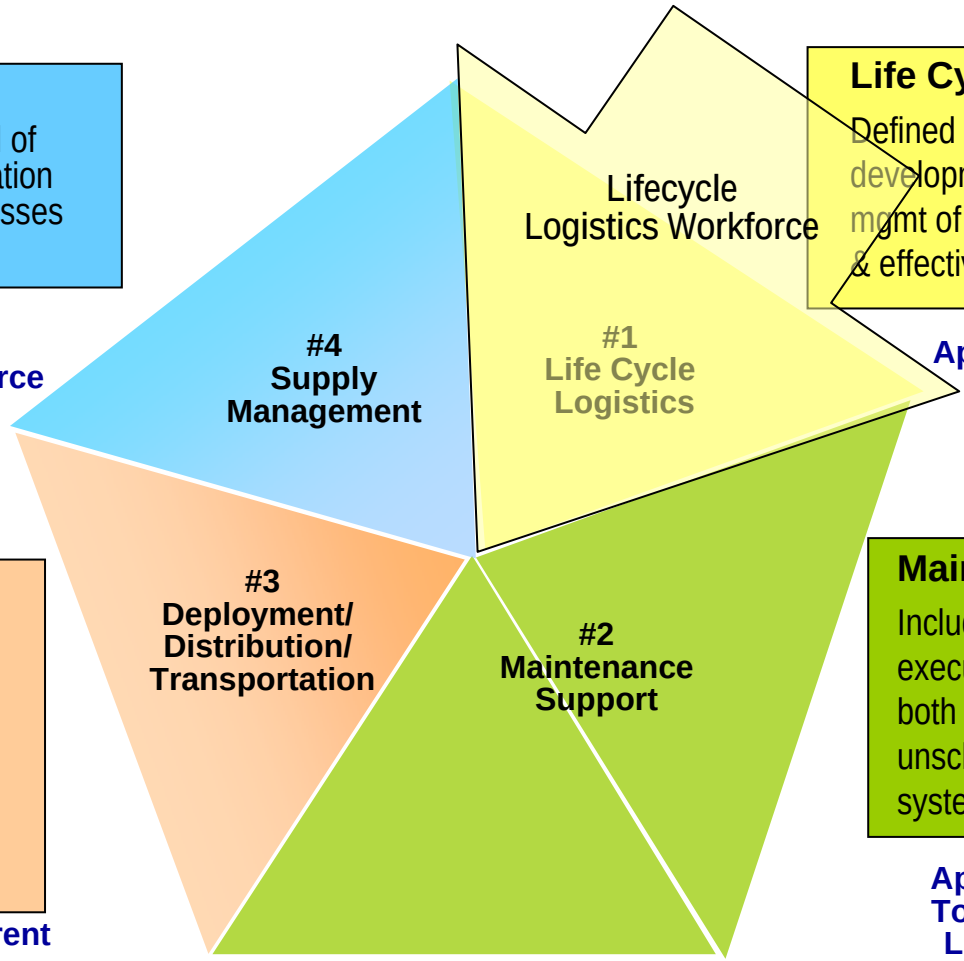
➢ ***ACTION: Concur with AF Logistics Human Capital Strategy***

BACKUP SLIDES

Human Capital Strategy Workforce Categories

Supply Management
Includes procurement to disposal of defense sys material, and integration of multi-material sources & processes to meet warfighter requirements

Approximately 13% of Total Current Civilian Logistics Workforce



Life Cycle Logistics
Defined as the planning, development, implementation, & mgmt of a comprehensive, affordable, & effective sys support strategy.

Approximately 12% of Total Current Civilian Logistics Workforce

Deployment /Distribution/ Transportation
Defined as transportation, packaging, cargo scheduling, & dispatching of materials, support services, & personnel in response to customer requirements to move & sustain the force.

Approximately 15% of Total Current Civilian Logistics Workforce

Maintenance Support
Includes planning & executing maintenance, both scheduled & unscheduled, to defense system/equipment.

Approximately 60% of Total Current Civilian Logistics Workforce

AF Civilian Log Community = 204 Job Series & 41,000+ People

Fly – Fight – Win

Workforce Development

- Requirement - develop a large, diverse workforce with responsibilities ranging from Flight Line to Factory
  - 3 Air Force Core Processes supported
    - Maintenance, Supply and Combat Support
    - Mission Generation
    - Supply & Maintenance Network Configuration
  - Historically focused on occupational development of functional specialties
    - Some cross-functional (Mx, LogR, LCL) but not deliberate or pervasive
    - Haven't had forcing function like DAWIA to integrate
- Business imperatives of future logistics environment require development approach that is:
  - Competency based
  - Drives Proficiency in multiple logistics functions
  - Develops Mil & Civ Logisticians with Broad experience
    - Wing, MAJCOM, HAF, Joint, OSD, DOD Agencies, Interagency

AF Logistics Workforce

- Past
  - Developed/trained through occupational and functional stove pipes
  - Position/Series/AFSC-focused
- Future
  - Competency based
  - Proficiency in multiple logistics functions
  - Broad experience
    - Wing/base, MAJCOM, Air Staff, Joint, DOD
  - Mil/civ ‘interchangeable’ for maximum flexibility

OPERATIONAL/INTERMEDIATE ROADMAP

Approx Developmental Range: 10-20 Years (GS-12-15) or NSPS Equivalent

DEVELOPING OPERATIONAL TECHNICAL SKILLS & FUNCTIONAL COMPETENCIES

Develop deeper and more cross-functional professional competencies in:

- ❑ Industrial/Production Management
- ❑ Material Management Process
- ❑ Weapon System/Program Mgt
- ❑ Staff Support skills
- ❑ Technical/Engineering Skills
- ❑ Information System Knowledge
- ❑ Acquisition Corps Eligibility

DEVELOPING ENDURING COMPETENCIES

- ❑ Drive Performance through Shared Vision, Values & Accountability
- ❑ Influence through Win/Win Solutions
- ❑ Mentor/Coach for Growth & Success
- ❑ Partner to Maximize Results
- ❑ Apply Resource Stewardship
- ❑ Integrate Systems

TRAINING & CERTIFICATION

- ❑ DAU Acquisition Courses (300 level)
- ❑ OPM Leadership Courses
- ❑ APDP Certification (as appropriate)
- ❑ Advanced communication course/seminar
- ❑ 20 Continuous Learning Pts/2 yrs
- ❑ Professional Certifications
- ❑ ALROC, MOIC ILRO or equiv
- ❑ AFIT Log 299 or 399
- ❑ Journeyman or Senior Level Logistics Credentialing (and in another functional area)

EXPERIENCE

- ❑ Program/Project Manager
- ❑ Experience in two or more org levels: MAJCOM, SPO, ALC, HQ or Joint
- ❑ Leadership Squadron/Group/SPO,Wing
- ❑ Career Broadening, cross-functional or EWI
- ❑ For Life-Cycle Log – min 2 yr coded position

DEVELOPING OPERATIONAL LEVEL BUSINESS SKILLS

- ❑ Defense Business Base
- ❑ E-Business Capability/Functionality
- ❑ Other Functional Areas (Program Mgt, Budget, Contracting, etc.)
- ❑ Improving Industry Interface
- ❑ Ensure Compliance with Budget & Legislative Policy
- ❑ IT Collaboration Tools

DEVELOPING LEADERSHIP SKILLS

- ❑ Lead People/Teams/Organization
- ❑ Drive Continuous Improvement
- ❑ Inspire,Empower & Exercise Authority
- ❑ Translate Strategy
- ❑ Drive Execution
- ❑ Attract, Develop & Retain Talent
- ❑ Foster Professional Competency

EDUCATION

- ❑ 24 Semester Hours in Business, Logistics or Industrial Mgt
- ❑ Bachelor's or Master's Degree
- ❑ Program/Professional Civilian Education
- ❑ CDE/CCDP Academic Program

TACTICAL/BASIC ROADMAP

Approx Developmental Range: 0-10 Years (GS-5-11 or NSPS Equiv)

DEVELOPING TECHNICAL SKILLS & FUNCTIONAL COMPETENCIES

- ❑ Production Management
- ❑ Material Management Process
- ❑ Weapon System/Program Mgt
- ❑ Staff Support skills
- ❑ Technical/Engineering Skills
- ❑ Industrial Management
- ❑ Information System Knowledge
  - Data Base Systems
  - Other Tools & Methods (I.e., Lean)

DEVELOPING ENDURING COMPETENCIES

- ❑ Exercise Sound Judgment
- ❑ Adapt and Perform Under Pressure
- ❑ Inspire Trust
- ❑ Lead Courageously
- ❑ Foster Effective Communication
- ❑ Assess Self

TRAINING & CERTIFICATION

- ❑ Basic Leadership Dev courses
  - ASBC, SOS, NCOA or equiv
- ❑ Basic Functional courses & OJT
- ❑ APDP Certification (as appropriate)
- ❑ AFIT Log 199
- ❑ AMOC or Basic LRO course or OTA or equiv
- ❑ 20 Continuous Learning Points (as appropriate)
- ❑ Professional Certifications
- ❑ Logistics Credentialing (as appropriate)

DEVELOPING GENERAL BUSINESS SKILLS

- ❑ Communication Capabilities
- ❑ Risk Management
- ❑ Customer Service
- ❑ Financial/Budget Analysis
- ❑ Interface with Other Services & Agencies
- ❑ Industry Interface-Negotiations and Problem Solving
- ❑ Familiarity with Other Functional Areas

DEVELOPING LEADERSHIP SKILLS

- ❑ Followership
- ❑ Demonstrate tenacity
- ❑ Embrace change/transformation
- ❑ Foster teamwork & collaboration
- ❑ Build Relationships
- ❑ Mentoring

EXPERIENCE

- ❑ Min 3-5 yrs in primary Logistics career field
- ❑ Experience in two logistics functions
- ❑ Lead Teams, Flight Level or equiv
- ❑ For Life Cycle Log – min 1 yr coded position
- ❑ Business skills as identified by AF mission & need

EDUCATION

- ❑ 24 Semester Hours in Business, Logistics or Industrial Mgt
- ❑ Bachelor's Degree
- ❑ Basic Development Education (BDE)

Civilian Logistic Advisory Council (LAC)

Overarching Objectives

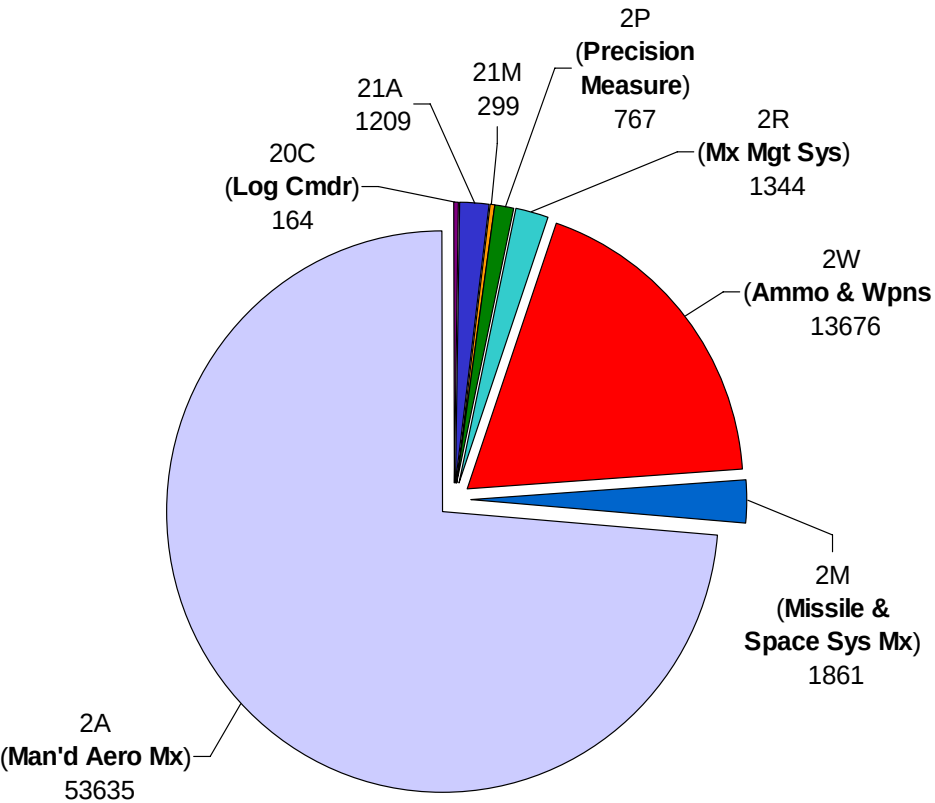
- Develop cadre of Senior Air Force logisticians ready to assume Senior Executive Service level positions
- Oversee development of all logisticians skilled in workforce categories
- Develop the requirements for the accession, recruitment, competencies and credentials for logistics positions
- Analyze and assess the career field demographics and make recommendations to fill identified gaps
- Recommend policy and plans for training/education, civilian development plans (CDPs) and experimental programs for logistics positions
- Vector the Logistics civilian workforce individuals based on CDPs and approved Career Field Education & Training Plan (CFETP) Templates.

LCL Workforce Rejuvenation Project

- Fall 07 - AFMC/CA tasker to "*Evaluate the Health of the Acquisition Logistics Workforce*"
- Feb 08 - A3 AFSO21 event held to Develop a "right sized" LCL (Acq Log) Workforce w/competencies & skills necessary to translate warfighter performance requirements into tailored, affordable, effective product support spanning the entire system life cycle
  - Reps from AFMC, Air Staff, ALCs, Product Centers, DAU, AFIT & OSD scoped the problem & recommended COAs
  - Problems were broken out into six categories
    - Culture
    - Processes & Tools
    - Policy
    - Workforce Development
    - Other
    - Organization
- HQ AFMC/CA's adoption of A3 findings will result in the creation of a strategic plan to accomplish rejuvenation of the LCL (Acq Log) Workforce

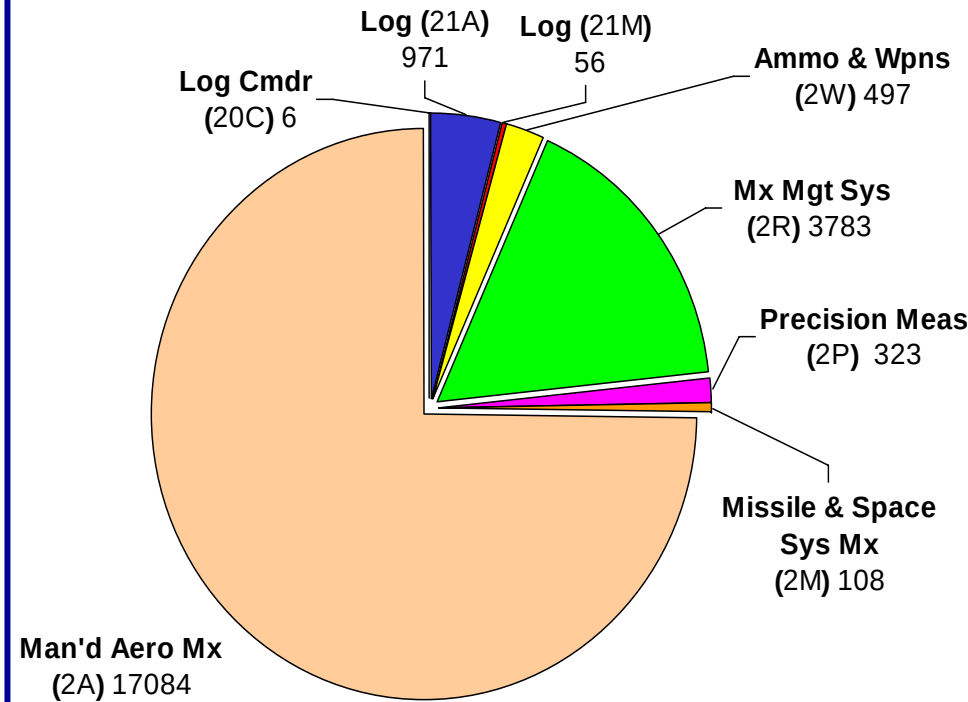
AF Mx Demographics -- Mil AFSCs & Civ Series

MILITARY – 72,955



AD Authorized

CIVILIAN – 22,828

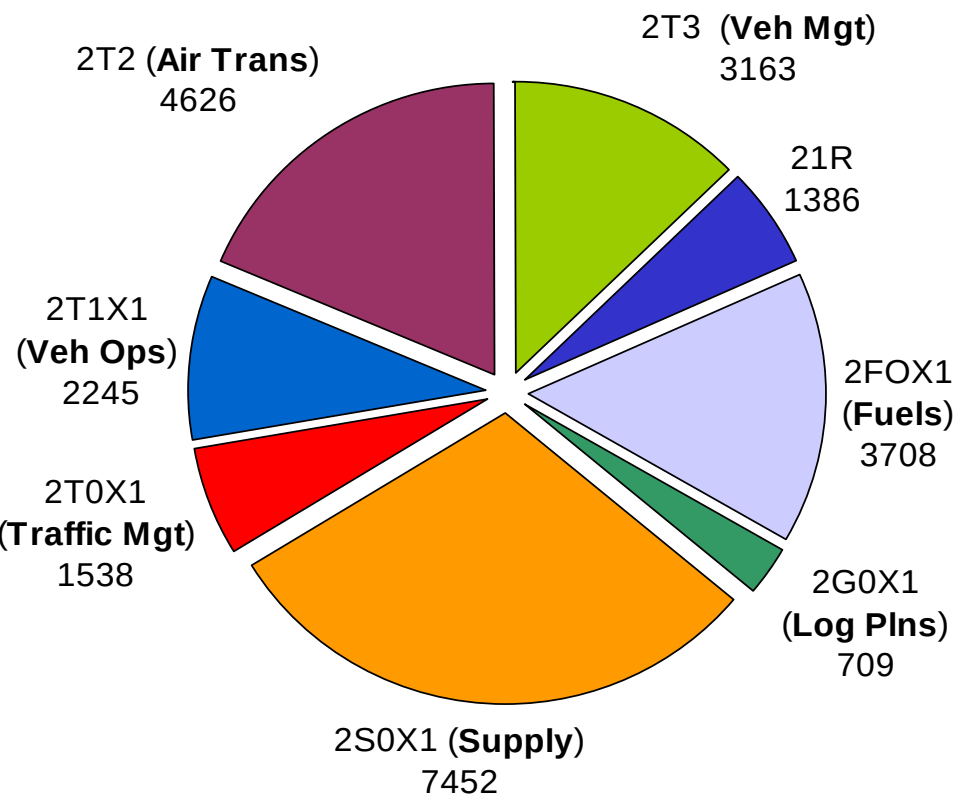


Authorized

Fly – Fight – Win

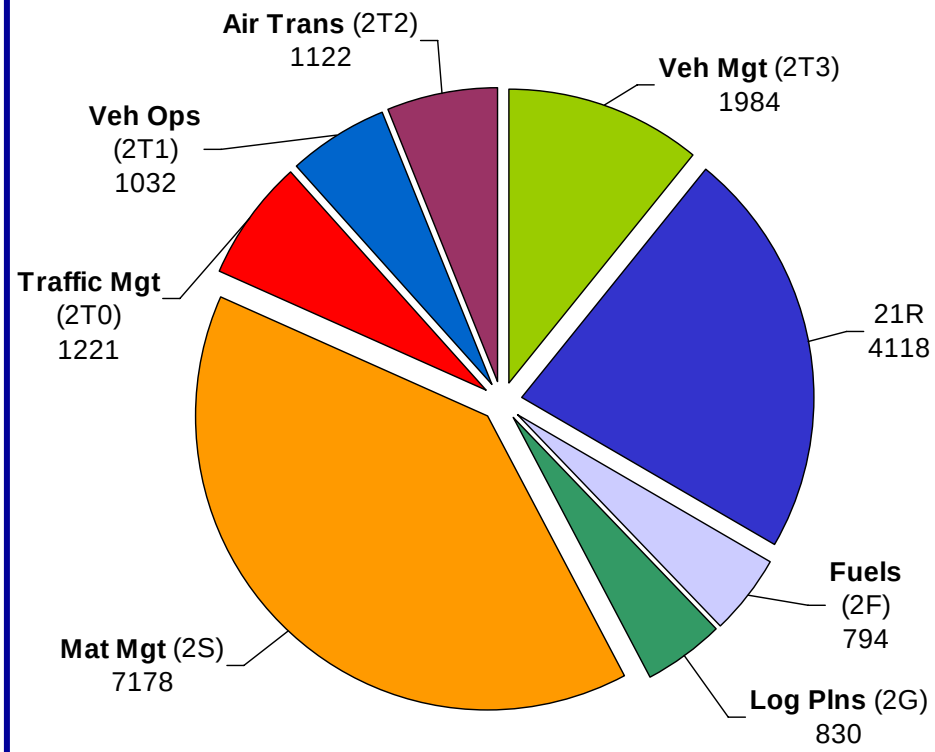
AF LogR Demographics
--Mil AFSCs & Civ Series

MILITARY – 24,827



AD Authorized

CIVILIAN – 18,279

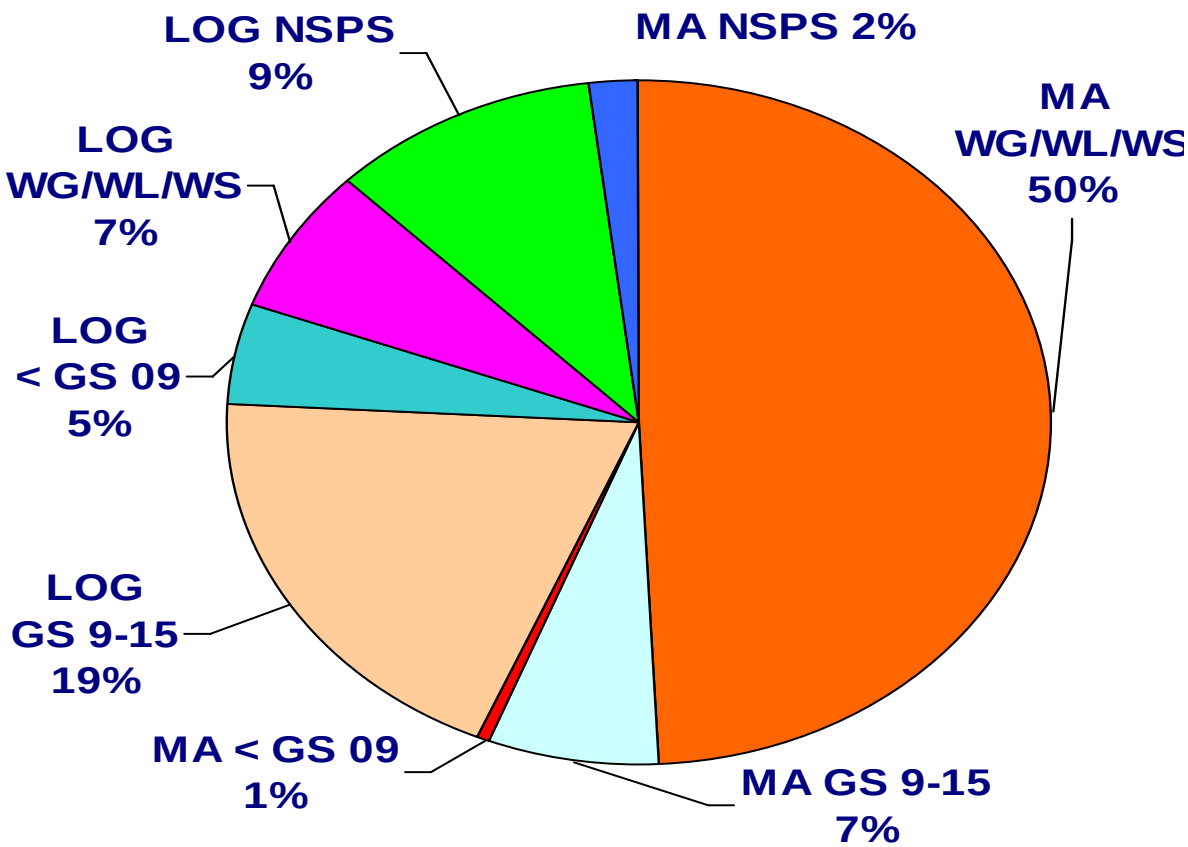


Authorized

Fly – Fight – Win

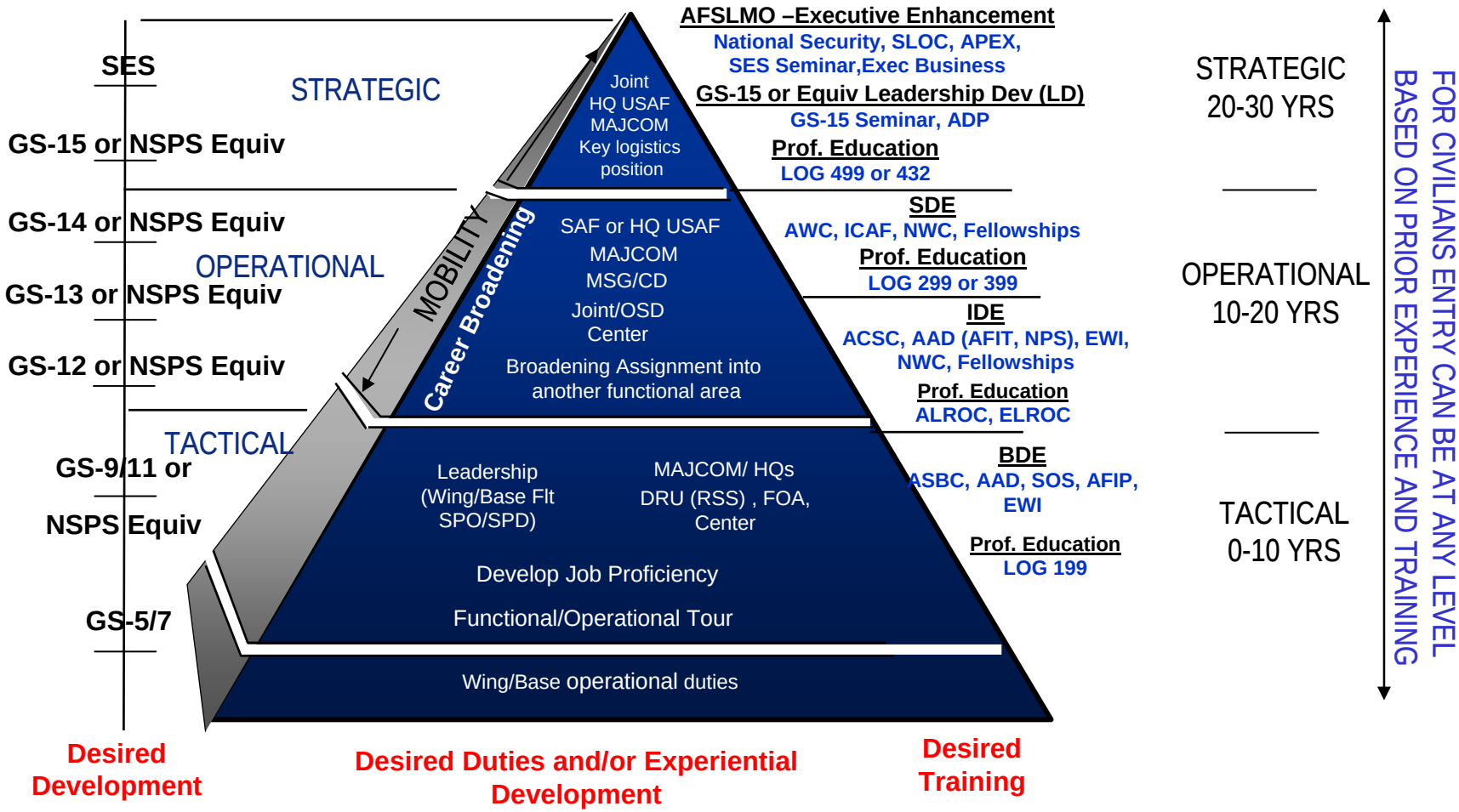
Civilian Maintenance & Logistics -- Size & Scope

- Total MX/LOG Force
  - 46,635
- WG - 56% of workforce
  - WG 02 thru 10 - 67%
- GS 09 –15
  - 26% of workforce
- YA 01 - YF 02
  - 12% of workforce



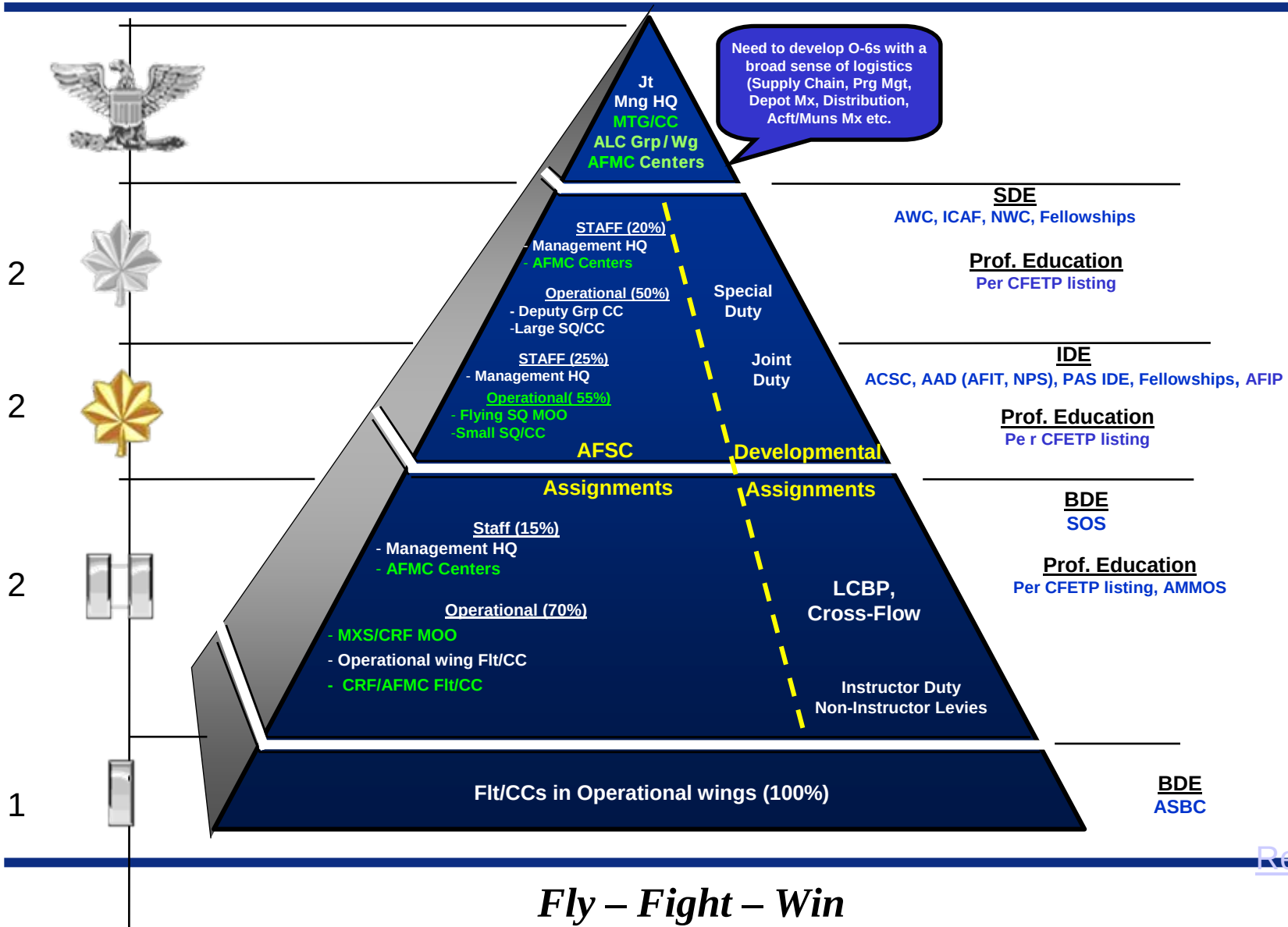
As of 1 Oct 07
Update

Civilian Logistician Career Path



Fly – Fight – Win

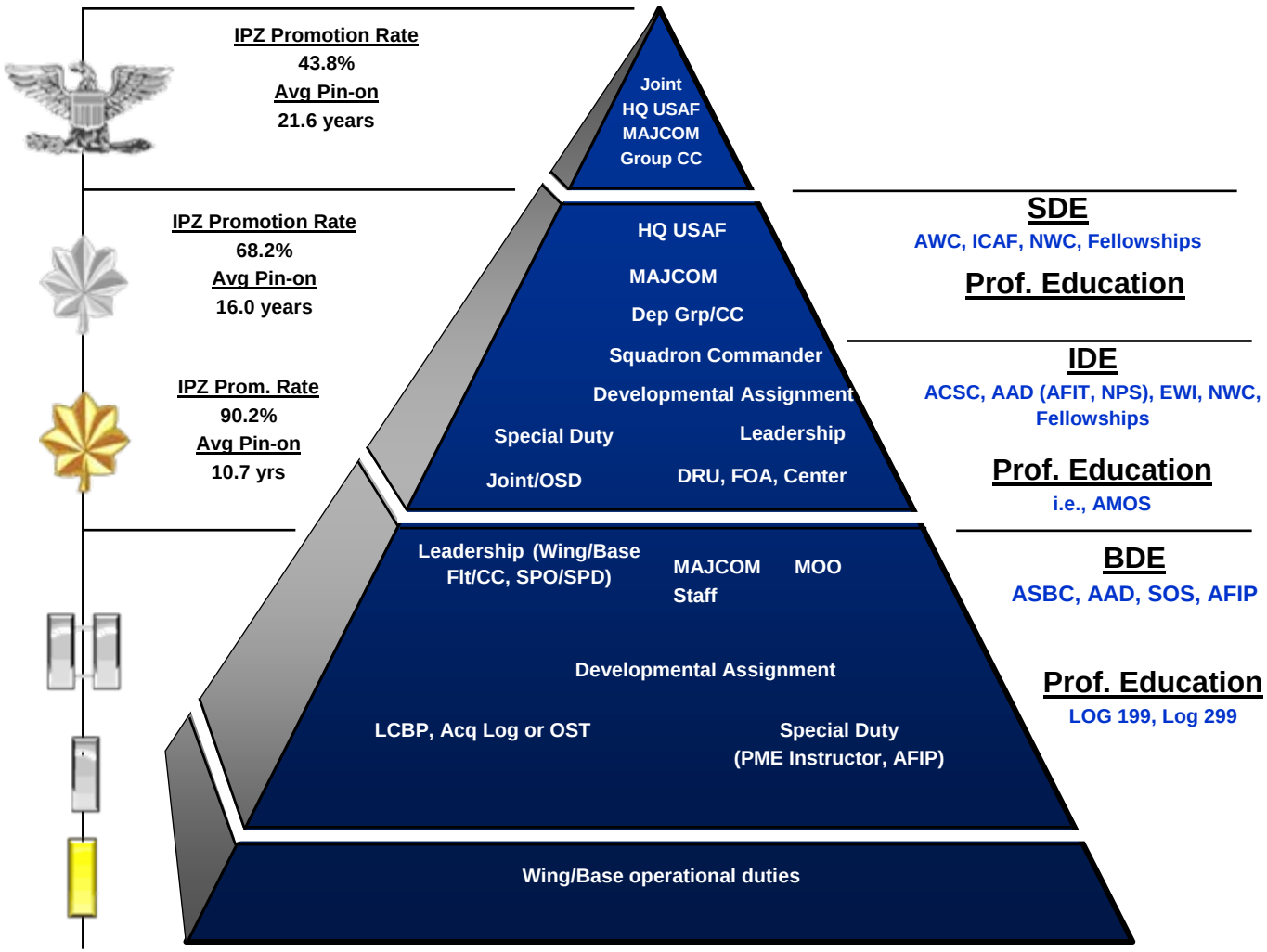
Military (21A) Career Path



Return

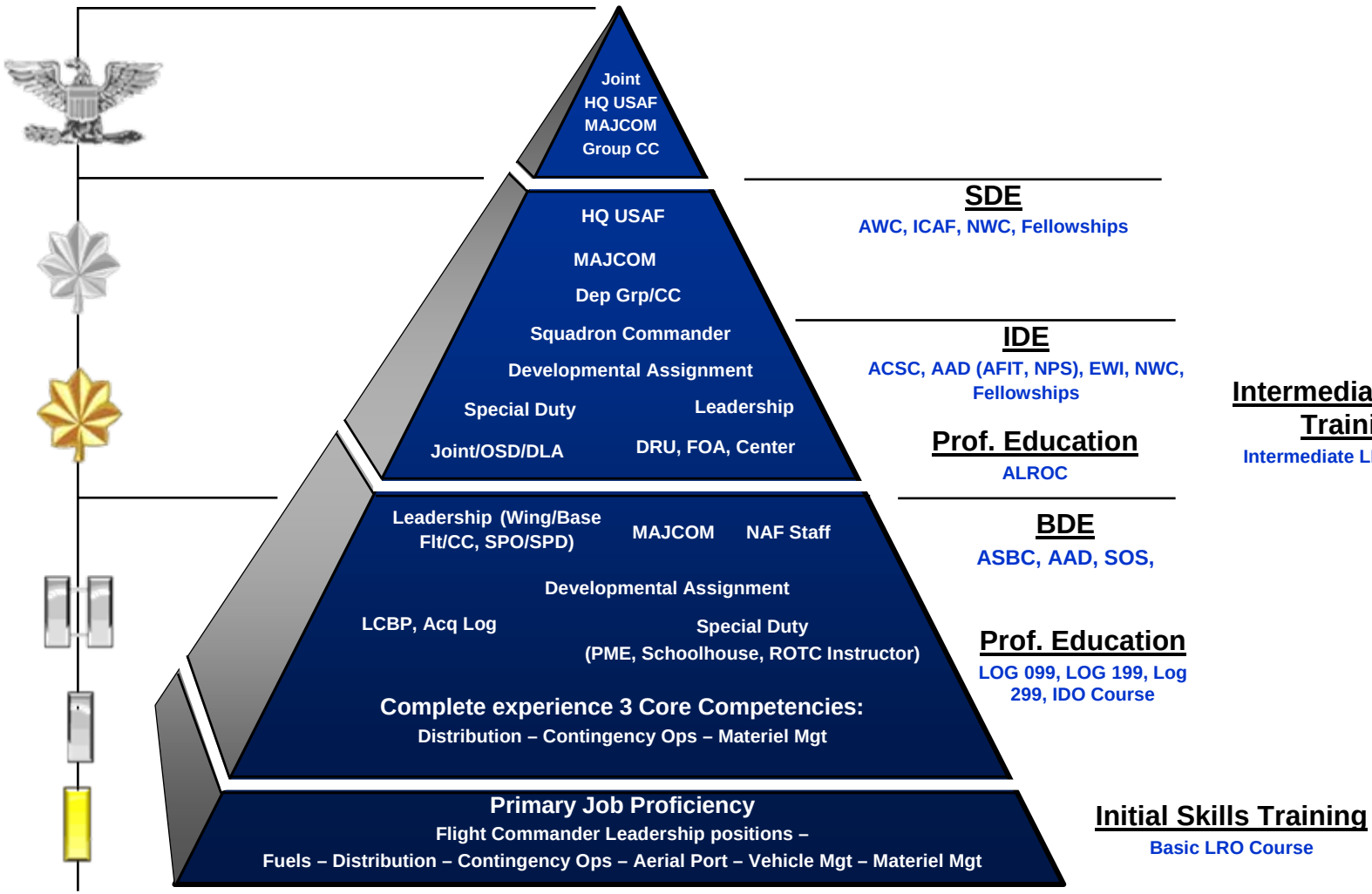
Fly – Fight – Win

Military (21M) Career Path



Fly – Fight – Win

21R Career Path --Military



Fly – Fight – Win

DoD Acquisition Workforce



"The Way Ahead"

Frank Anderson
Director, HCI

13 March 08

How We Begin to Solve
The Challenges Ahead

- Gaps in Skills & Competencies
- Skills Needed
- Recruitment
- Retention



Leadership Considerations

DAW Areas of Need

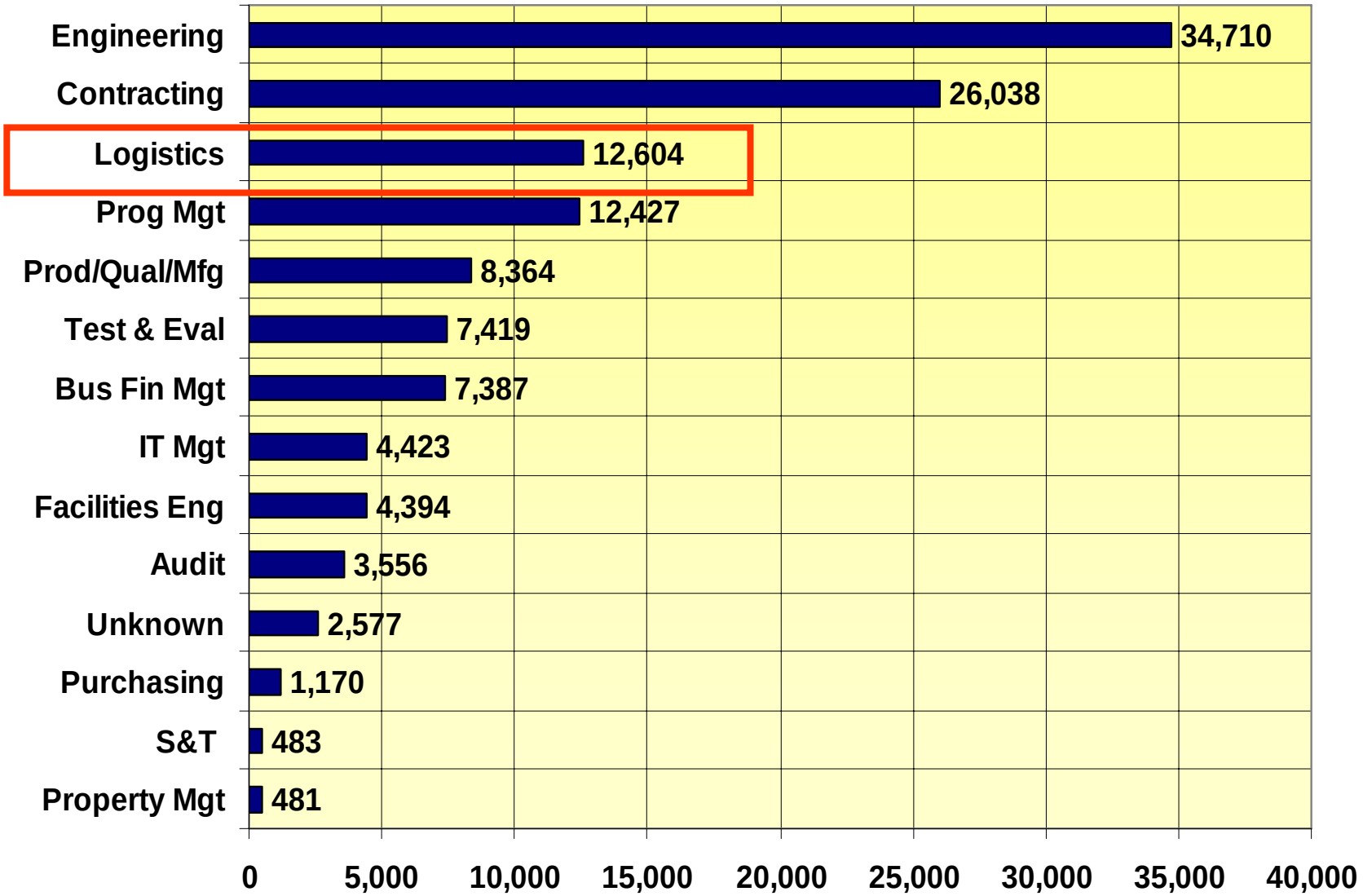
- Replace Expected Baby Boomer Vacuum
- Satisfy Technical Skills Shortage
- Certify More Employees
- Collect Accurate and Complete data of Workforce
- Leverage And Expand Learning Assets
- Develop More Precise Competency Management
- Provide More Complete Context Training On “Big A”

DAW Functional Area Gaps

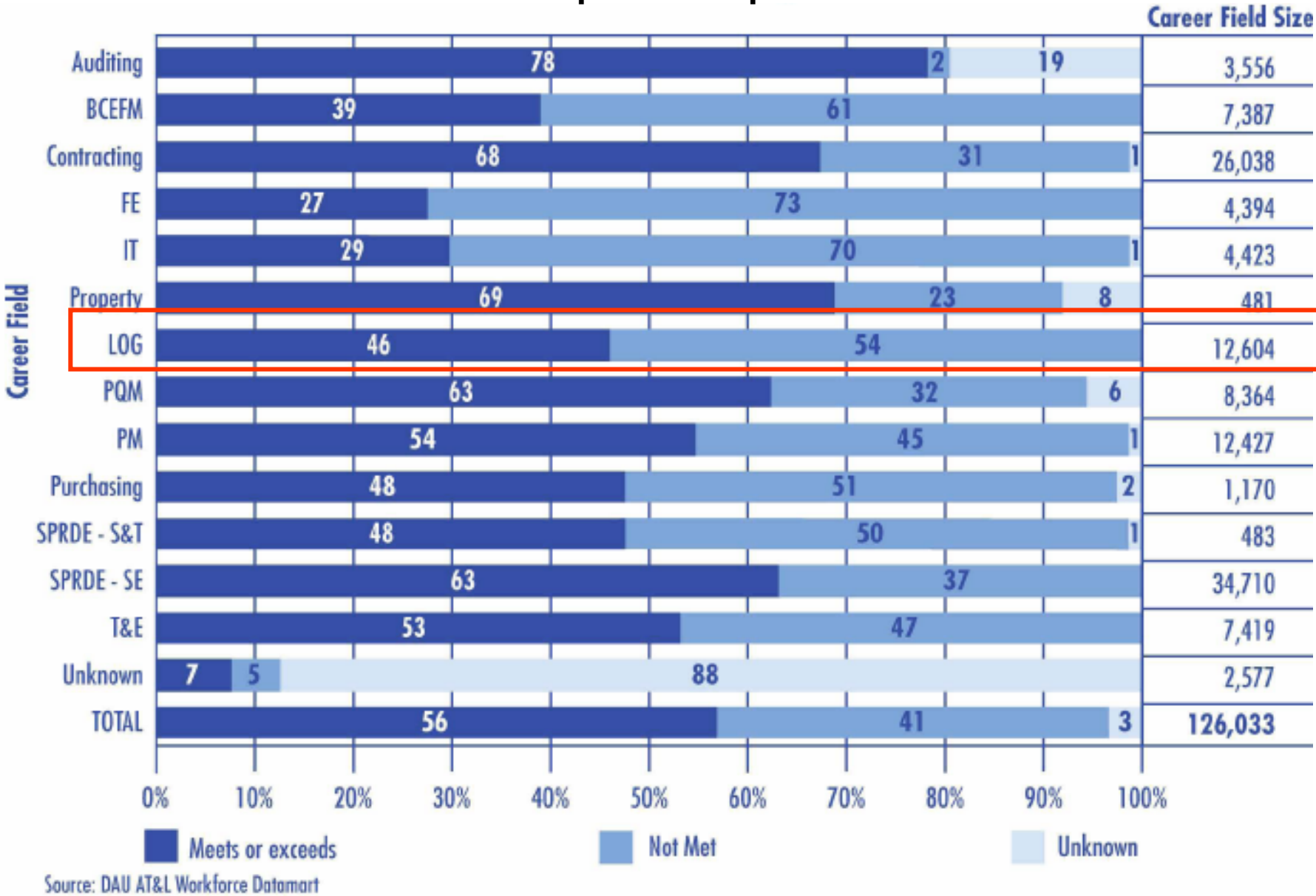
- Fewer Available SPRDE Degreed People
- Tenured Program Management Employees Leaving The Workforce
- Contracts Becoming More Complex
- Too Few People Certified At Levels II And III In Lifecycle Logistics
- Deeper Testing And Evaluation Curriculum
- More Clear Alignment and Training of BCEFM Skilled Personnel in Acquisition Workforce

AT&L Functional Composition

Figure 1. AT&L Workforce Count by Career Field (as of Sep 07)



Certification Shortfalls/Gaps in Competencies and Skills



Certification Levels vs Position Requirements for the AT&L Workforce

FY08 Life Cycle Logistics Level I Core Plus Framework Example

Three Level Certification Framework

Distinct Acquisition Logistics & Sustainment Tracks

Acquisition & Functional Core DAWIA Certification Standards – *applies to all career field members*

Tailored Cross-Functional "Plus" Training, Education & Experience Opportunities – *based on the job or assignment*

Life Cycle Logistics (*Entry*) Level I

Type of Assignment	Representative Activities
Acquisition Logistics (e.g. Service acquisition organizations IPTs, Program Offices, Life Cycle Management Commands)	• Plans/develops effective and affordable weapons, materiel, or information systems support strategies. • Ensures product support strategies meet program goals for operational effectiveness and readiness. • Ensures supportability requirements consistent with cost, schedule, and performance are addressed. • Plans and develops performance based logistics (PBL) as preferred DoD product support approach. • Ensures integration of all support elements to maximize system deployability, supportability, and mobility.
Sustainment (e.g., Logistics/Materiel Commands/Centers, ICPs, depots, defense agencies)	• Implements effective and affordable weapons, materiel, or information systems support of fielded and/or out of production systems, including obsolescence, modernization/ modification, sustaining engineering, workload allocation, public-private partnerships, supply chain management (SCM), and/or system retirement. • Executes and manages system PBL support strategy, ensuring system performance requirements are met.

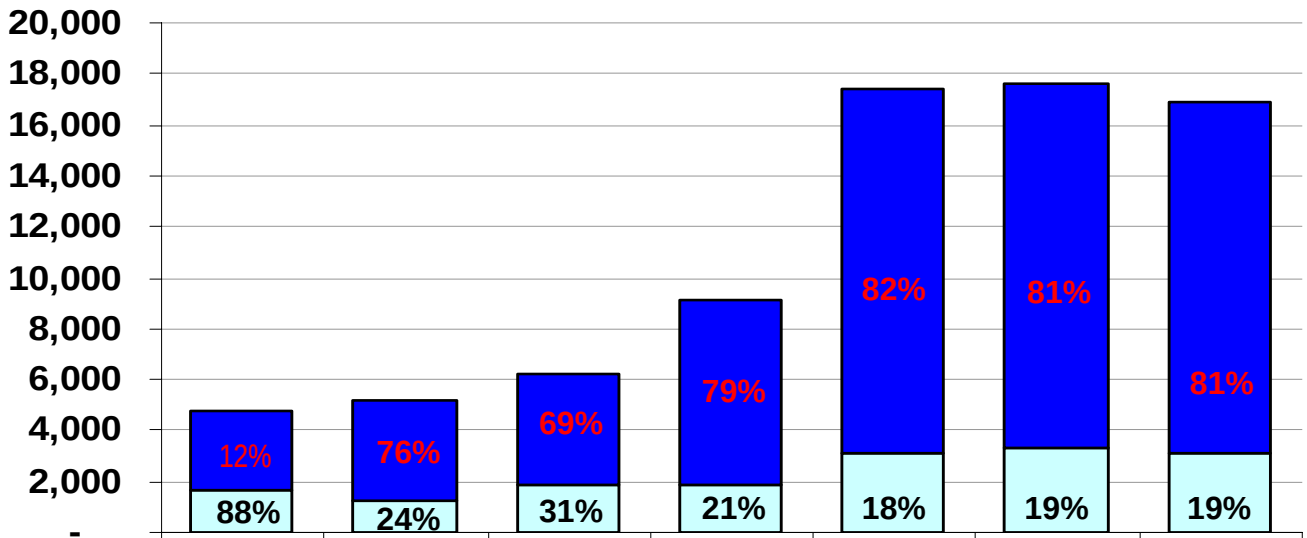
Core Certification Standards [1]	
Acquisition Training [2]	• ACQ 101: *Fundamentals of Systems Acquisition Management*
Functional Training [2]	• LOG 101: *Acquisition Logistics Fundamentals* • LOG 102: *Systems Sustainment Management Fundamentals* • CLL 008: *Designing for Supportability in DoD Systems* • CLL 011: *Performance Based Logistics (PBL)*
Education	• Formal education not required for certification
Experience	• 1 year of acquisition and/or sustainment experience in life cycle logistics

Core Plus Development Guide [2]	Type of Assignment	
Training [1]	Acquisition Logistics	Sustainment
BCF 101: *Fundamentals of Cost Analysis* CR	X	
BCF 102: *Earned Value Management*	X	
CON 110: *Mission Support Planning*	X	
CON 111: *Mission Planning Execution*	X	
SYS 101: *SPRDE Fundamentals*	X	
TST 101: *Introduction to Acq Workforce Test & Evaluation*	X	X
CLB 007: *Cost Analysis*	X	X
CLB 009: *Planning, Programming, Budgeting and Execution (PPBE)*	X	X
CLB 012: *Cost as an Independent Variable*	X	
CLC 013: *Performance Based Services Acquisition (PBSA)*	X	
CLC 019: *Leveraging DCMA for Program Success*	X	X
CLC 108: *Strategic Sourcing*		X
CLC 112: *Contractors Accompanying the Force*	X	X
CLE 003: *Technical Reviews*	X	
CLE 015: *Continuous Process Improvement (CPI) Familiarization*	X	X
CLE 301: *Reliability and Maintainability*	X	X
CLL 002: *Defense Logistics Agency (DLA) Support to the Program Manager*	X	X
CLL 006: *Depot Maintenance Partnering*	X	X
CLL 014: *Joint Systems Integrated Support Strategies*	X	X
CLL 017: *Defense Distribution*		X
CLM 032: *Evolutionary Acquisition*	X	X
CLM 021: *Introduction to Reducing Total Ownership Costs (R-TOC)*	X	X
CLM 013: *Work Breakdown Structure (WBS)*	X	
Education		
Baccalaureate Degree in a technical, scientific, or managerial field		
Experience		
2 years of life cycle logistics experience in support of acquisition or sustainment of DoD weapons/ materiel systems		

[1] These Standards list the training, education and experience required for certification at this level.
[2] A "CR" following a course title indicates the course is delivered as resident based instruction.
[3] When preparing your IDP, you and your supervisor should consider the training, education and experience listed in this Core Plus Developmental Guide if not already completed.

DAU Logistics Course Graduates

FY01 - FY07



	FY01	FY02	FY03	FY04	FY05	FY06	FY07
Web Grads	3,028	3,977	4,283	7,242	14,223	14,329	13,731
Classroom Grads	1,694	1,238	1,908	1,878	3,152	3,298	3,144
Total	4,722	5,215	6,191	9,120	17,375	17,627	16,875

Four-fold Student Increase without Sacrificing Classroom Training Opportunities

DoD Acquisition Workforce
Generational Composition

Generation	National*		DoD**		Civilian AT&L		Logistics Workforce	
	Workforce (millions)	% Workforce	Workforce	% Workforce	Workforce	% Workforce	Workforce	% Workforce
Silent Generation (born before 1946)	11.5	6.5%	45,625	6.7%	6,624	5.9%	738	5.9%
Baby Boomers (1946-64)	61.5	34.9%	438,971	64.5%	74,887	67.3%	9,067	72.0%
Generation X (1965-76)	43.5	24.7%	132,948	19.5%	18,544	16.7%	1,944	15.4%
Generation Y (1977-1989)	31.5	17.9%	62,676	9.2%	11,286	10.1%	837	6.7%
Millenium (1990-present)	28.0	15.9%	153	0.0%	0	0.0%	0	0%

Notes:

*Source: Armour, Stephanie "Generation Y They've Arrived at Work with a New Attitude" USA Today, Nov 7, 2005, 18-28

**Source: OSD P&R Report: DoD Civilian Workforce Statistics/DoD Demographics/May2006 Edition

***Source: AT&L Datamart FY07 AT&L Workforce Count/AT&L workforce data contains 456 files with null for age

Even though our workforce is working longer, there is a growing concern that a large and experienced component of the DAW & LOG will start to contract—creating gaps in critical skills

Logistics Challenges In USNORTHCOM

Mayor



Request Aid from Governor

Governor



Declares State Emergency

Local Response

Request Aid from EMAC States

Requests President Disaster Declaration



Disaster Site

State Response

"Not a minute too soon, or a second too late!"

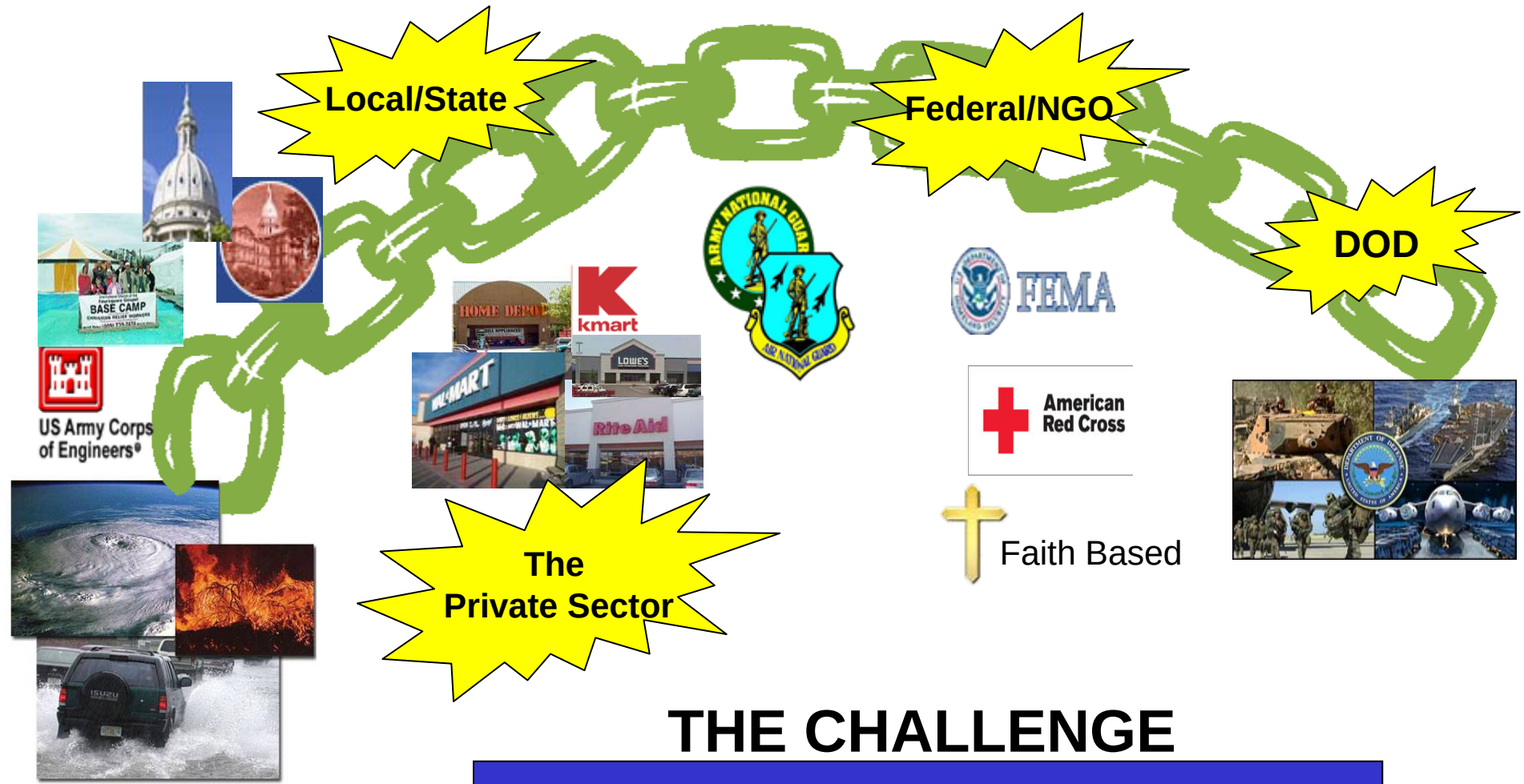
President



Declares Federal Emergency or response

Federal Response

Disaster Response Logistics …
The Supply Chain



THE CHALLENGE

Many Links … Many Plans!



NDIA Logistics Conference

"Logistics Operations in Domestic Disaster Response"

MG John Basilica, Jr.
Director of Logistics (J4), National Guard Bureau

11 March 2008

UNCLASSIFIED

Synchronization through Partnership

- **Synchronize:** *to arrange events in near simultaneous co-existence*
- **Partnership:** *a legal arrangement between parties to work toward a common goal*

- **How to Achieve = Unity of Effort**
  - **Establishing and Building Relationships**
  - **Speaking the Same Language (NIMS)**
  - **Detailed Planning**
  - **Training / Rehearsals**
  - **Common Operating Picture = Situational Awareness**

Establishing and Building Relationships

- **Determining who are the Players**
  - **Government, NGO, Private**
- **Multi-Echelon / Interagency**
  - **Federal, State, Local**
- **Understanding their Missions, Responsibilities, and Jurisdictions (legal authorities)**
  - **Stafford Act**
  - **Economy Act**
  - **State and Local Laws**
- **Building Trust**
- **Sharing Information/LNOs**
- **Mutual Participation in Joint Activities/Augmentation**

Speaking the Same Language

- **The Language of Domestic Operations is the National Incident Management System (NIMS)**
  - **Decision makers/Players at all levels must know the concept and understand the construct**
- **Common language**
  - **Increases understanding**
  - **Facilitates nesting of plans**
  - **Provides a framework for regional and national cooperation and response**
- **Reinforces the "supporting to supported" philosophy/doctrine**
- **Provides standardization for planning and action/implementation**

Detailed Planning

- **There is no substitute for Detailed Planning**
- **Planning must be done at *all* three levels:**

  Local, State, and Federal
- **Plans must include Operations and *Logistics***
- **Military orders format is a proven system**
  - **MDMP works!**
- **Plans must be staffed**

  Difficult and time consuming *but* essential for buy-in
- **Plans must be nested**
- **Plans must be shared**

Training and Rehearsals

- **Two types of Training**
  - **Individual**
    - **T10/T32 Dual Hat Commander's Course**
    - **NIMS/NRF (formerly NRP)**
  - **Collective or Unit (Organizational)**
    - **JTF-State Training Course (NGB-NC Cooperative)**
    - **JOC-101**
    - **Staff Training / MDMP**
- **Rehearsals**
- **Tabletop/CPX**
- **Field Training Exercises (FTX): Include Logistics!**

COP = SA

- **Common Operating Picture (COP)**
  - **Numerous systems in use today, though not common**
  - **Much work to be done here**
- **Talk in terms of REQUIREMENTS *and* CAPABILITIES**
- **Use NIMS Language and Structure to achieve Organization and Standardization**
- **Facilitates Gap Analysis**
- **Facilitates <u>tiered</u> *and* <u>proportional</u> response**
- **Enhances understanding of Boots on the Ground status**

Discussion



CSC
NORTH AMERICAN
PUBLIC SECTOR

Logistics Information: The Critical Enabling Capability

National Defense Industrial Association Logistics Conference

Christopher Beiswenger
Vice President, Enterprise Solutions – North American Public Sector
Computer Sciences Corporation



EXPERIENCE. RESULTS.

Defense logistics organizations are facing daunting challenges

EXPERIENCE. RESULTS.

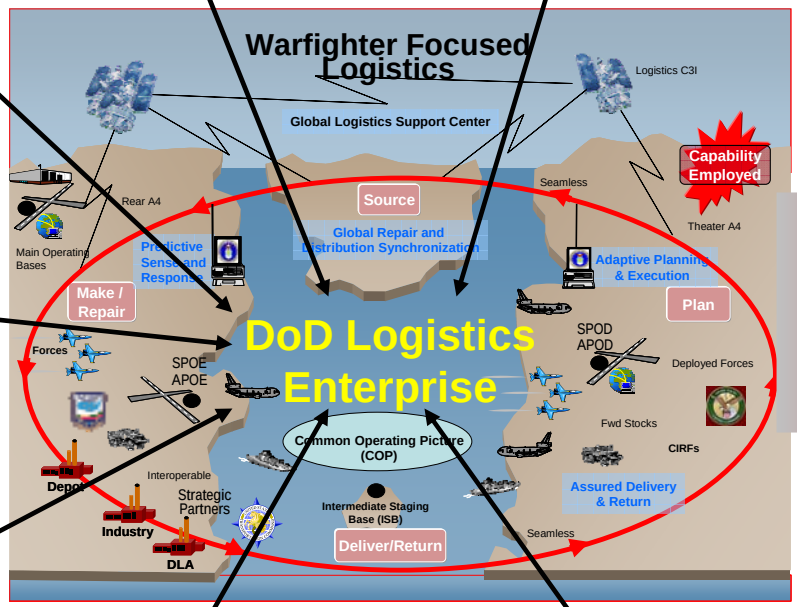
Decreasing Availability of Funds

Significant Legislative Oversight

Aging & Diminishing Workforce

Aging Assets & Infrastructure

Aging Technology



Acquisition Inhibitors

Increasing Mission Demands

Effective Logistics Information Enables:

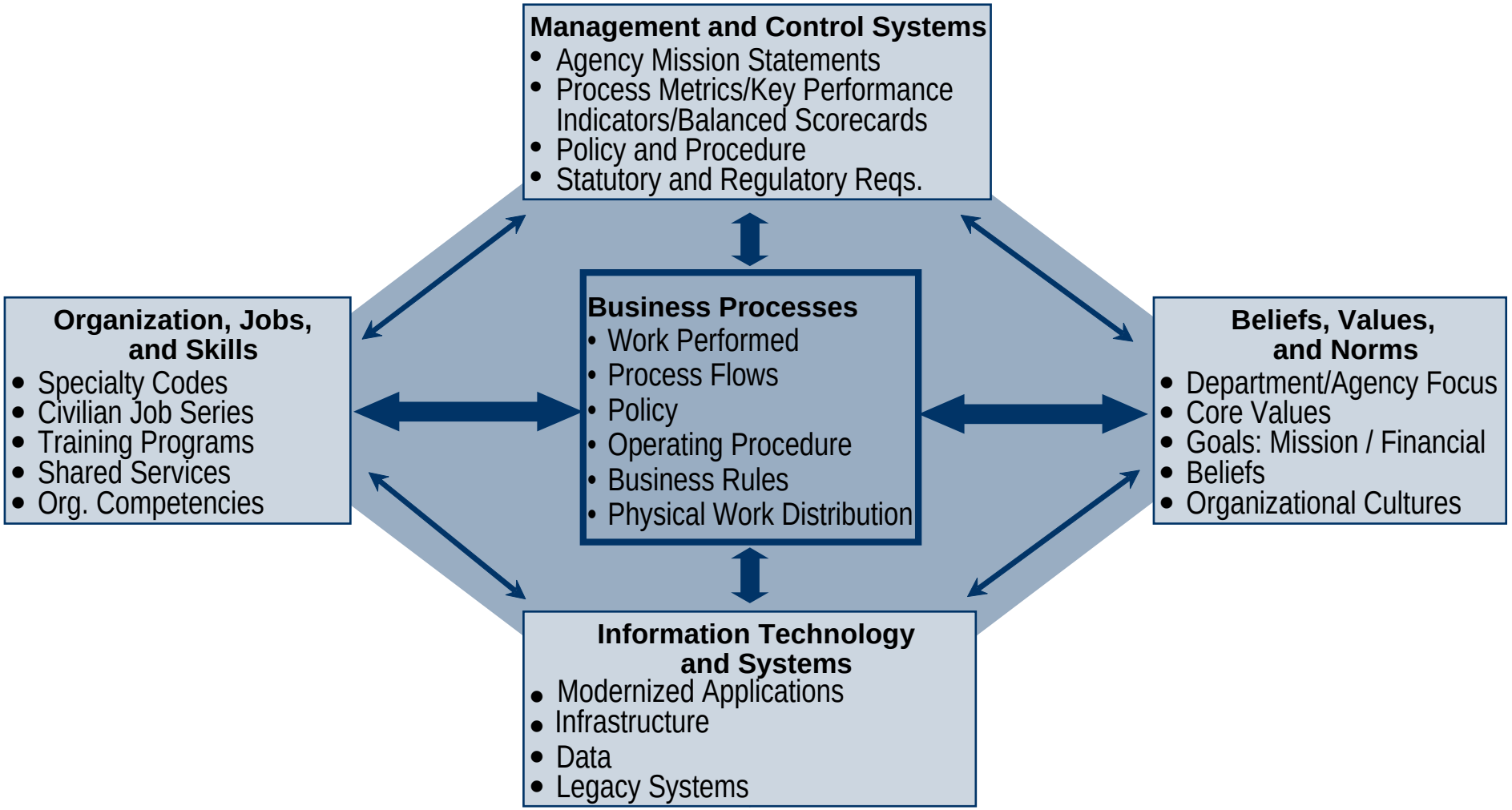
- Mission delivery
- Speed and agility
- Collaboration
- Accountability
- Innovation
- Total asset visibility
- Knowledge sharing
- Interoperability
- Commercial best practices
- Data transparency
- Cost reduction
- Logistics transformation

The logistics challenges continue to mount with aging fleets and an increasingly complex supply chain dependent on collaboration.

Effective logistics information is a business problem, not a technology problem

EXPERIENCE. RESULTS.

Organizations that achieve their logistics transformation goals are successful because of how they look at the problem



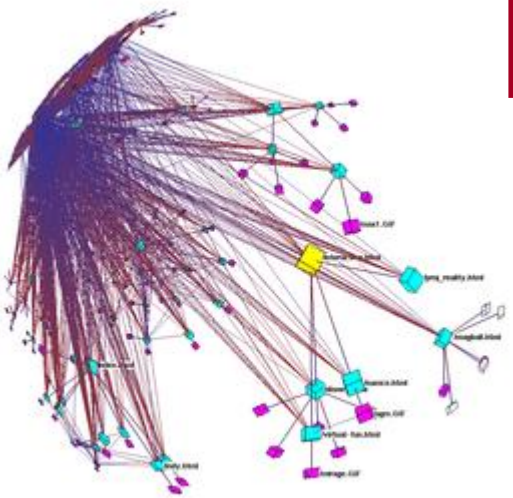
The lure of new technology is always strong



CSC
EXPERIENCE. RESULTS.

Service Oriented Architecture (SOA) is a valuable piece of the puzzle. As with all technology, it is only a piece of the answer, not *the* answer.

TODAY
Complex "Furball" [Constraining]



- **Under-Leveraged**
- **Expensive**
- **Inflexible**
- **"Silo-ed"**
- **Proprietary**

TRANSITION
Results Now and in the Long Run

Business & IT tions
Cut Through kity and
Enhan e

Client Organization Le

Direction Setting & Oversight Levels

Bu Strategy & Policy

Portf ning & Optimization

Program Execution Levels

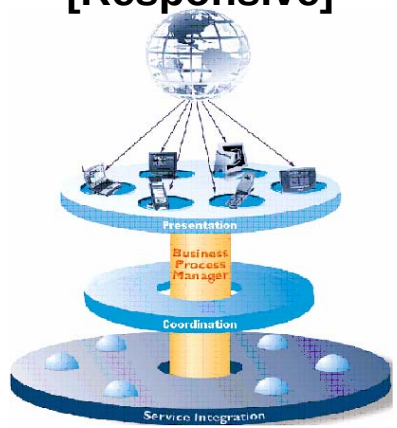
s Enablement

s Sustainment

Foundational Elements

Quick Wins Transformation

TOMORROW
Streamlined SOA [Responsive]

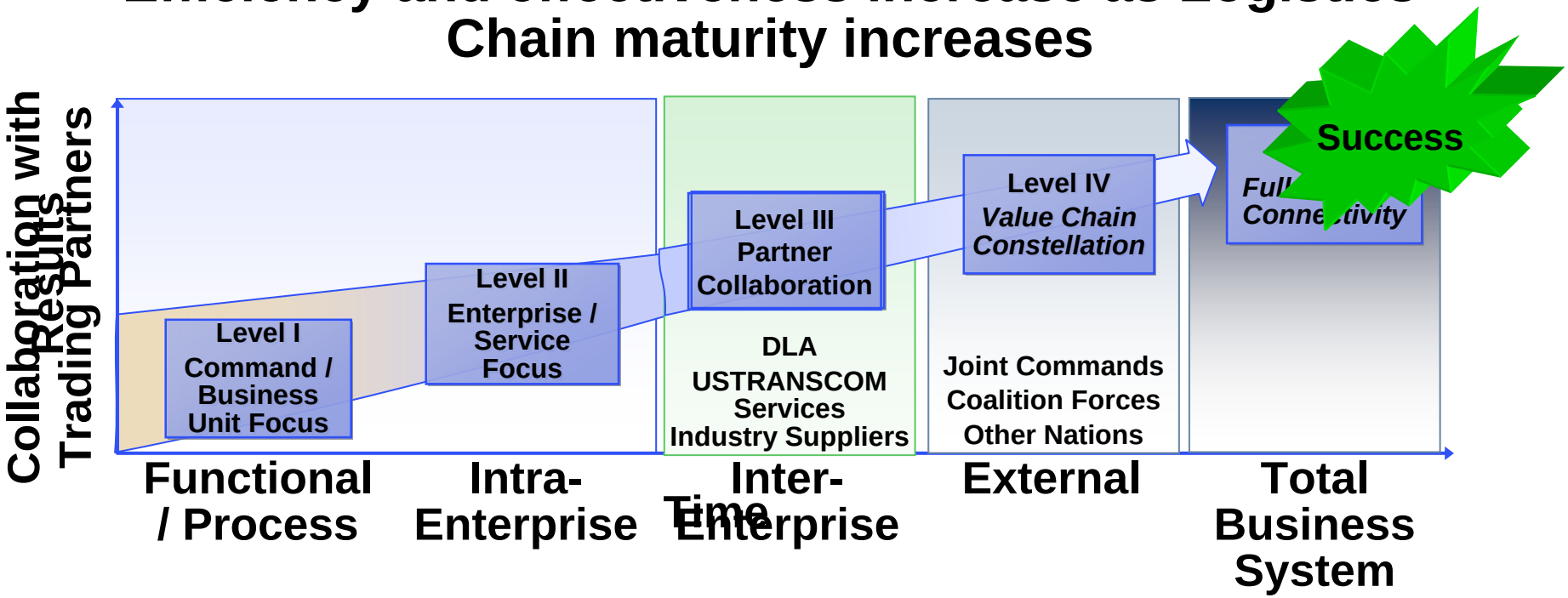


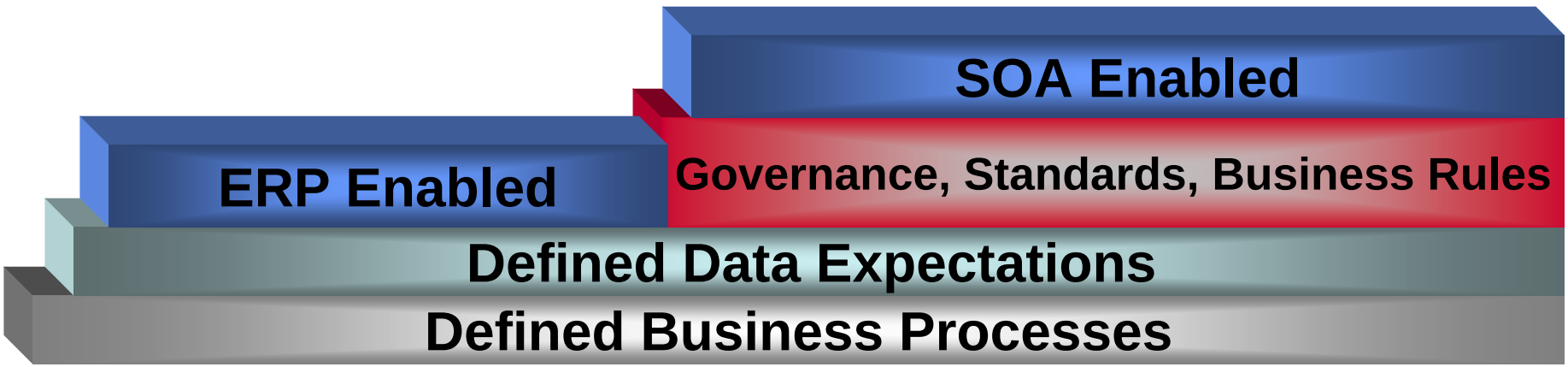
SOA Framework
- **Harnessed**
- **Economical**
- **Agile**
- **Collaborative**
- **Open**

A strong foundation of process and data enable logistics chain success

EXPERIENCE. RESULTS.

Efficiency and effectiveness increase as Logistics Chain maturity increases





Fundamentals still rule the day



CSC
EXPERIENCE. RESULTS.

Navigating the complex challenges facing DoD logistics requires a focus on fundamentals.

- Pressure on the logistics chain abounds. . . these challenges are always business problems.

  Technology is only the enabler!

- Defense organizations stretch logistics information to its limits due to scale, complexity, and the unique process and data environment that is the government.

  ERP is not the entire answer. This is where SOA becomes valuable!

- Many organizations believe Service Oriented Architecture (SOA) and Enterprise Resource Planning (ERP) are mutually exclusive.

  This is not an either / or decision. Both are required!

Like many other challenges, effective logistics information will require strong leadership and a focus on fundamentals.

Experience. Results.



24th Annual Logistics Conference and Exhibition

Canadian Perspective

on

Coalition Logistics Transformation

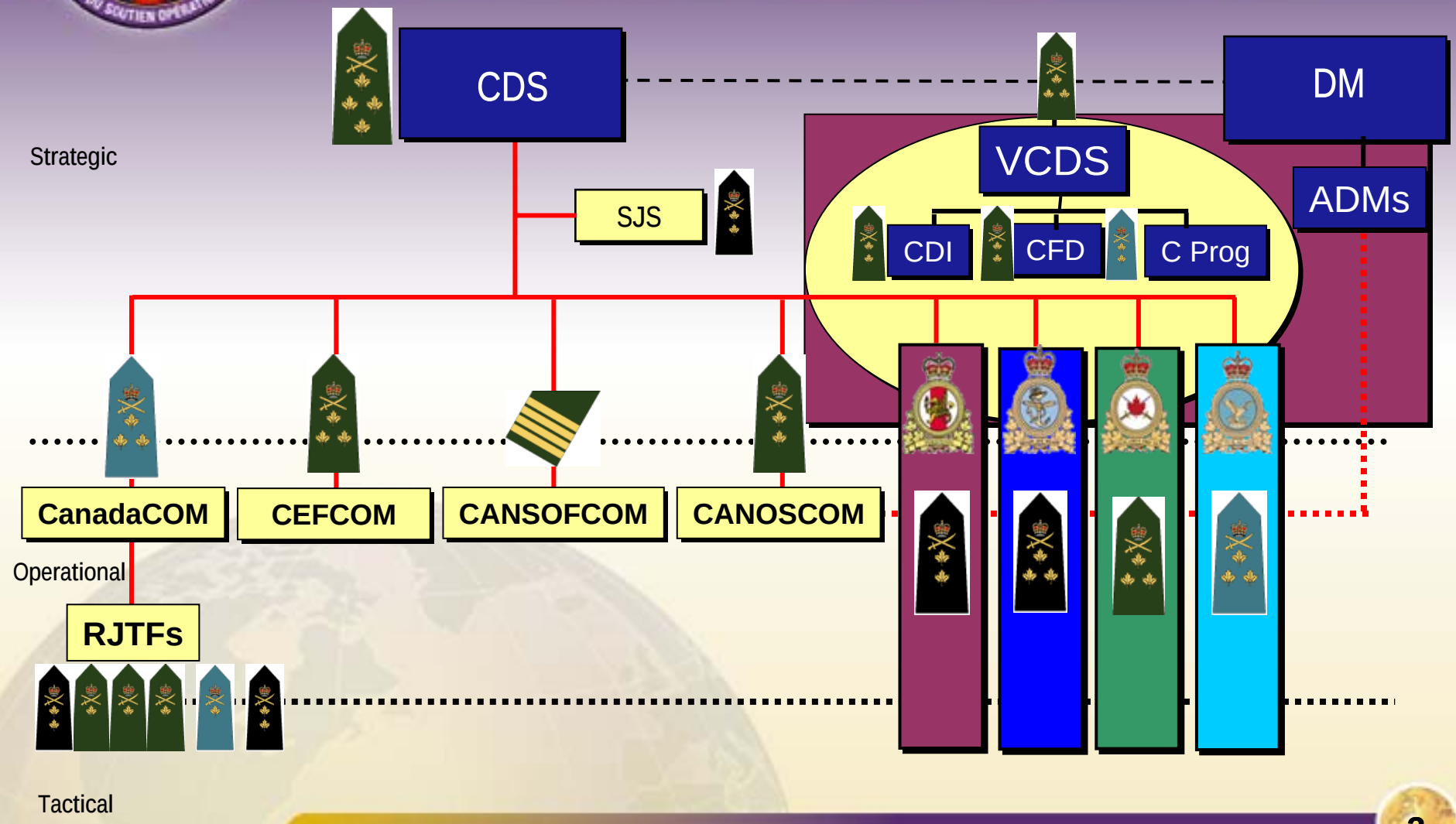
MGen Daniel Benjamin
Comd CANOSCOM
11 Mar 2008

Content

- Canadian Forces Transformation
- Theatre Support Framework
- Multinational Logistics Initiatives
- Conclusions



Canadian Forces Command Structure



CANOSCOM Mandate

Supporting Force Projection,
Theatre Activation & Sustainment

Strategic

Wholesale

Origin

Origin

Origin

Force Projection

Coupling Bridge (Op Sp Chain)

Tactical

Operational

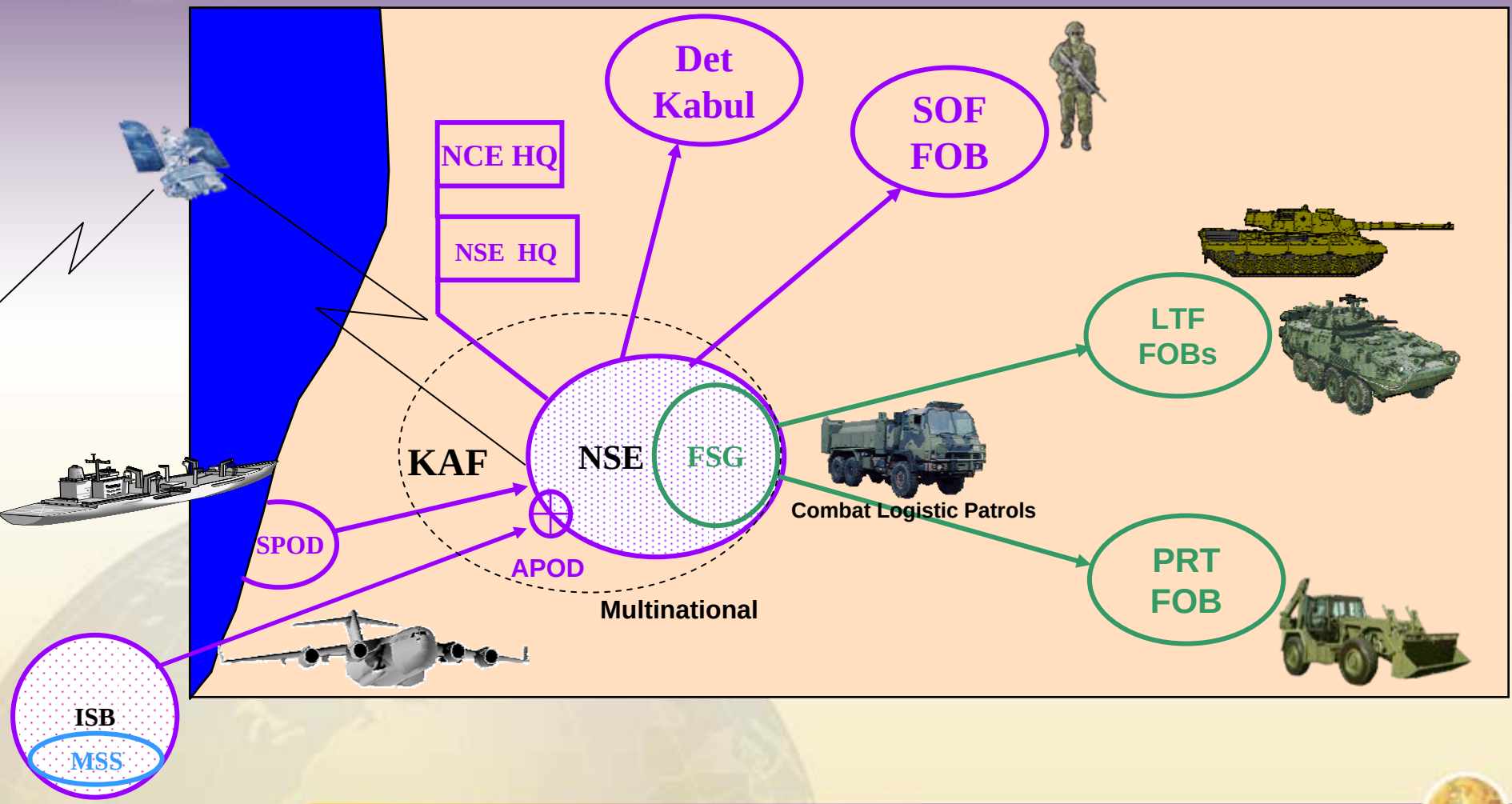


Retail

Theatre of Operations

TOO can be Domestic, Continental or anywhere else in the World…

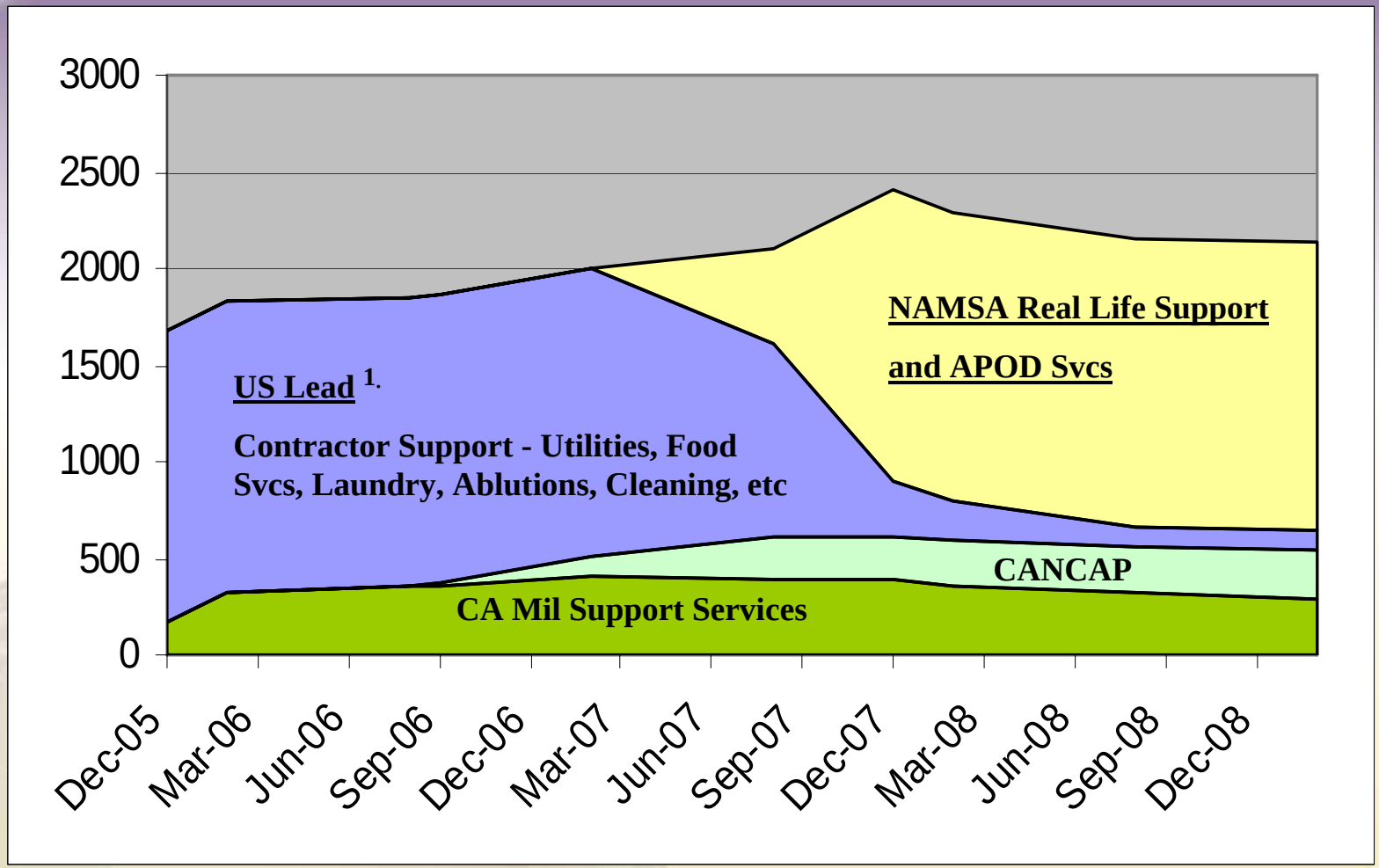
Typical Theatre Support Framework



Multinational Logistics Initiatives

- Concept Development thru Quadripartite Logistics Forum (QLF)
- Influence on Asia-Pacific Countries thru PASOLS (MSLH for HA/DR)
- Influence on NATO thru:
  - Representation at SNLC (SLSB on V&O, OLCM, ISAF Sp,…)
  - Enabling NAMSA as a Multinational Service Provider for NATO in ISAF
  - Enabling of KAF APOD Crisis Establishment with sp from US-UK-CA-NL
  - Better NATO visibility of key assets at KAF APOD (Fuel)
  - Strategic Lift Initiatives (SALIS/MCCE) and Staffing of OLCM
  - Pressure for Pilot Project on Intra-Theatre Movement in ISAF
- Global Reach Hub and Spokes Concept

Multinational Support at KAF APOD



Force Protection
Urgent Operational Requirements (UORs)





















Success thru Visibility

Quite a challenge in a
Globalized, MEO, Just-in-time Delivery
Business Like Era

Domain Wide Visibility

Canada COM // CEFCOM

CANSOFCOM // CANOSCOM

CMS | CLS | CAS | L1s

In Transit
At Supplier/Manufacturer
Deployed in different TOO
Avail in CF Inventory

Disposal
In-Service Support
Distribution
Warehousing
Acquisition

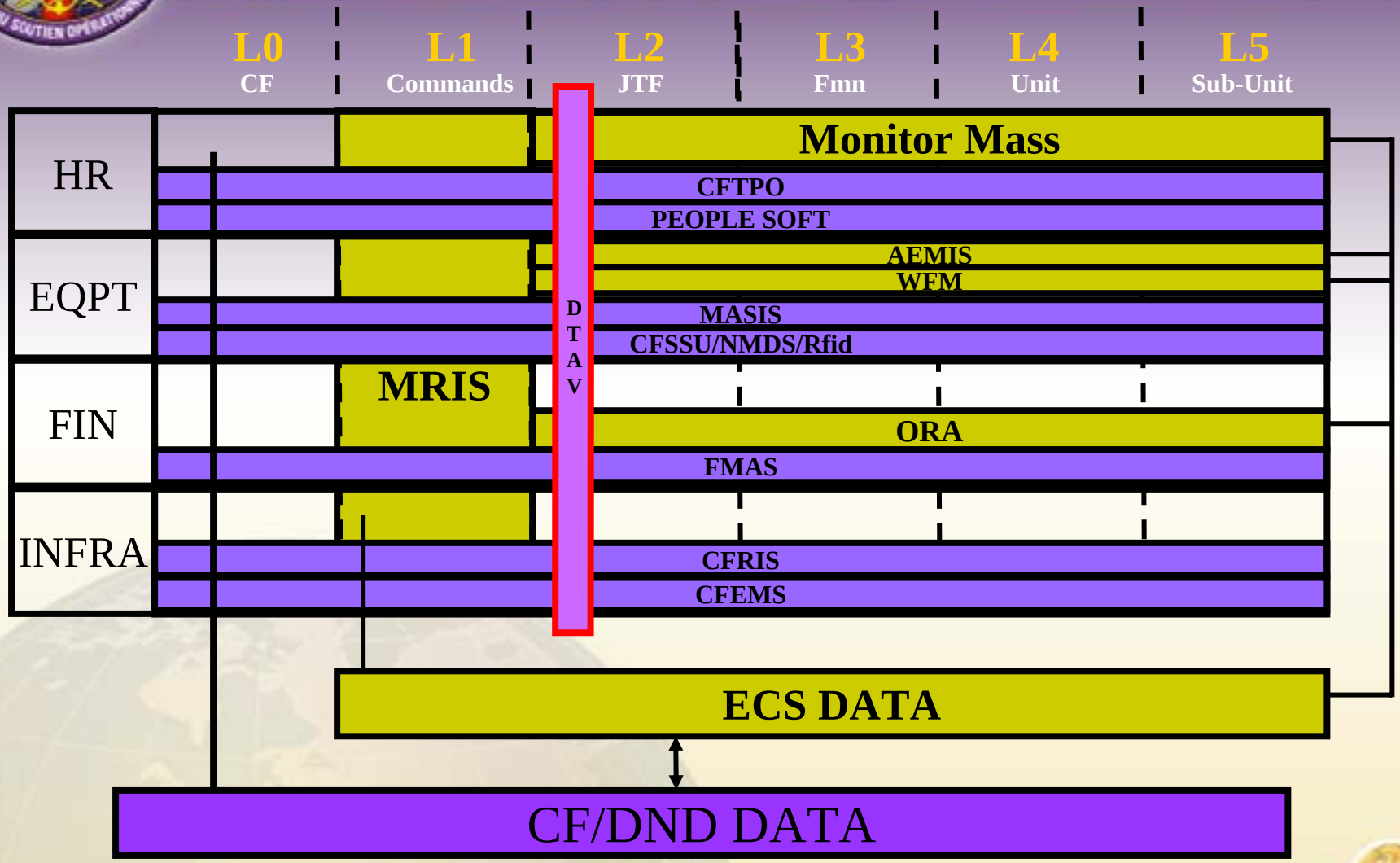
Requirements

Resources

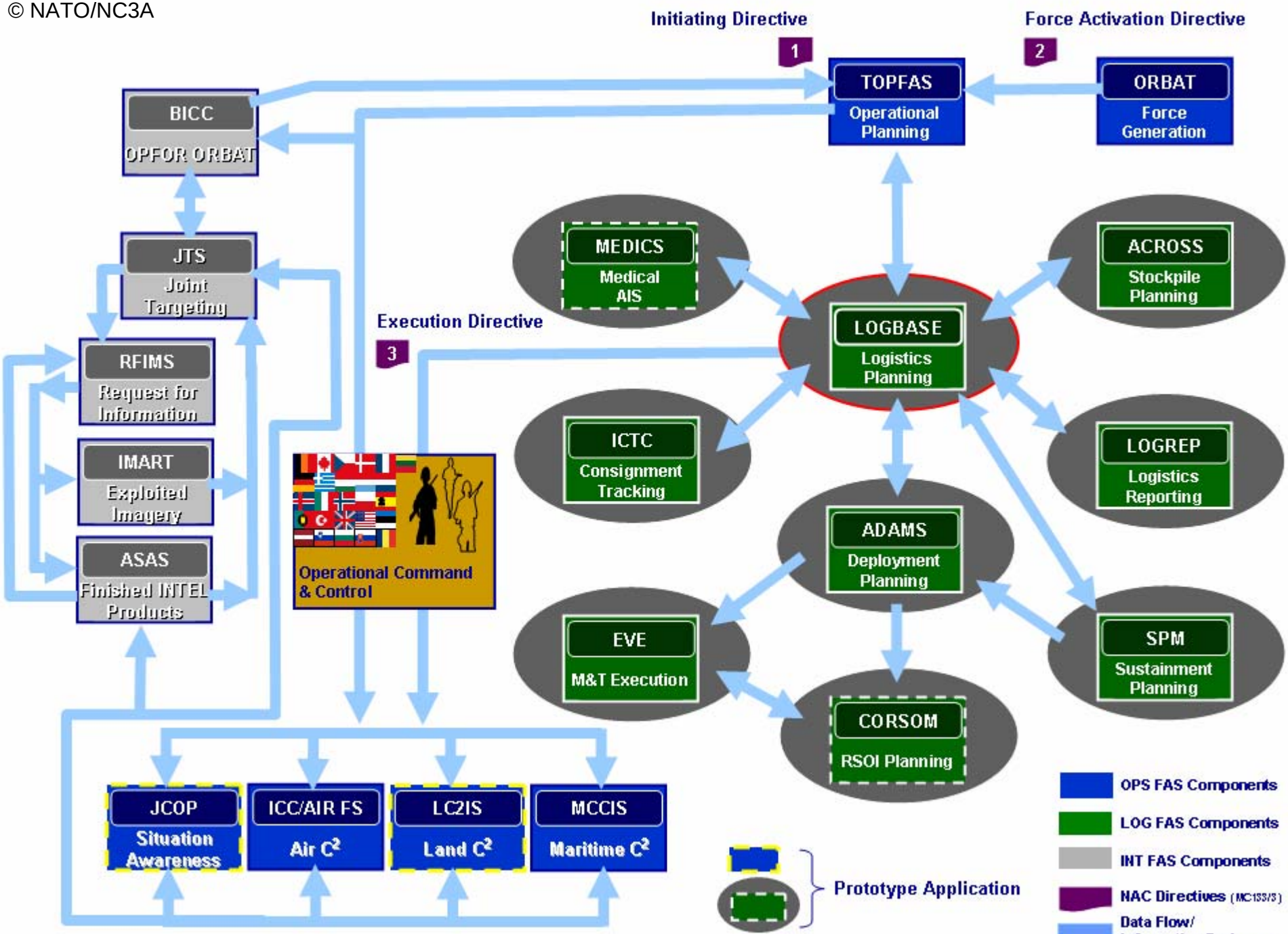
Processes

Support Functions and Capabilities

Visibility thru CF Wide CIS & DTAV

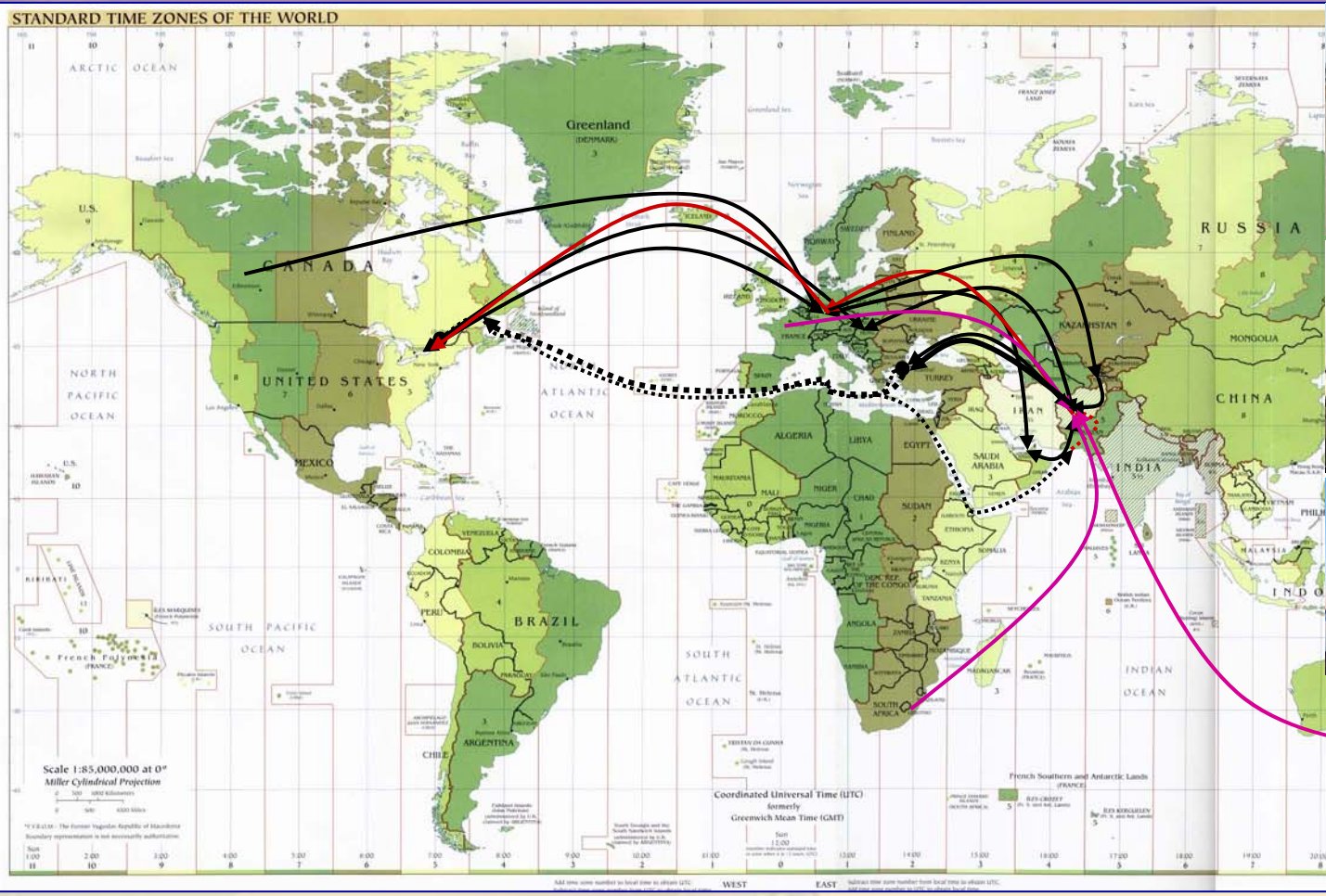


© NATO/NC3A


Initiating Directive
1
Force Activation Directive
2
TOPFAS
Operational Planning
ORBAT
Force Generation
BICC
OPFOR ORBAT
JTS
Joint Targeting
RFIMS
Request for Information
IMART
Exploited Imagery
ASAS
Finished INTEL Products
Execution Directive
3
Operational Command & Control
MEDICS
Medical AIS
ACROSS
Stockpile Planning
LOGBASE
Logistics Planning
ICTC
Consignment Tracking
LOGREP
Logistics Reporting
ADAMS
Deployment Planning
EVE
M&T Execution
SPM
Sustainment Planning
CORSOM
RSOI Planning
JCOP
Situation Awareness
ICC/AIR FS
Air C²
LC2IS
Land C²
MCCIS
Maritime C²
Prototype Application
OPS FAS Components
LOG FAS Components
INT FAS Components
NAC Directives (MC133/3)
Data Flow/ Information Exchange

Support to JTF Afghanistan

OP SUPPORT CHAIN

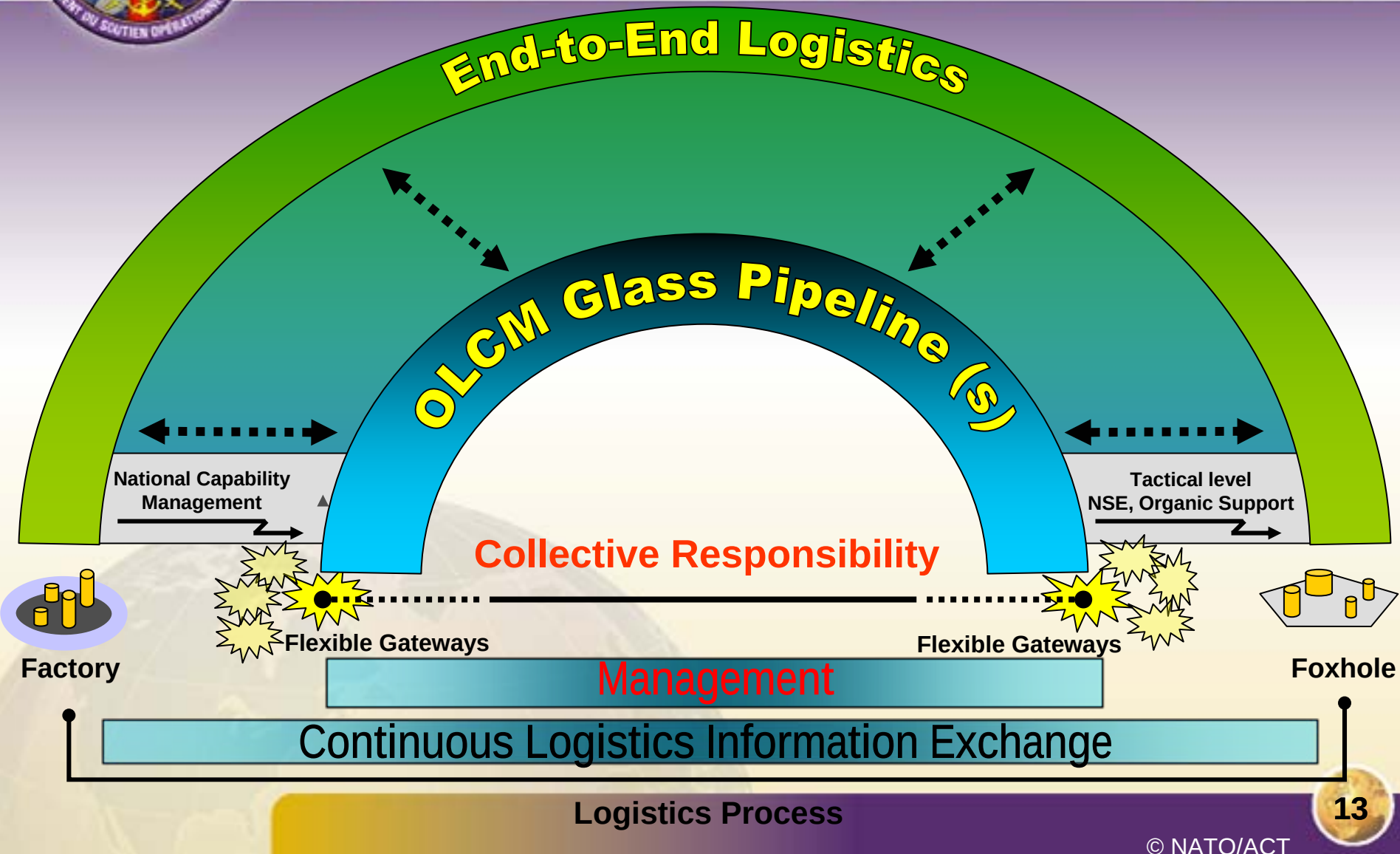






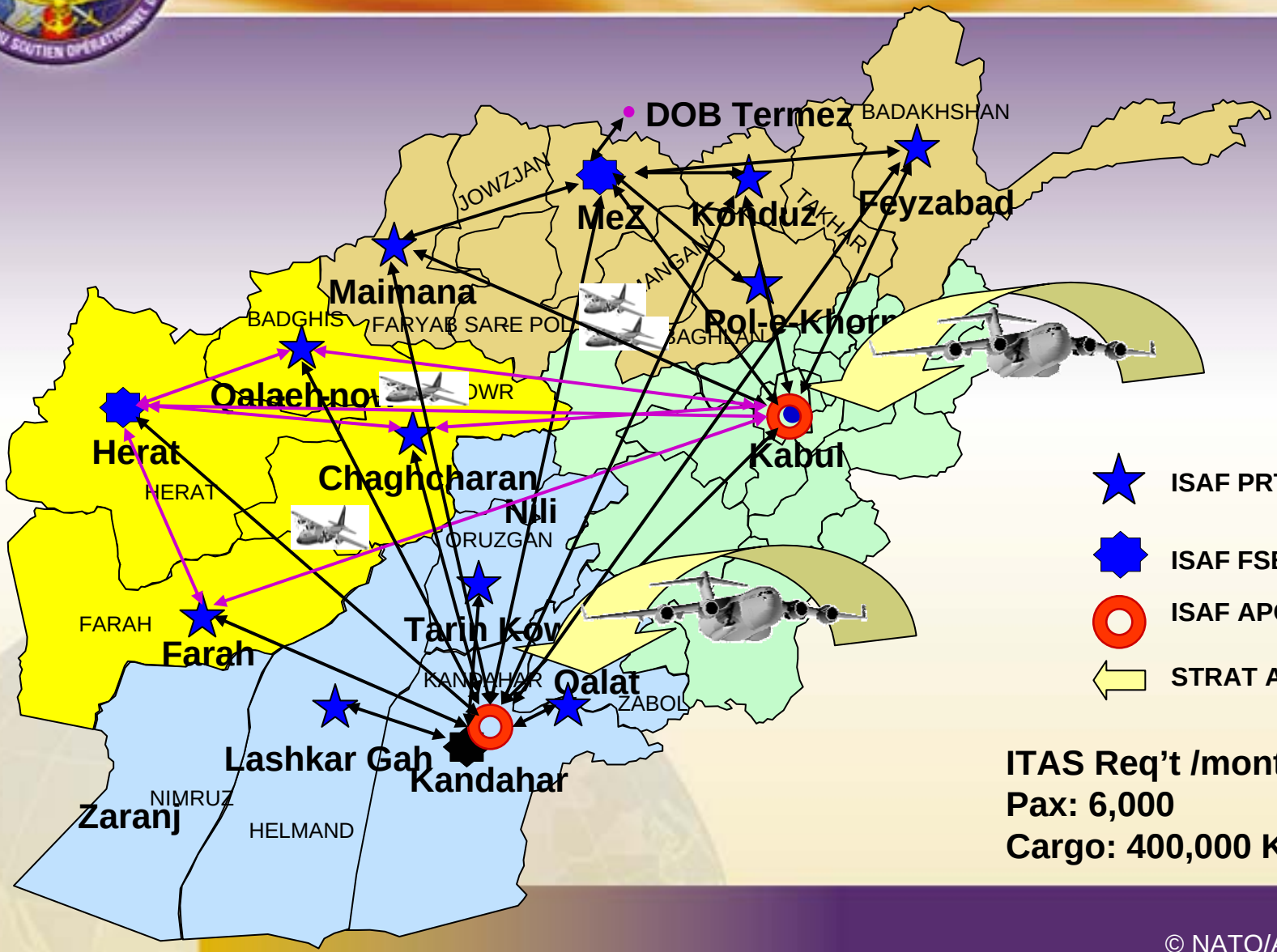


NATO Operational Logistics Chain Management Concept



© NATO/ACT

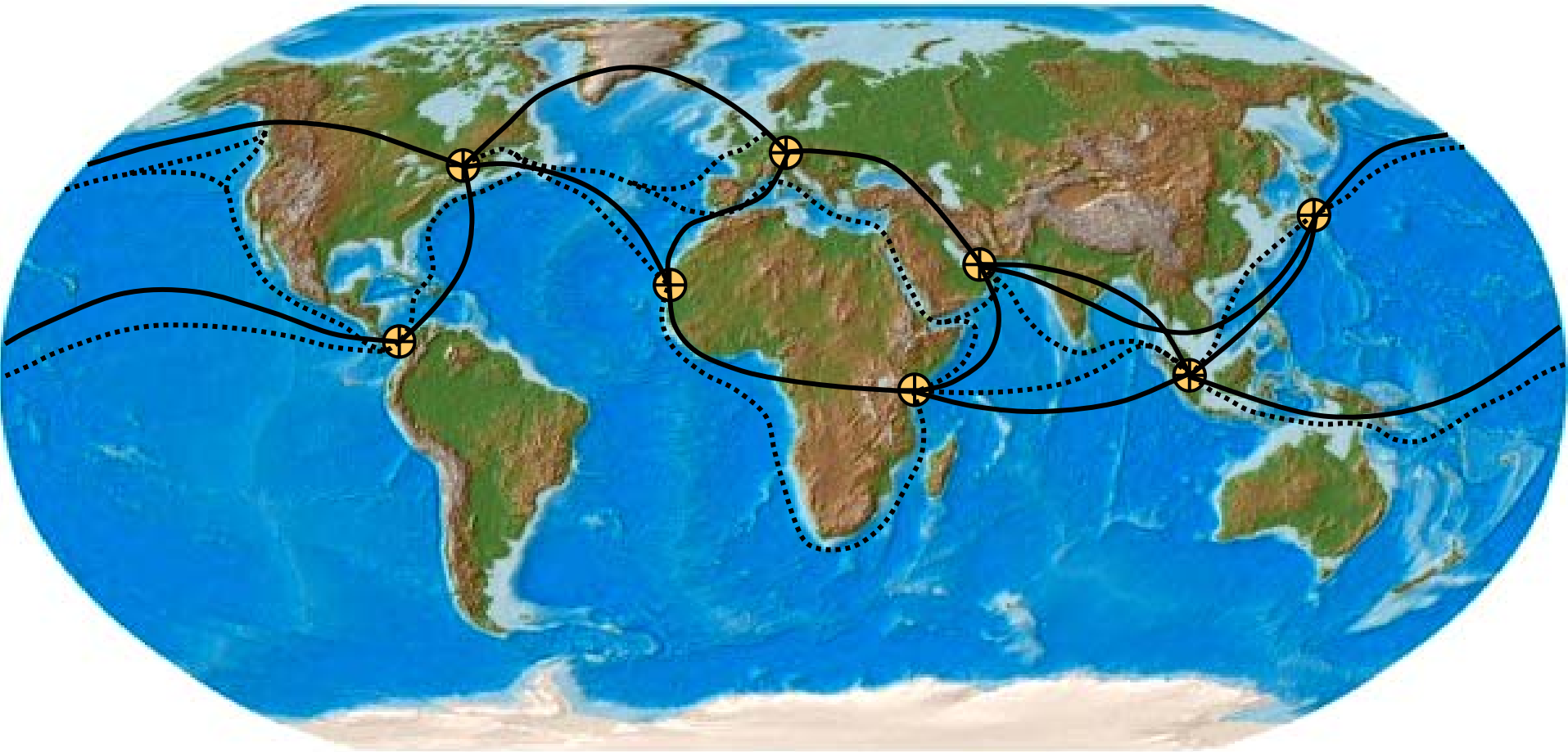
NATO - ISAF
Intra-Theatre Movement Pilot Project



ITAS Req't /month:
Pax: 6,000
Cargo: 400,000 Kg

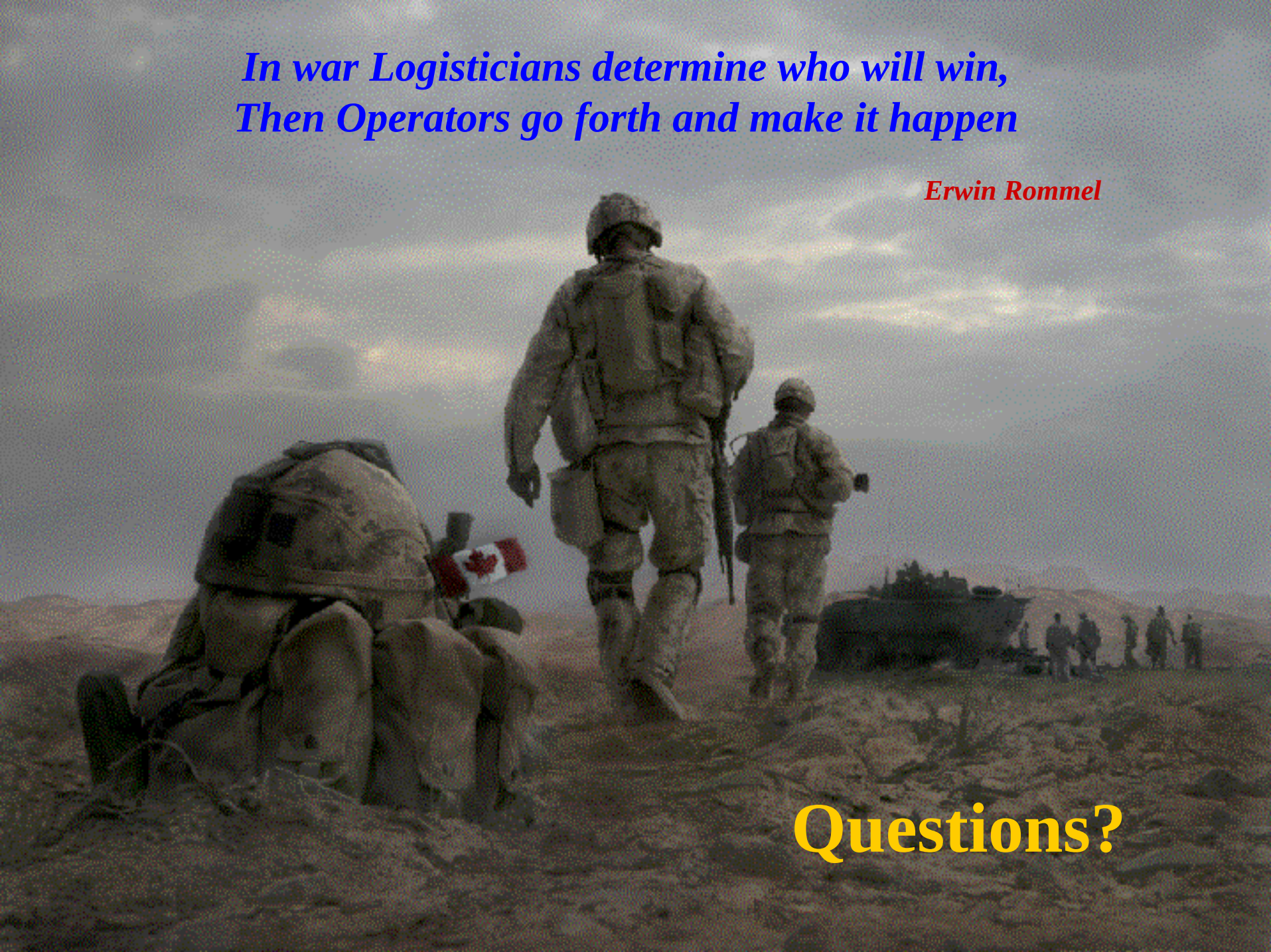
© NATO/ACT

Global Reach Hub and Spokes Concept



Conclusions

- Op Sp of Joint & Combined Ops such as ISAF is quite a challenge
- Have been very successful thus far on all fronts
- Breaking new grounds in terms of Visibility of key assets
- Need to improve on the Multinational/NATO Op Sp front
- Need to better understand and manage risks in this new "Globalization/MEO/Just in Time Delivery" Business like era


In war Logisticians determine who will win,
Then Operators go forth and make it happen
Erwin Rommel
Questions?

Synchronizing Global Defense Logistics





Unity of Effort







NDIA Logistics Conference

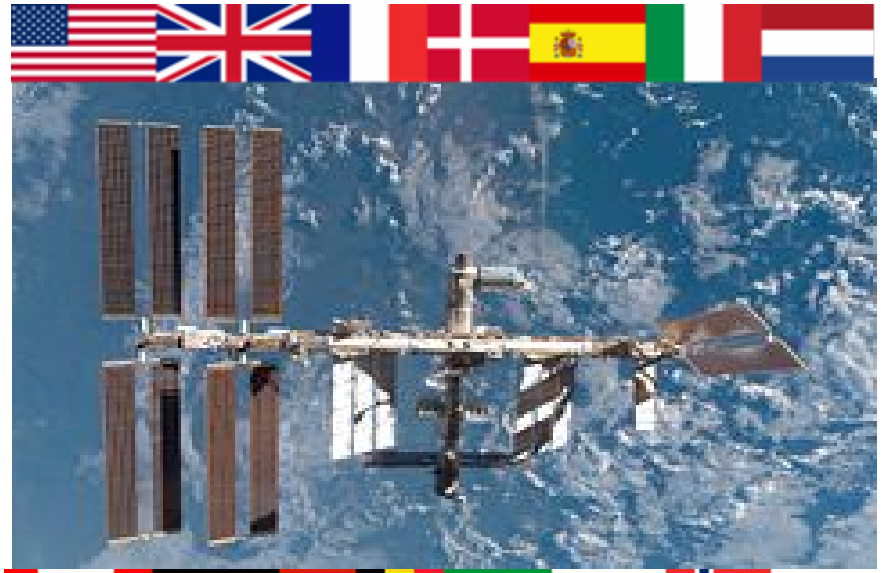


LTG C.V. Christianson
Director of Logistics (J-4)
Joint Staff
12 March 2008



Daunting Challenge, but we either…

Achieve Unity of Effort . . .





Or else…







Strategic Perspective…

Unified Action:

The ***synchronization***, ***coordination***, and ***integration*** of Joint, Single-Service, and Multinational operations with the operations of other USG agencies, NGOs, and IGOs, and the private sector ***to achieve unity of effort***.

Unity of Effort:

Coordination and ***cooperation*** toward ***common objectives***, even if the participants are ***not necessarily part of the same command*** or organization - the product of successful unified action.

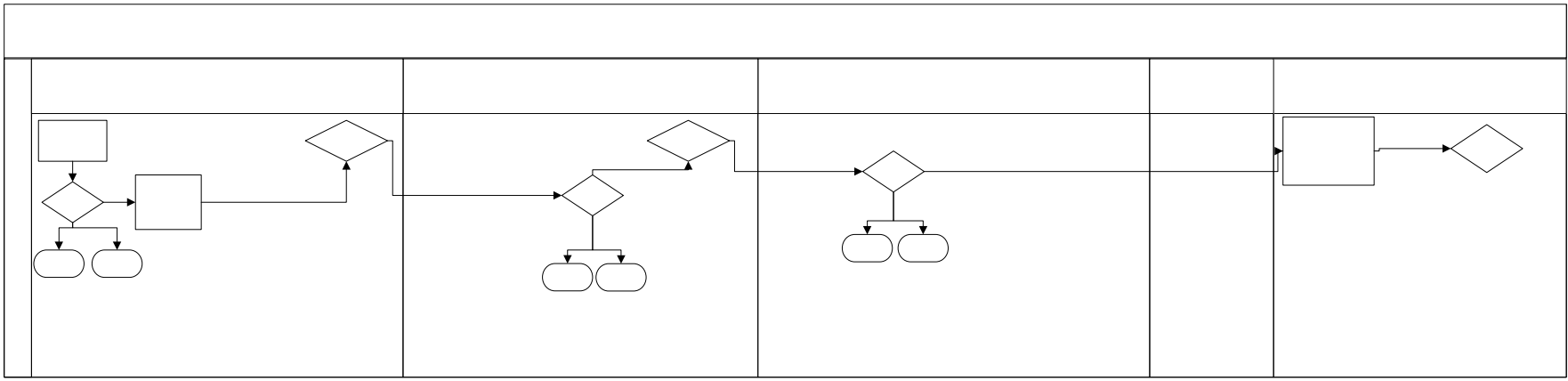
JP 1, Doctrine for the Armed Forces of the United States, 14 May 2007

How can we achieve *Unity of Effort* absent *Unity of Command*?

Achieving Unity of Effort…

- **Define the Process**
  - Achieve shared understanding of ***how a process works and what it delivers (why it exists)***
  - Provide a ***common lexicon***
- **Understand Roles and Responsibilities**
  - Identify the ***players*** and their ***purpose***
  - Define ***responsibilities, deliverables,*** and ***relationships***
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  - Ensure ***customer outcomes*** drive performance metrics
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- **Provide Transparency into the Process**
  - Allow all players to see into process to…
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    - ***assess effectiveness***
  - Enable the placement of ***"sensors"*** at the right nodes

Define the Process…



How does the patient movement process work?
What does it deliver?

Inputs	Tasks	Outputs
• Pt Condition (At Risk) • Evac Platform (Tactical/Strategic) • MTF Locations (Austere) • First Responder Actions • CL VIII / PMI • Trans Bed Plan / Lift Bed Plan • Monitor Bed / Transportation Status • Patient's Individual Readiness • Common Operating Picture (Medical MET-T)	• Provide Patient Movement • Coordinate Patient Movement • Assure Force Protection for PM • Validate Patients for Movement • Develop Transportation Bed Plan • Provide En-route care • Conduct Pt Reception Operations • Patient Redistribution (Inter Theater) • Validate Pt Personnel Demographics	• Patient Visibility • Condition • Location • Patient Disposition

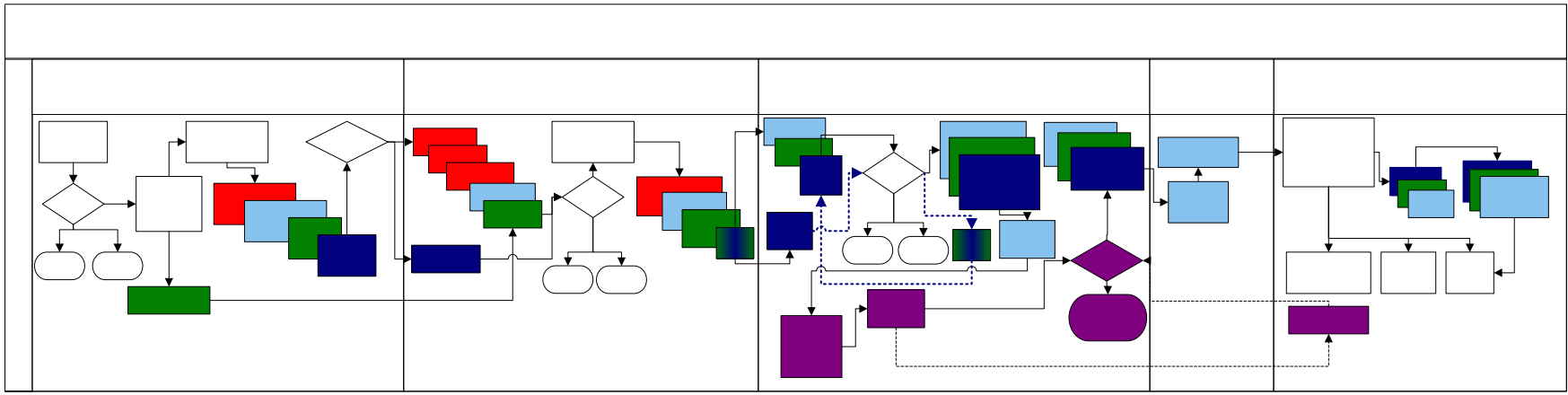
Patient Movement by Service and Taxo

First Responder (Medic, Corpsman)

Point of Injury

Why?
Conserve the Fighting Force!

Roles and Responsibilities…



Identify the players and their purpose
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Purpose	Players	Deliverable
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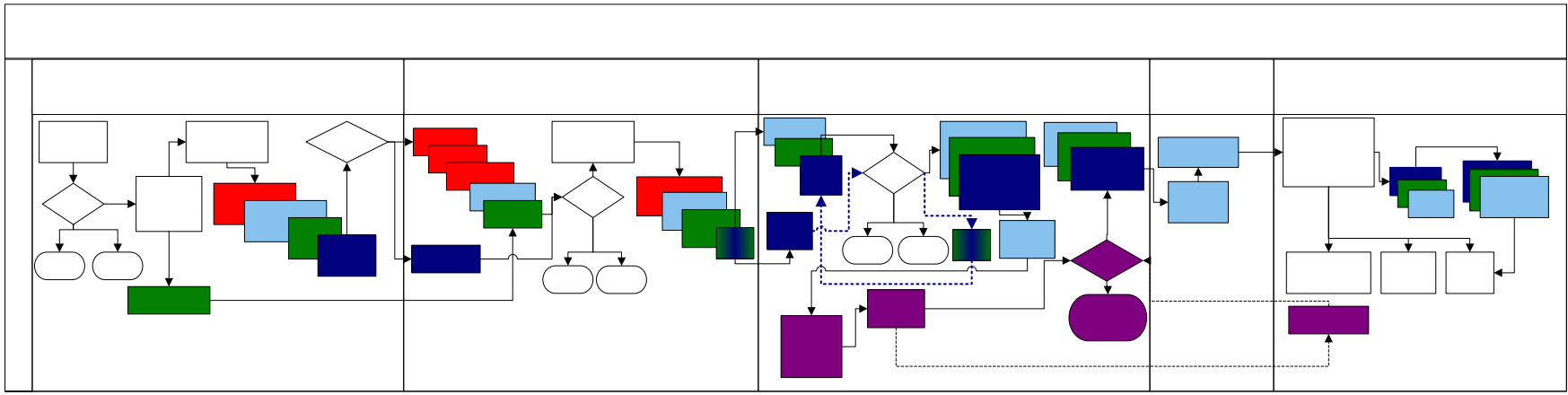
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Regulating Authority

Facility

Common Output Metrics…

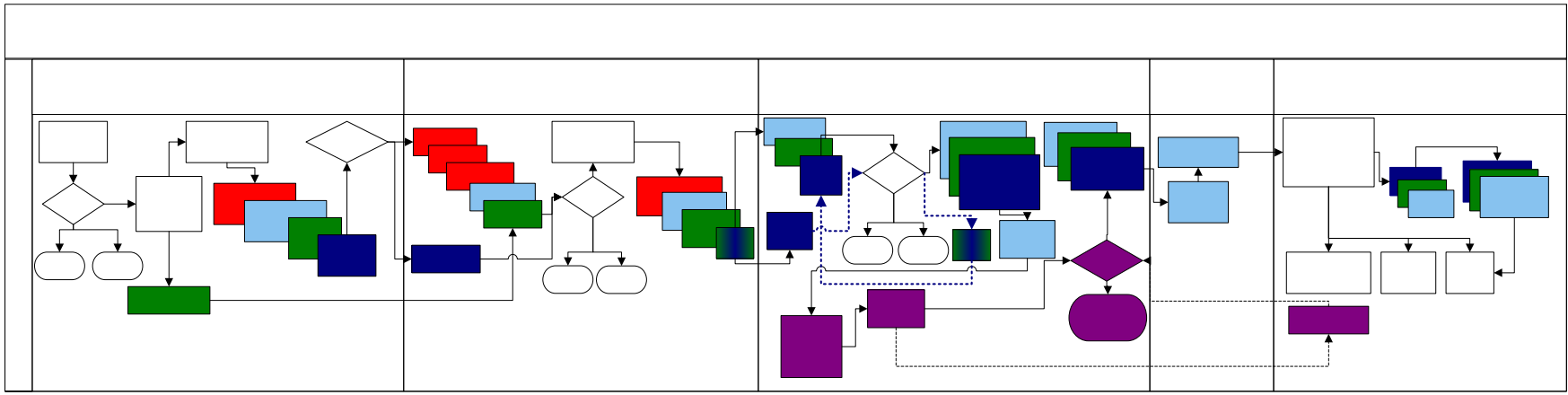


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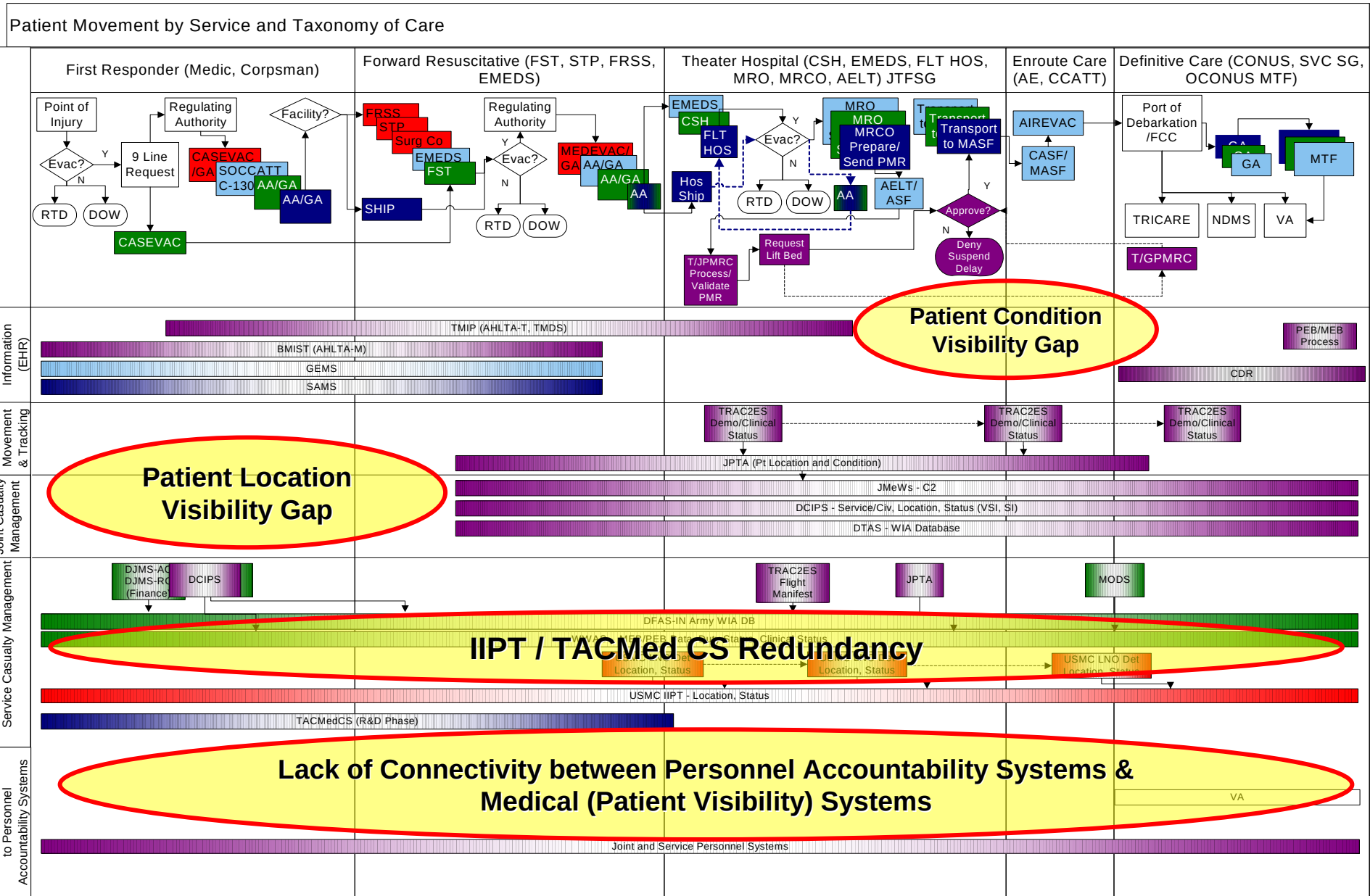
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How can You Make a Difference?

Play Video…

http://www.ted.com/talks/view/id/82

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Discussion



Synchronizing Global Defense Logistics





Unity of Effort







NDIA Logistics Conference

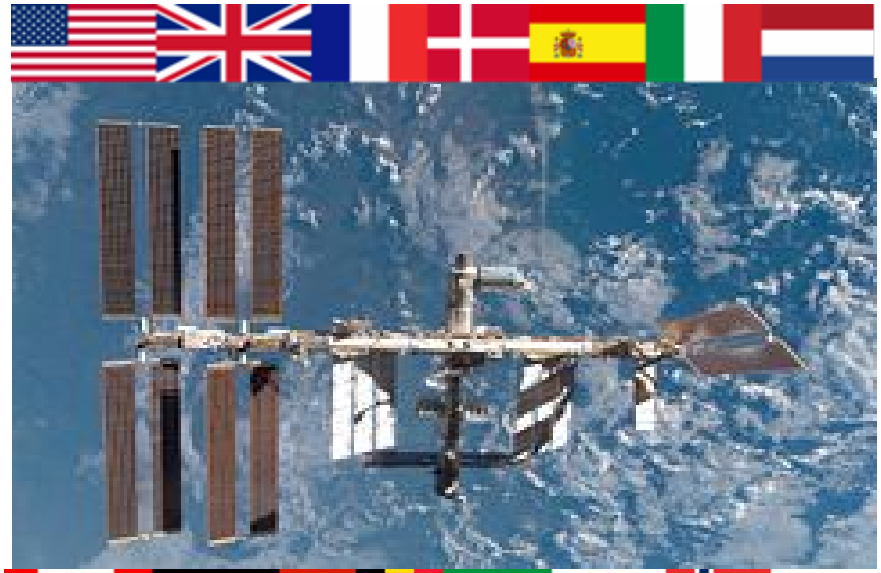


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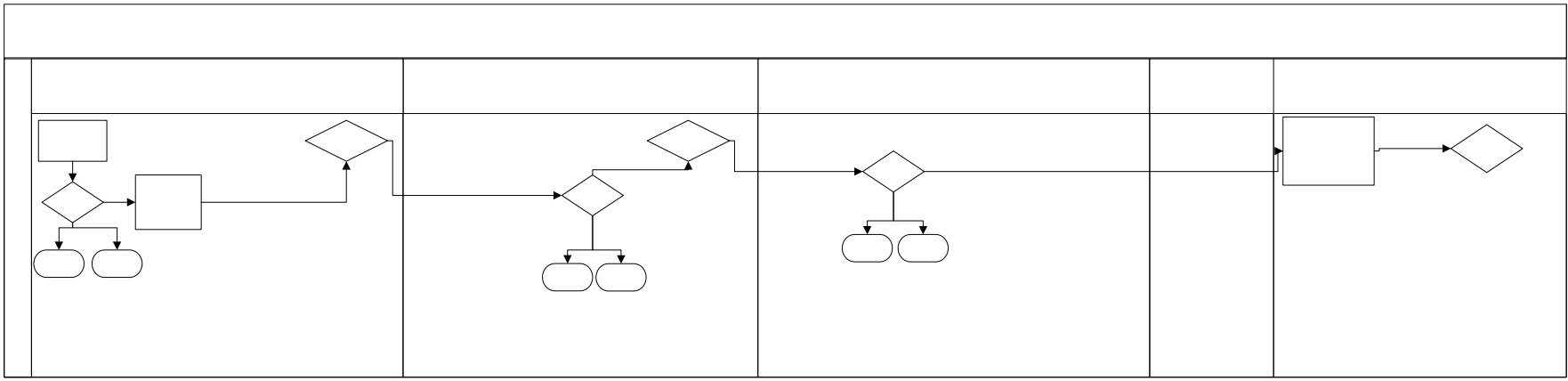
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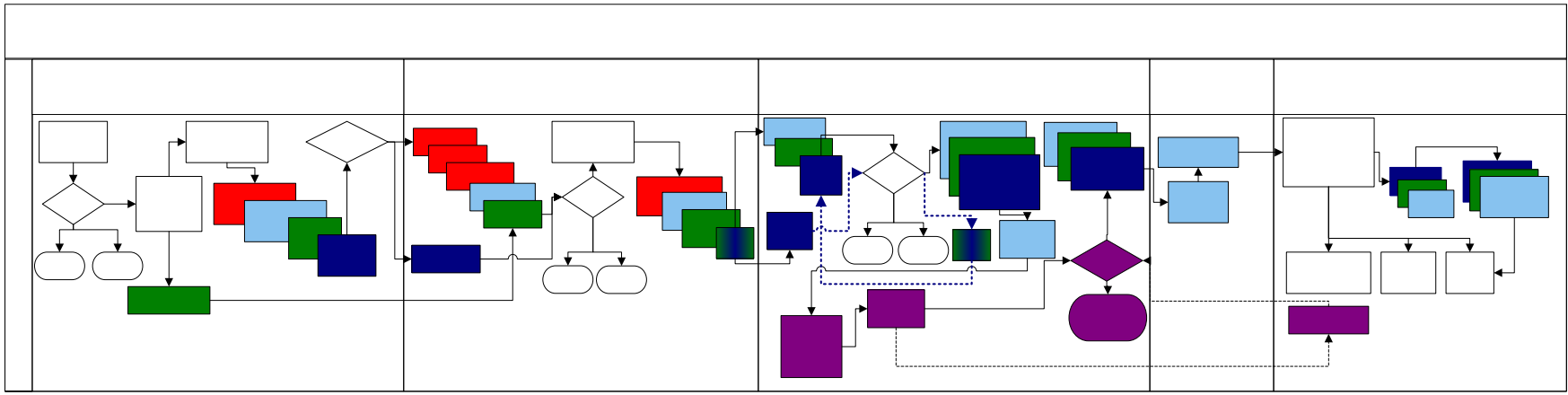
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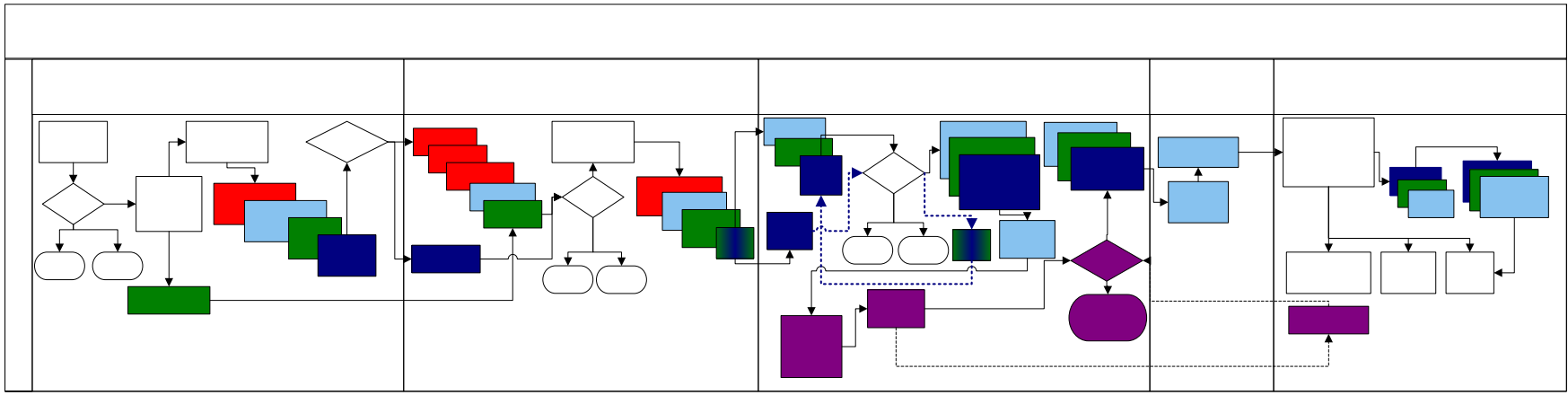
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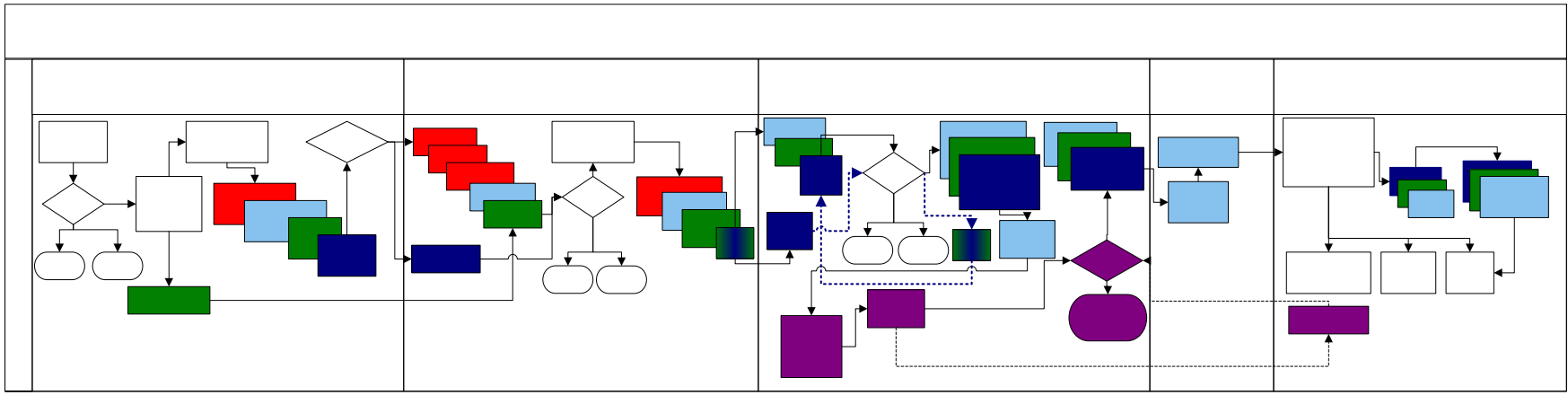


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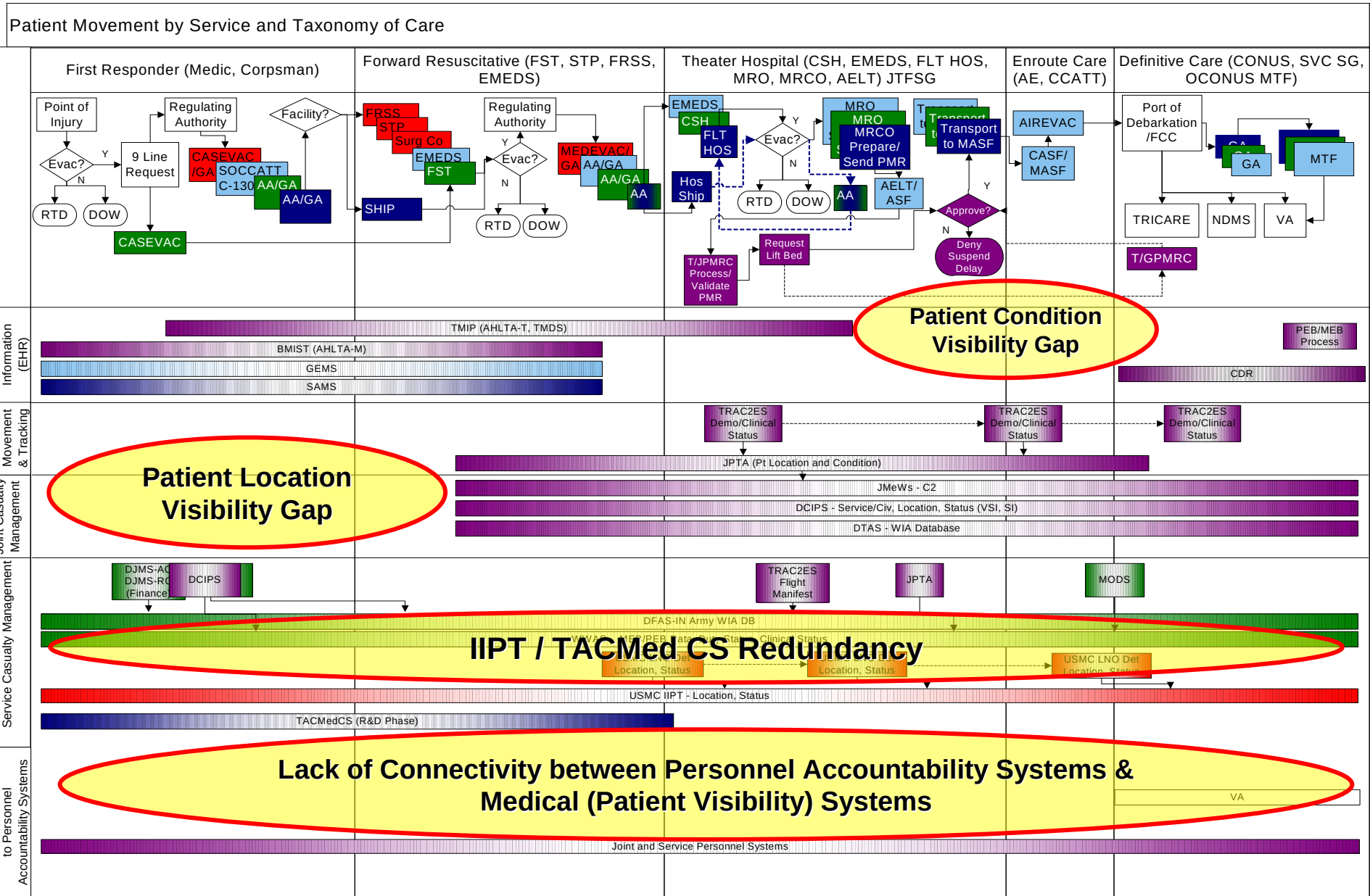
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Discussion



DISA

Defense Information Systems Agency
Department of Defense

NDIA National Logistics Symposium

Global Combat Support System (GCSS)

Lt Gen Charlie Croom
Director, Defense Information Systems Agency
Commander, JTF-GNO

12 March 2008

Information Needs of the Warfighter





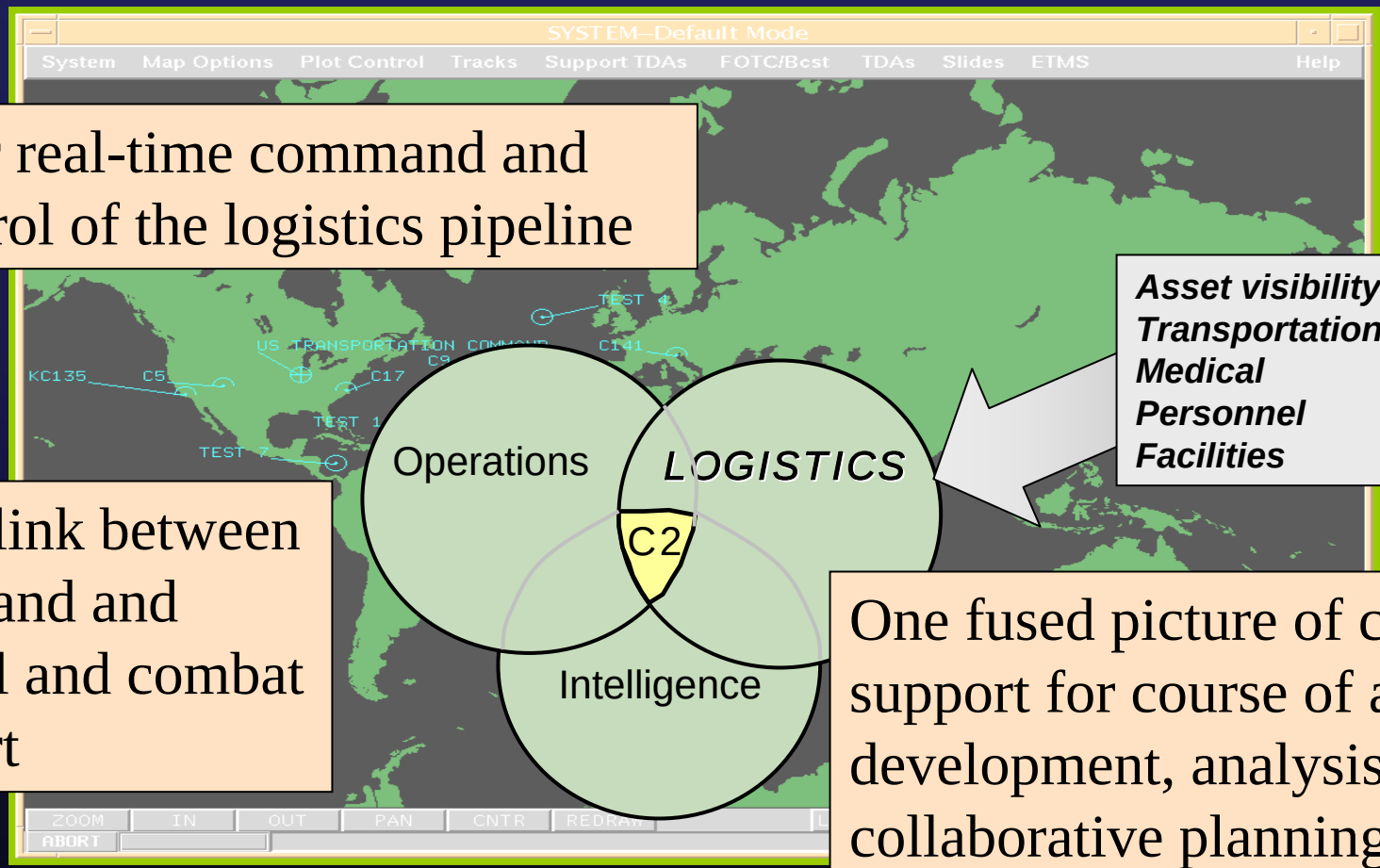


When, who, how many, where:

- Personnel
- Host Nation support
- Ammo
- Fuel

GCSS VISION

Near real-time command and control of the logistics pipeline



Asset visibility
Transportation
Medical
Personnel
Facilities

Close link between command and control and combat support

One fused picture of combat support for course of action development, analysis and collaborative planning

PLAN, EXECUTE, & MONITOR JOINT LOGISTICS OPERATIONS

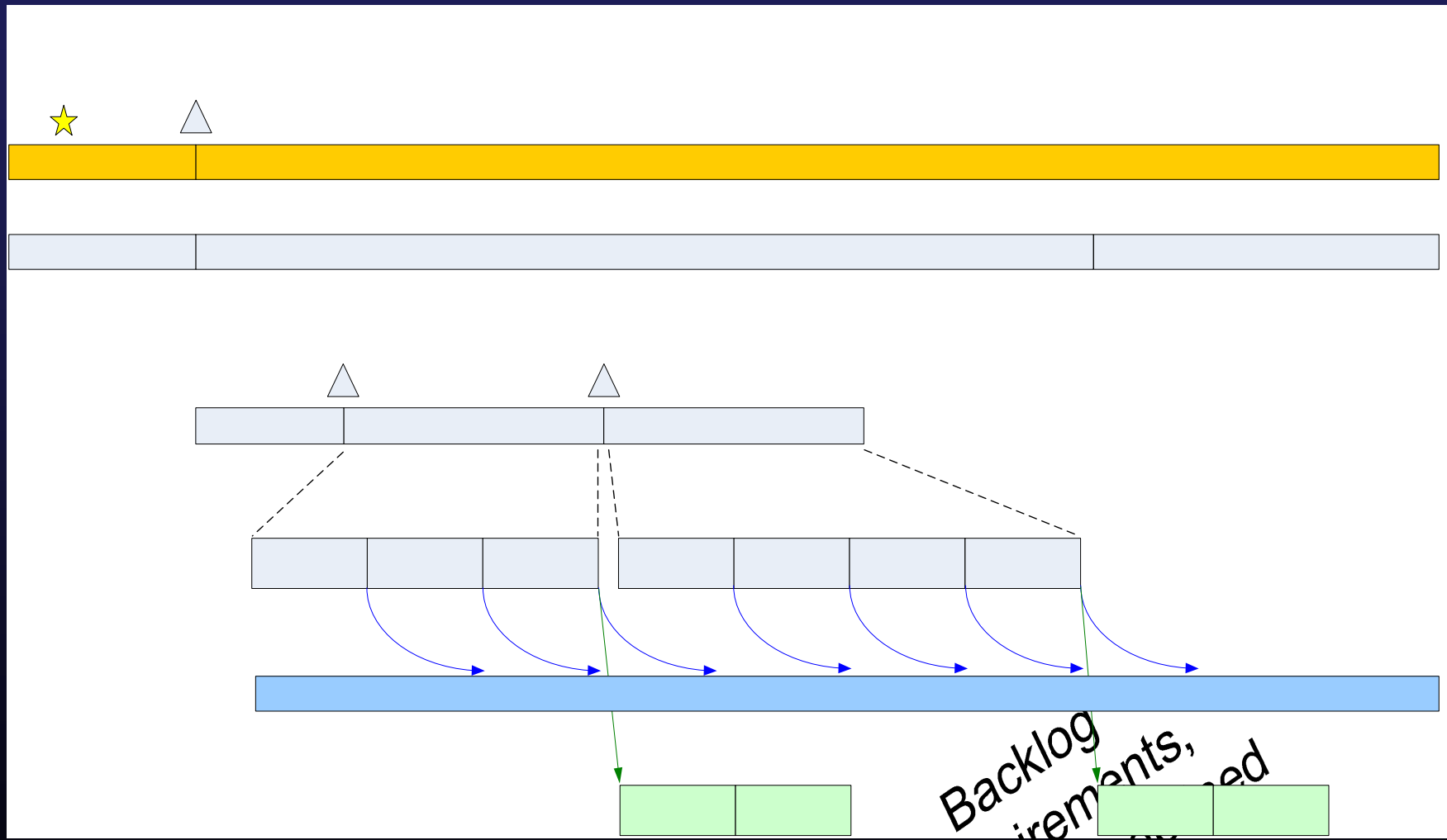
J4's Top Requirements

- Real-time, map-based displays and charts
- Real-time connectivity to services/agency data sources, data bases, systems
- Plan, manage, and track movements and distribution
- Provide timely & accurate information on location and status of supplies
- Provide status of deployment & distribution nodes
- Conduct real-time supportability analysis of courses of action
- Provide retrograde status & control information
- Provide capability to track NEO, humanitarian assistance support, and personnel
- Estimate & track costs associated with logistics support

Philosophy Changes

- Increase speed of delivering capabilities
- Adoption of existing capabilities and services
- Information sharing across DoD lines with other government and coalition partners

GCSS 7.0
Sequence of Events



Challenges

- Synchronization of Schedules with Partners
- Posture for Leveraging Enterprise Services
- Providing & Making Available Capabilities to Support Coalition Requirements
- Establishing Partnerships with Other Government Agencies
- Managing Expectations
- Delivering Capability In Less Than 3-Months

DISA



David Falvey



Frank Tempia



DISA

Christopher Beiswenger



LTG Mike McDuffie



Unclassified



The Army:
Moving Towards Enterprise Logistics

12 March 2008

LTG Ann E. Dunwoody
Deputy Chief of Staff, G-4
Headquarters, Department of the Army

AMERICA'S ARMY: THE STRENGTH OF THE NATION™

CSA's Direction

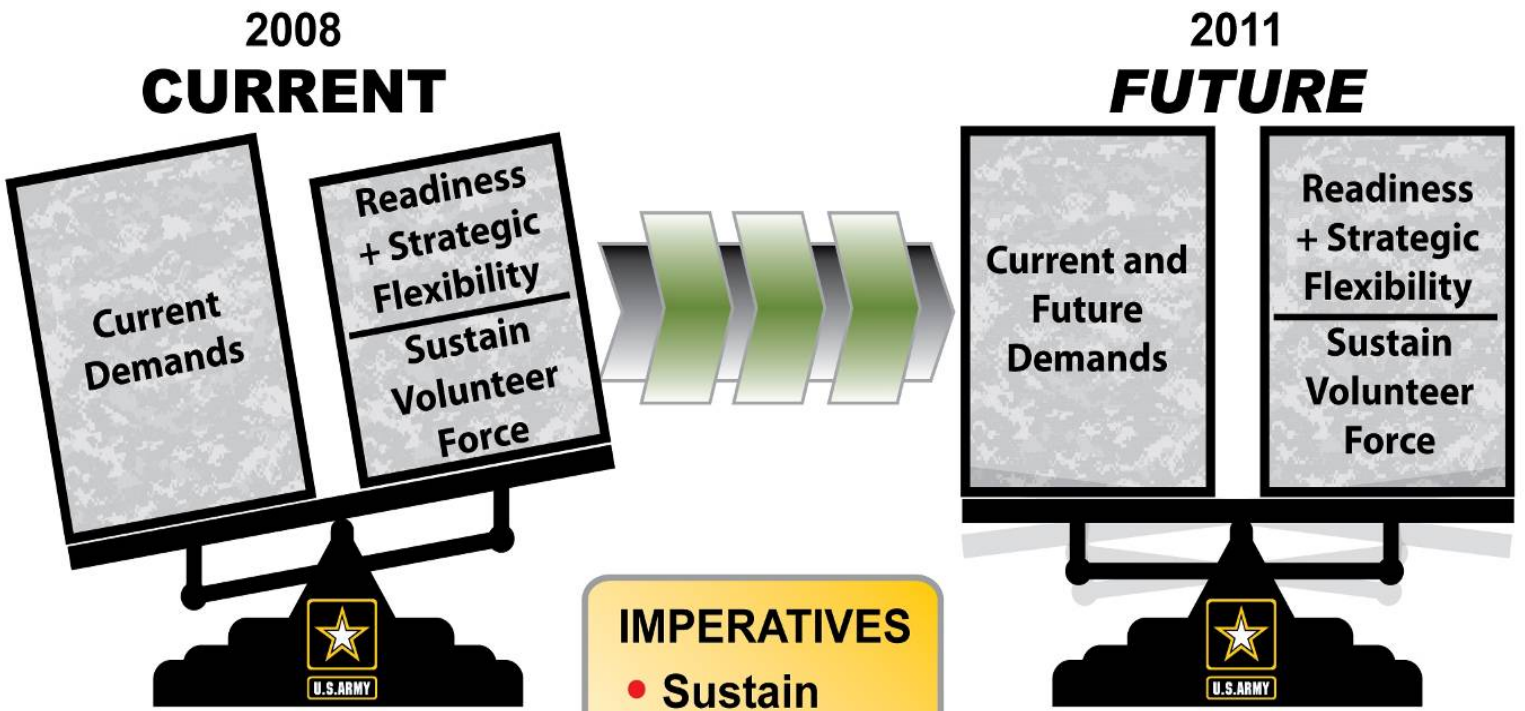
GEN Casey, AUSA Eisenhower Luncheon Remarks



"We will act quickly to restore balance to preserve our All-Volunteer Force, restore necessary depth and breadth to Army capabilities, and build essential capacity for the future. Four imperatives will frame what we need to do. Implementing these imperatives will require several years, considerable resources and sustained commitment by Congress and the American people."

AMERICA'S ARMY: THE STRENGTH OF THE NATION"

The Army is Out of Balance



- Demand Exceeding Supply
- Counterinsurgency-Focused Force
- Accelerated Equipment Wear-Out
- Soldier and Family Stress

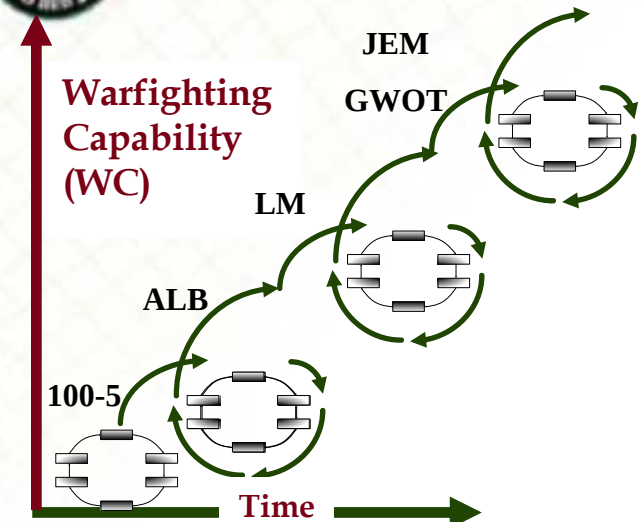
IMPERATIVES

- **Sustain**
- **Prepare**
- **Reset**
- **Transform**

- Steady-State Achieved via Army Force Generation Process
- Full Spectrum Readiness
- Reconditioning and Recapitalization of Equipment
- Better Facilities and Increased Dwell Time for Soldiers

AMERICA'S ARMY: THE STRENGTH OF THE NATION

Transformation: A Journey…




Abrams (72–74)

Institution (GFC)


Weyand (74-76)

Readiness (WC)


Rogers (76-79)

Sustainment (WC)


Meyer (79-83)

Force Mod. (WC)


Wickham (83-87)

Force Structure (WC)


Vuono (87-91)

Diplomacy (WC)


Sullivan (91-95)

Information (WC)


Reimer (95-99)

Operations (WC)


Shinseki (99-03)

Culture (WC)


Schoomaker (03-07)

Operations (WC+ GFC)

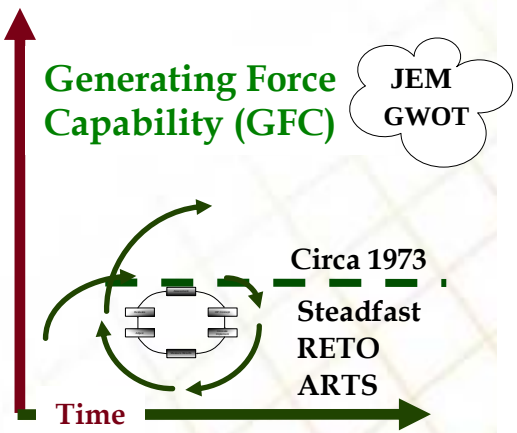

Casey (2007)

Institution (GFC)

Transformation Focus Over Time

1972

2007



"We will not cement the transformational change of the Army until the institution reflects that change."
Chief of Staff, Army 19 June 2007

Back-Up

AMERICA'S ARMY: THE STRENGTH OF THE NATION"

One Thing Remains Constant



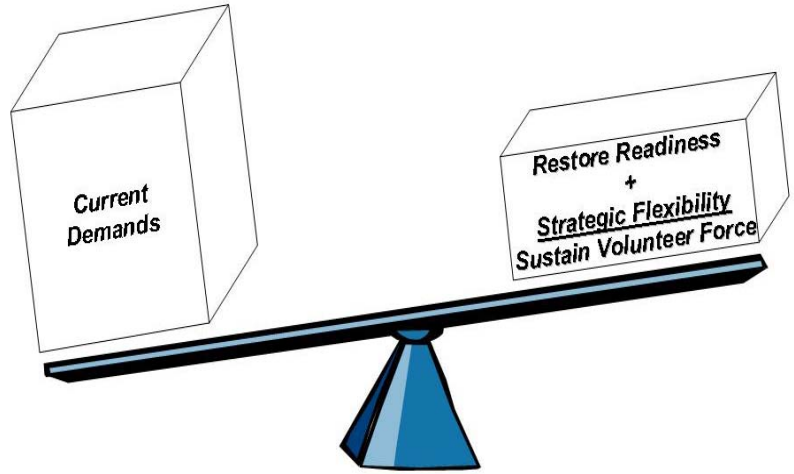
The Soldier –
the Centerpiece of the Army

Living the Warrior Ethos –
on duty protecting the Nation
and the society they serve.

AMERICA'S ARMY: THE STRENGTH OF THE NATION"

The Army is Out of Balance

We need Congress' continuing support to:



SUSTAIN Soldiers, Families, and Civilians.
-Full funding for Family well-being programs in Adjusted GWOT Request

PREPARE forces for victory in the current fight.
-Full funding of Adjusted GWOT Request:
* To provide Soldiers best available equipment
* For Reserve Component Pre-Mob training
* To offset O&M reduction in base budget

RESET forces to rebuild readiness and to prepare for future deployments and contingencies.
-Full funding in GWOT Request and Adjusted Request for Army Pre-positioned Stocks, Theater Provided Equipment, and reset restoral.

TRANSFORM to meet demands of persistent conflict in the 21st Century.
-Support FCS in conference; fully fund JNN / WIN-T
-Support Armed Reconnaissance Helicopter
-Support the Joint Cargo Aircraft
-Support two additional PAC-3 (Patriot) battalions

AMERICA'S ARMY: THE STRENGTH OF THE NATION

The Army's Strategic Imperatives

PREPARE

Continue to prepare our Soldiers for success in the current conflict

SUSTAIN

Sustain our Soldiers, Families and Army Civilians



RESET

Reset expeditiously for future contingencies

TRANSFORM

Transform to meet the demands of the 21st Century

The Soldier…

The Centerpiece of Our Great Army

AMERICA'S ARMY: THE STRENGTH OF THE NATION

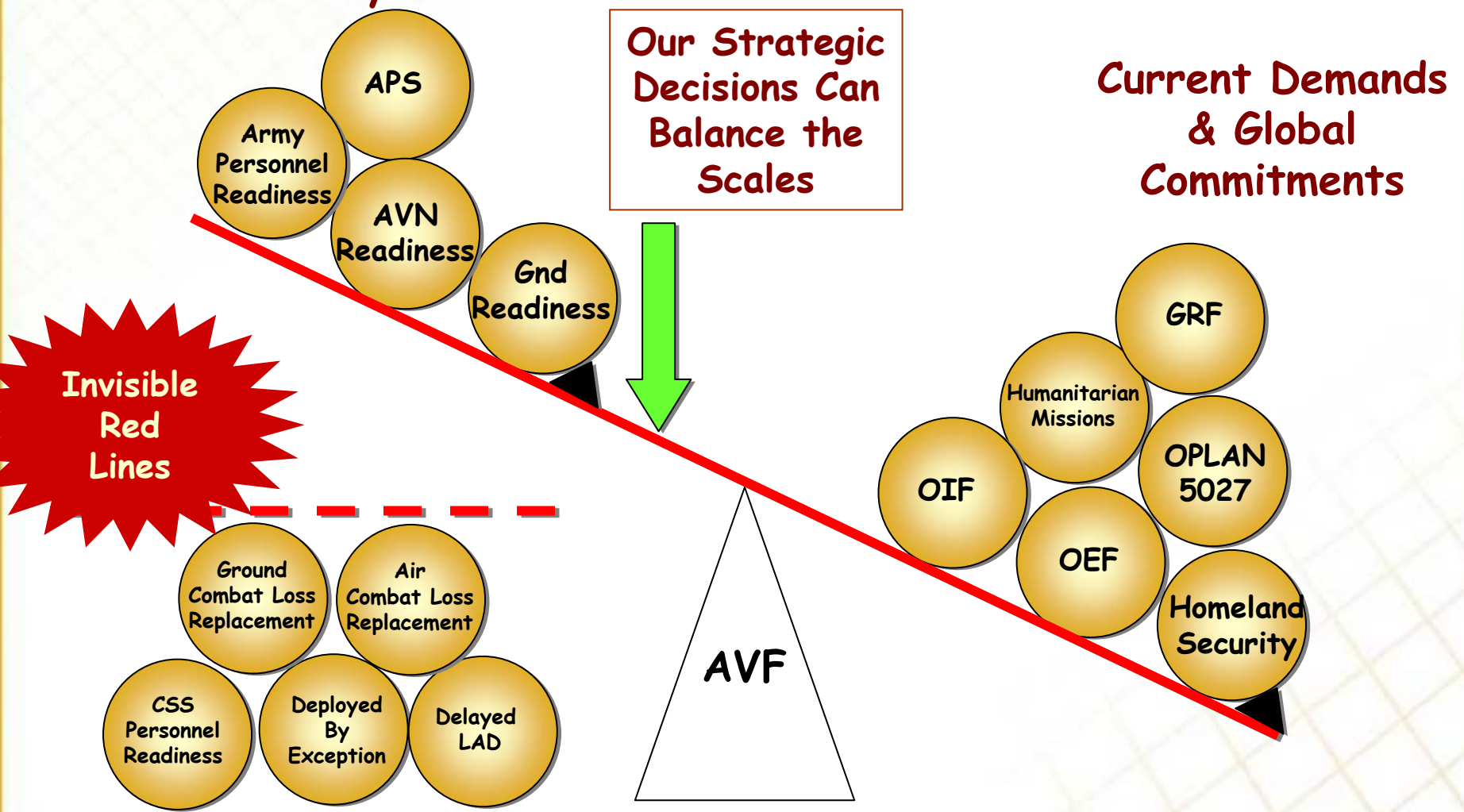
Historical Context

Broken Army		Strength of the Nation
Then: 1965 - 1975	Red Lines	Now: 2003 - Present
• 1:2 (12:12) DWELL	Rotations	• 1:3, (15:12) DWELL
• Low public esteem	Public Support	• High public esteem
• 40% had no HS Diploma	Recruiting	• 17% waivers; 81% HS grads
• Old and outmoded equipment	Equipment	• Equipment stressed/stretched
• Severe fiscal constraints	Congress' Support	• Fiscal stability thru Supplementals
• Underappreciated Draftee	Soldier Ethos	• Proud volunteer Warrior

AMERICA'S ARMY: THE STRENGTH OF THE NATION

Out of Balance Visible Redlines

Readiness & Strategic Flexibility



AMERICA'S ARMY: THE STRENGTH OF THE NATION

Army Logistics - Moving Out On All Fronts…

READINESS

Continued Congressional support has provided the necessary *means* for the Army to undertake disciplined, orderly *ways* of reconstituting and resetting the force ensuring the *ends* of restoring and building combat power

Supporting The Warfighter!



Army Readiness
Have sustained GWOT for 6 years
Ground Equipment Readiness > 90%

Industrial Base Production
Twice pre-war levels;
Greatest output since Vietnam

Reset
Historically under funded base Programs - Over 367K items reset since FY 04;
Received $17.1B for FY07 Reset

Army Prepositioned Stocks
Transformed and reset APS-4 in Korea and APS-5 in Kuwait; Source for Surge

Property Accountability
Achieving corporate visibility for $230B enterprise

GWOT Equipment Retrograde
From 3,496 vehicles in FY05 to 33,715 in February 08

CSS Force Structure
Growing the Army – TAA 10-15

Logistics Automation Funding
Building a state of the art enterprise - Up $800M from FY 06 funding

AMERICA'S ARMY: THE STRENGTH OF THE NATION™

Tactical Wheeled Vehicles:
What does the Future Hold?



MRAP

$600K-800K/Vehicle

STRYKER

Caterpillar 3126 turbo diesel 350hp

18-20 STons

$4.13M/Vehicle





GAMMA GOAT



M998 HMMWV

$60K/Vehicle



UA HMMWV

$150K/Vehicle



WWII – Willys/Ford Jeep

60 hp 134 cu in 4 cylinder

2,290 lbs

Approximate Cost $2600/vehicle



CUCV



1899 Woods Electric Staff Car

What We Need From You…

The Best Industry Has to Offer

1899 Woods Electric Staff Car



WWII Willys/Ford Jeep



HMMWV



UAH



Stryker



ASV



MRAP



JLTV



FCS

Soldiers' Lives Depend On It

Our Equipment Must Be:

- Safe
- Reliable
- Maintainable
- Supportable
- Trackable

And Most Importantly Protect Our Soldiers

AMERICA'S ARMY: THE STRENGTH OF THE NATION

Army Logistics Transformation

Where We've Been



Short Flash to Bang!

- **Nov 07** - Multifunctional Logistics Branch
- **Jun 07** - Employment of Logistics Concept of Support throughout AOR
- **Oct 06** – ASC Operational/SDDC ADCON to AMC
- **Mar 06** - Designed Single Army Log C2
- **Feb 06** - ASC Concept Design Approved (Centralized Strategic Reachback)
- **Feb 06** - Employment of Joint Logistics Headquarters in OEF
- **Feb 06** - Total Army Analysis
- **Jul 05** - ARFORGEN Approved
- **Jun 05** – Logistics Functional Area Assessment
- **Dec 04** - Joint Capable Concept of Support Approved
- **Nov 04** - TSC, ESCs, Sust Bde Modular Design Concept Approved

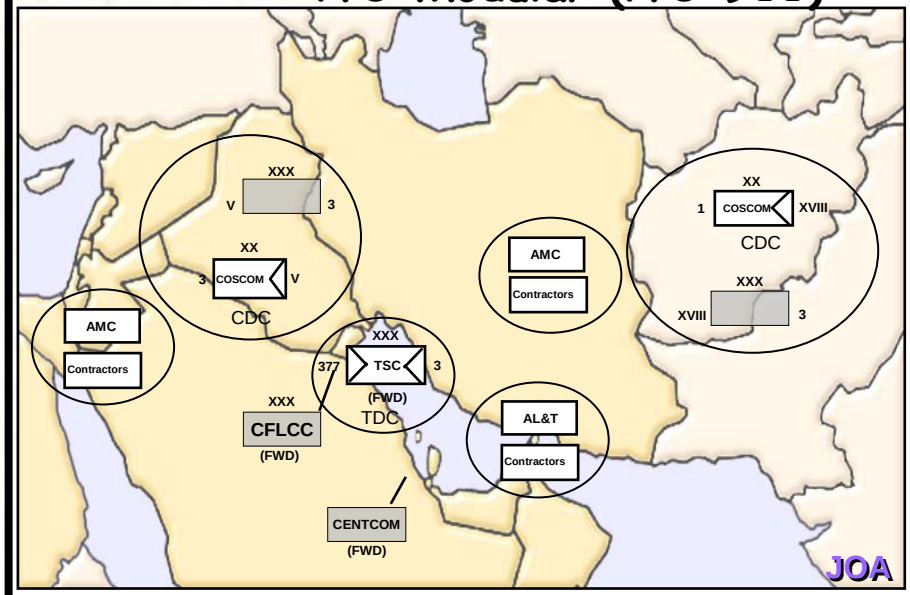
ASC – Army Sustainment Command
AMC – Army Materiel Command
ESC – Expeditionary Sustainment Command
TSC – Theater Sustainment Command

SecArmy Decision
CSA Decision
VCSA Decision

"AMERICA'S ARMY: THE STRENGTH OF THE NATION"

Transforming to Modular Logistics

Pre-Modular (Pre-911)

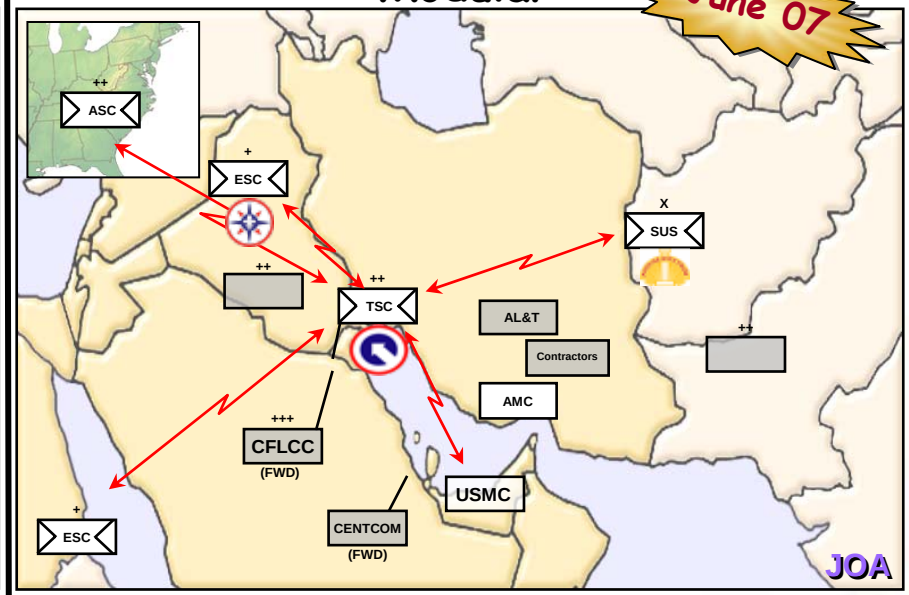


LOG C2

- Fragmented Combat Service Support
- No single log C2 in JOA
- No single E2E distribution manager
- Inter and intra-theater log layered
- Inability to operate in multiple AORs or JOAs
- Limited log connectivity

Modular

June 07



LOG C2

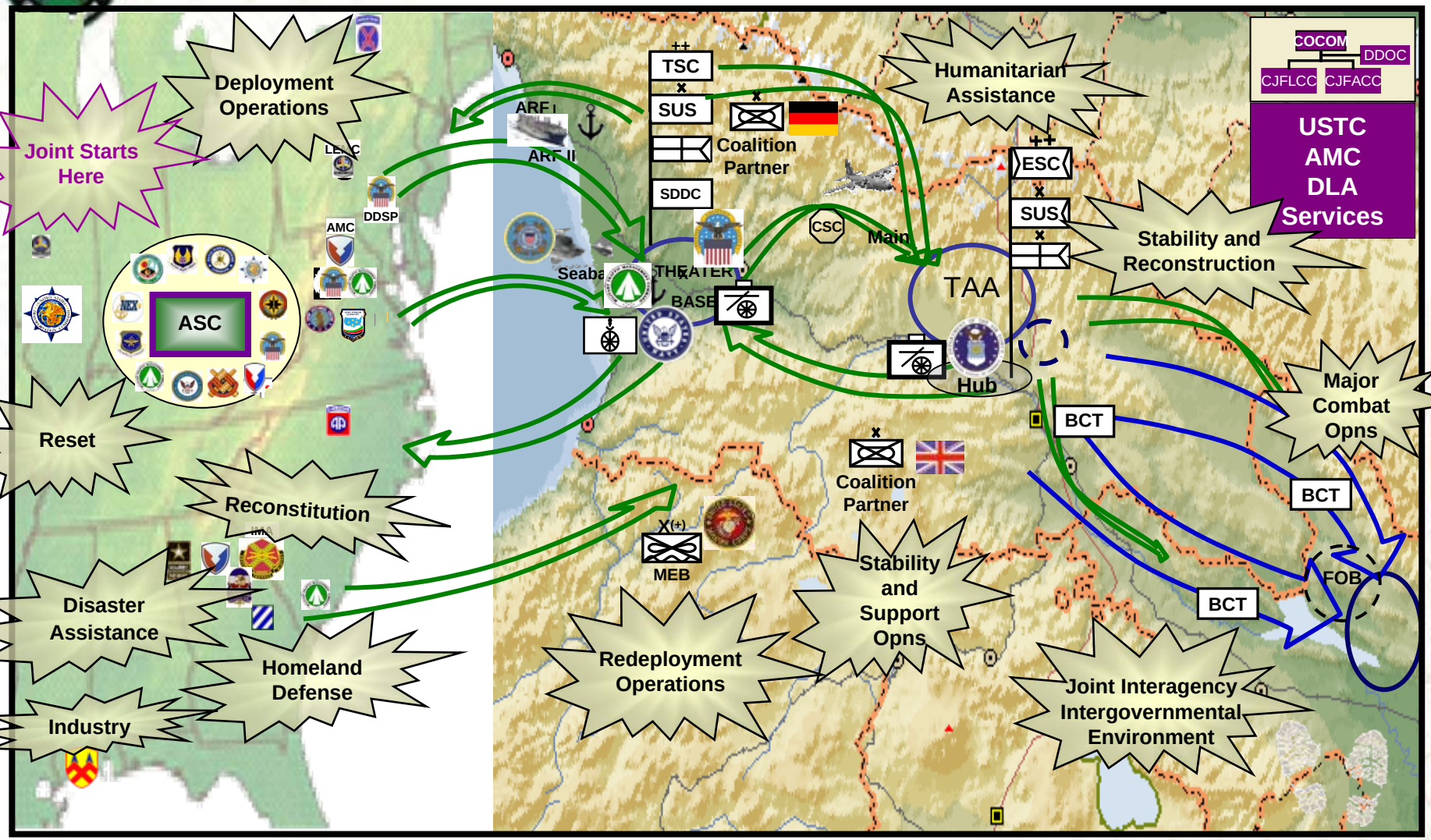
- Single Army log C2 in the JOA
- Single distribution manager
- Leveraging Joint partners
- Ability to operate in multiple AORs or JOAs
- Assured communications

Strategic → **Operational** → **Tactical**

AL&T Acquisition Logistics & Technology
AMC – Army Materiel Command
CENTCOM – Central Command
COSCOM – Corps Support Command
FWD - Forward
JOA – Joint Area of Operations
CDC – Corps Distribution Center
ESC – Expeditionary Support Command
TSC – Theater Sustainment Command
TDC – Theater Distribution Center
SUS – Sustainment
USMC – United States Marine Corps

AMERICA'S ARMY: THE STRENGTH OF THE NATION™

Today's Battle Space….Optimizing Strategic Partners



AMC – Army Materiel Command
BCT – Brigade Combat Team
CJFLCC – Combined Joint Forces Land Component Command
CJFACC – Combined Joint Forces Air Component Command
COCOM – Combatant Command
DDOC – Deployment & Distribution Operations Center
DDSP – Defense Depot Susquehanna, Pennsylvania
DLA – Defense Logistics Agency
ESC – Expeditionary Support Command
MEB – Marine Expeditionary Brigade
TAA – Tactical Assembly Area
TSC – Theater Sustainment Command
USTC – United States Transportation Command
SUS – Sustainment

Non linear, asymmetrical, noncontiguous…2-way, end-to-end

The New Look

OPERATIONS

XXXX Army → XXXX ASCC, OCP

XXX Corps → XXX Corps

XX Div → XX Div

X Bde → X BCT

II MNVR / SPT → II MNVR

LOGISTICS

++ TSC → ++ TSC, ESC

XX COSCOM → ESC

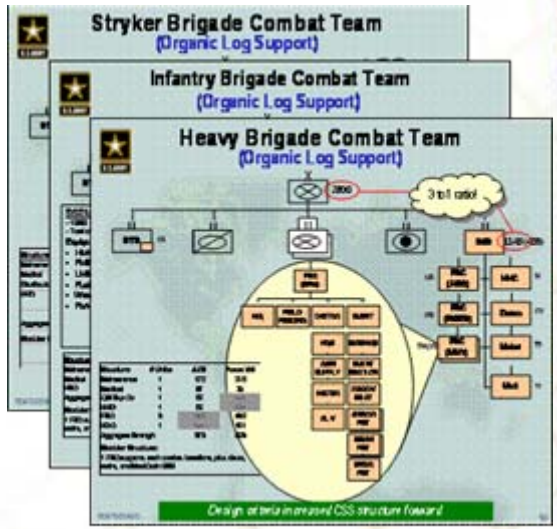
X SUST

X CSG-ASG DISCOM → II BSB

II FSB → I FSC

DS

=

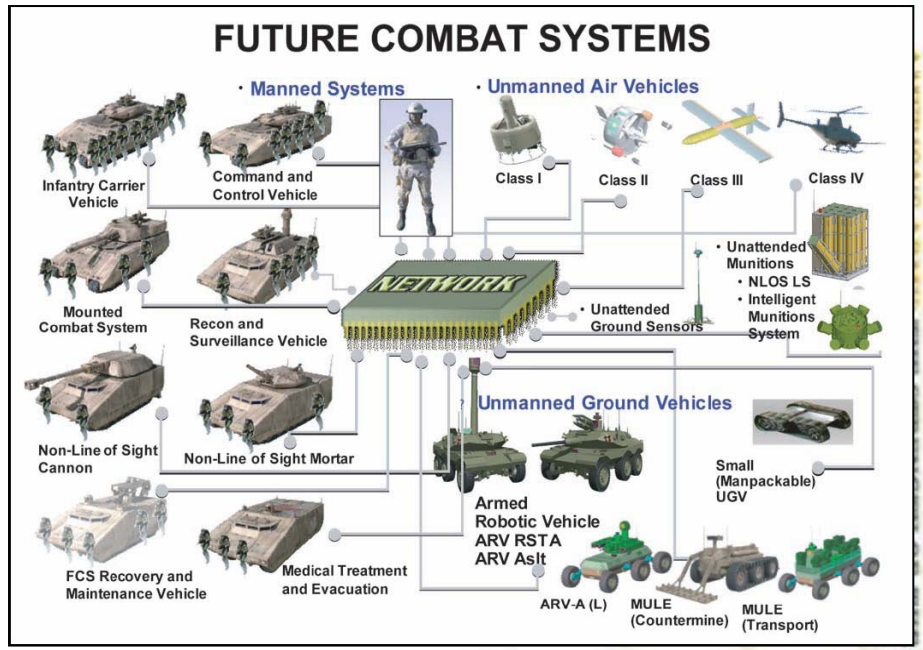


AMERICA'S ARMY: THE STRENGTH OF THE NATION

Business Transformation… Where We Need Your Help

- Increased reliability
- Better fuel efficiency
- Enhanced readiness
- Reduced footprint
- Decrease life cycle time
- Embrace condition based maintenance
- Embed sensors / TAV solutions
- Shoot for commonality of parts
- Create automation systems "For Dummies"

Help drive costs down and performance / readiness up



Successful business transformation is essential to the Army . . .

Recovering from the Perfect Storm

Getting After It…

Operation Total Recall

CORPORATE VALUE
FROM $124B TO $230B

CORPORATE VISIBILITY
FROM 21.8 M TO 3.4B ITEMS VISIBLE

OPERATION TOTAL RECALL PHASE I
20,000 items FOI worth $135M

LOG AUTOMATION FIELDING
86% ULLS-AE FIELDED TO TOE ARMY
50% SAMS-E FIELDED TO TOE ARMY

DATABASE CLEANSING
FROM 872K INVALID ENTRIES TO 0

LOG AUTOMATION FIELDING
32% CAISI FIELDED TO TOE ARMY
32% VSAT FIELDED TO TOE ARMY

CONTAINER MGMT / RETROGRADE
FROM $2M TO $1M IN DETENTION COSTS

PBUSE FIELDING
100% FIELDED TO TOE ARMY
70% FIELDED TO TDA ARMY

CENTRAL ISSUE FACILITIES
FROM $1.5B TO 2.3B VALUE VISIBLE IN CIF-ISM
$430M IN EXCESS USED TO OFFSET NEW BUYS

DEPLOYMENT TIMELINES
FROM 120 DAYS to 50 DAYS for OIF
FROM 120 DAYS to 65 DAYS for OEF

LEAN SIX SIGMA / LOG POLICY
FROM 450 DAYS TO 115 DAYS TO CHANGE POLICY
FROM 24 STEPS TO 10 STEPS

RAPID FIELDING INITIATIVE
FROM 70% TO 100% OF 850K LINS VISIBLE (CIF-ISM / PBUSE)

READINESS - AMC MANAGED LINs
UPDATE SUPPLY POLICY TO CLARIFY SUPPLY CLASS & BUDGET APPROPRIATIONS; IDENTIFIED 3500 LINS FOR REIVEW UNDER NEW POLICY

ARFORGEN – SUBSTITUTE LINS / REGS
FIXING REGULATIONS TO ACCURATELY REFLECT READINESS REPORTING; ELIMINATING INNACURATE REPORTING FOR OBSOLETE EQUIPMENT)

IMPROVING / ON SCHEDULE HOLDING STEADY NOT IMPROVING / NO ACTION TAKEN

AMERICA'S ARMY: THE STRENGTH OF THE NATION

Army Leaders in the 21st Century

"The Pentathlete"

Multi-skilled Leader

- Strategic and creative thinker
- Builder of leaders and teams
- Competent full spectrum warfighter or accomplished professional who supports the Soldier
- Effective in managing, leading, and changing large organizations
- Skilled in governance, statesmanship, and diplomacy
- Understands cultural context, and works effectively across it

U.S.ARMY

Personifies the Warrior Ethos in all aspects, from war fighting to statesmanship to enterprise management ... It's a way of life.

Leader Attributes

- Sets the standard for integrity and character
- Confident and competent decision-maker in uncertain situations:
  - Prudent risk taker
  - Innovative
  - Adaptive
  - Accountable
- Empathetic and always positive
- Professionally educated and dedicated to life-long learning
- Effective communicator

Effectiveness requires a new breed of leader…

Enterprise Leaders

"Pentathlete Logisticians"

Leader Skills

- Skilled at supporting combatant commanders and integrating logistics enterprise capabilities
- Understands and leverages global supply chains
- Fully versed in life cycle management
- Capitalizes on emerging technologies
- Respected resource manager
- Master of international savvy
  - Corporate
  - Economical
  - Military
  - Political
  - Cultural



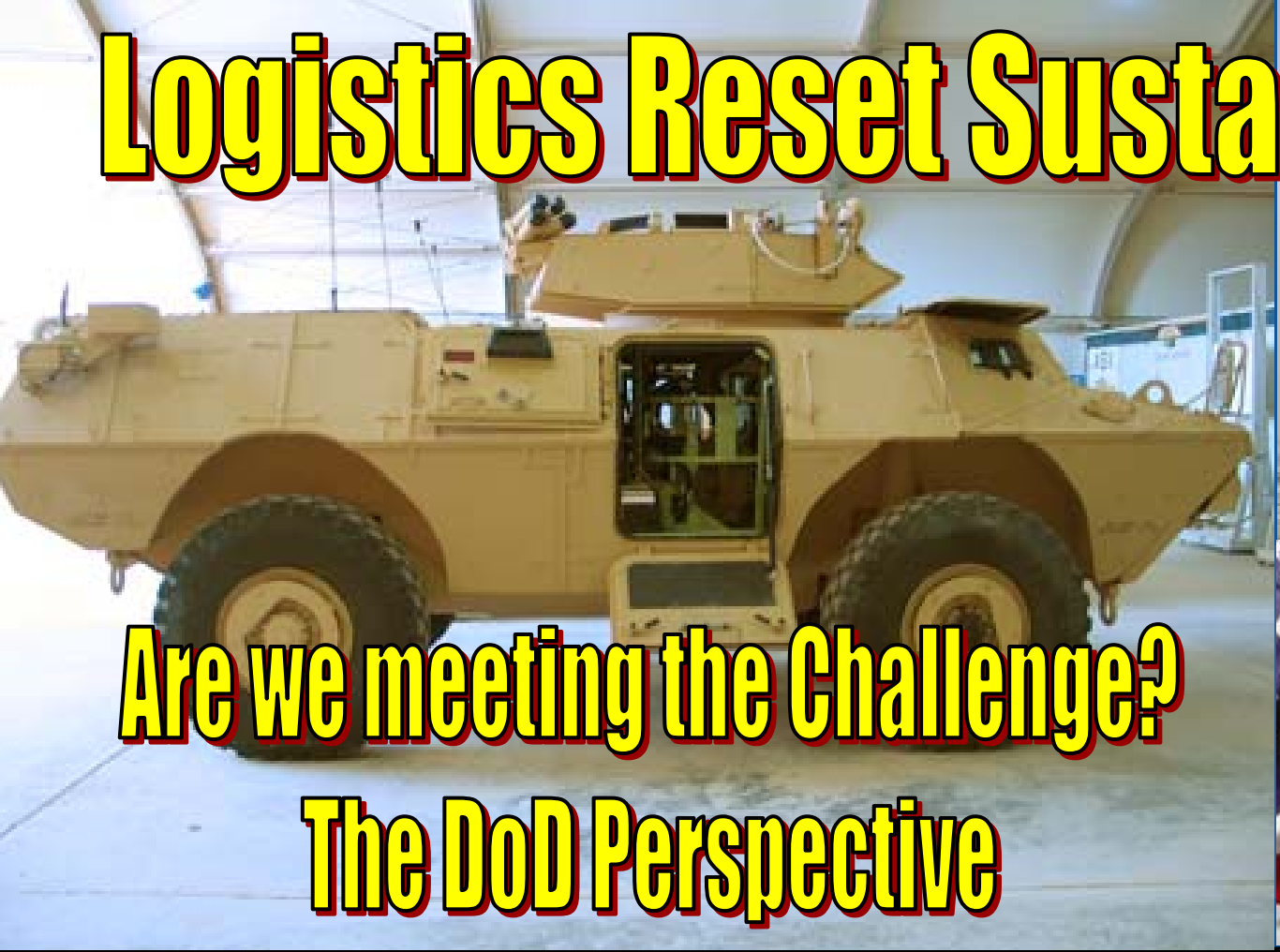
Personifies enterprise leadership… sets strategic goals that deliver a ready Army

Leader Attributes

- Role model for Army values
- Creative and critical thinker
- Effective strategic communicator
- Fosters strategic relationships
- Exceptional business acumen
- Personally accountable

Draft Pre-decisional

Logistics Reset Sustainment







Are we meeting the Challenge?

The DoD Perspective

Alan Estevez | Principal Assistant Deputy Under Secretary of Defense
Logistics & Materiel Readiness

March 12, 2008

Reset Requirements





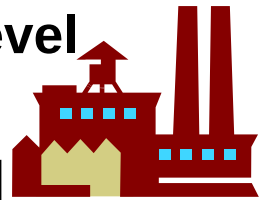


Driven by . . .

- **OP-Tempo**
- **Environment**
- **Battle Damage/Losses**

Defining DoD Reset

Depot-Level



Restoring and enhancing combat capability . . .

Combat Operations













Repair
Rebuild
Replace



Field-Level

Fix/Zero hours-miles

Procure new items

Insert new technology

Units ready for future missions

Costs of Reset

- **Past costs exceed $56B**
  - Army - $38B
  - Marine Corps - $10.9B
  - Navy - $4.3B
  - Air Force – $1.9B



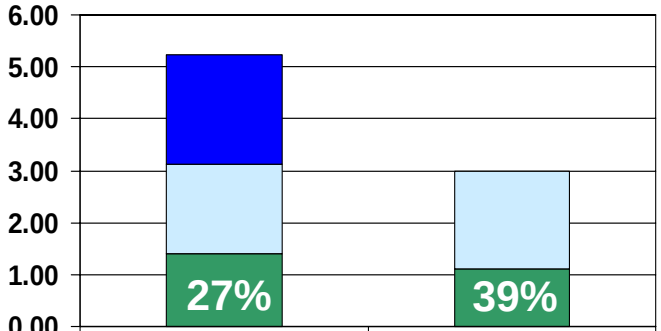
Pending DoD FY 2008 GWOT Supplemental contains $46.4B for Reconstitution requirements: $13.7B has been funded to date

- **Future costs . . .**
  - Army estimates $13+ billion per year required for the foreseeable future
  - Marine Corps estimates annual future funding requirements of $3+ billion
  - Navy assumes three years to complete reset after hostilities end at added cost of $11+ billion

Depot Maintenance
Baseline versus Supplemental Budgets

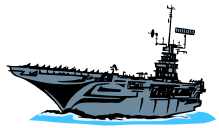
ARMY

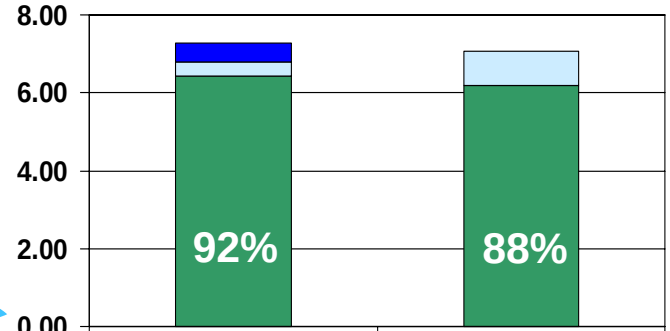




	FY 2008	FY 2009
Supplemental (F)	2.10	
Supplemental (U)	1.72	1.87
Army Baseline	1.40	1.12

NAVY

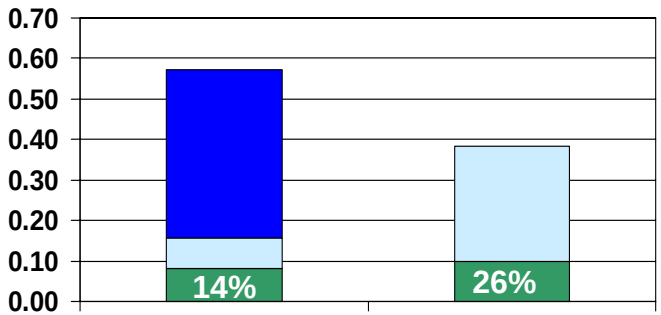




	FY 2008	FY 2009
Supplemental (F)	0.49	
Supplemental (U)	0.35	0.87
Navy Baseline	6.44	6.20

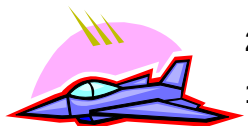
USMC

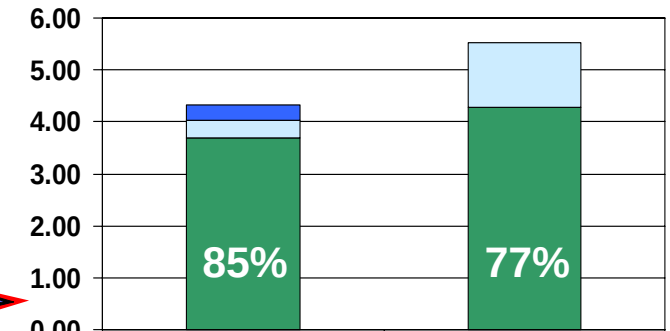




Supplemental (F)	0.42	
Supplemental (U)	0.07	0.29
Marine Corps Baseline	0.08	0.10

USAF





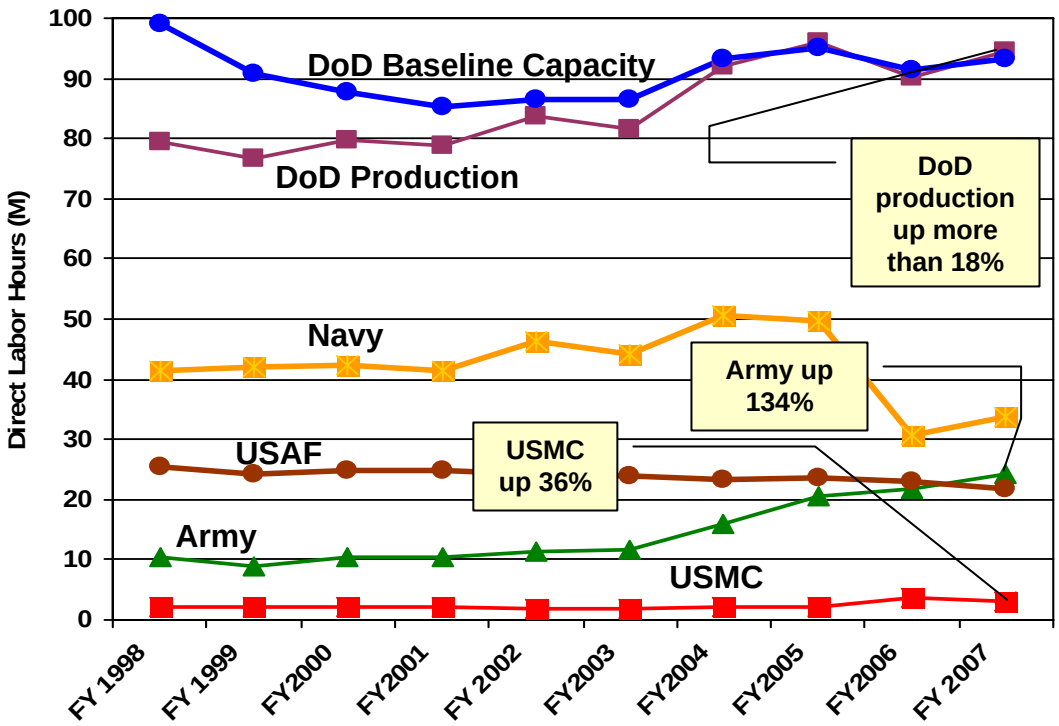
	FY 2008	FY 2009
Supplemental (F)	0.29	
Supplemental (U)	0.35	1.25
Air Force Baseline	3.68	4.28

(F) = Funded; (U) = Unfunded

Reset Depot Maintenance Issues

- **Legislatively mandated "50-50" compliance**
  - Substantial additional workloads into DoD depots;
  - Substantial additional workloads for contractor supported systems
  - Balance Management Required
- **Public Private Partnerships**
  - Provide flexibility and opportunity
  - PPP $ may count on the both sides of 50-50
- **Interservice workload**
  - May be opportunities to improve capacity utilization factors
  - Depot Source of Repair (DSOR) decisions drive opportunities

Production in DoD Maintenance Depots



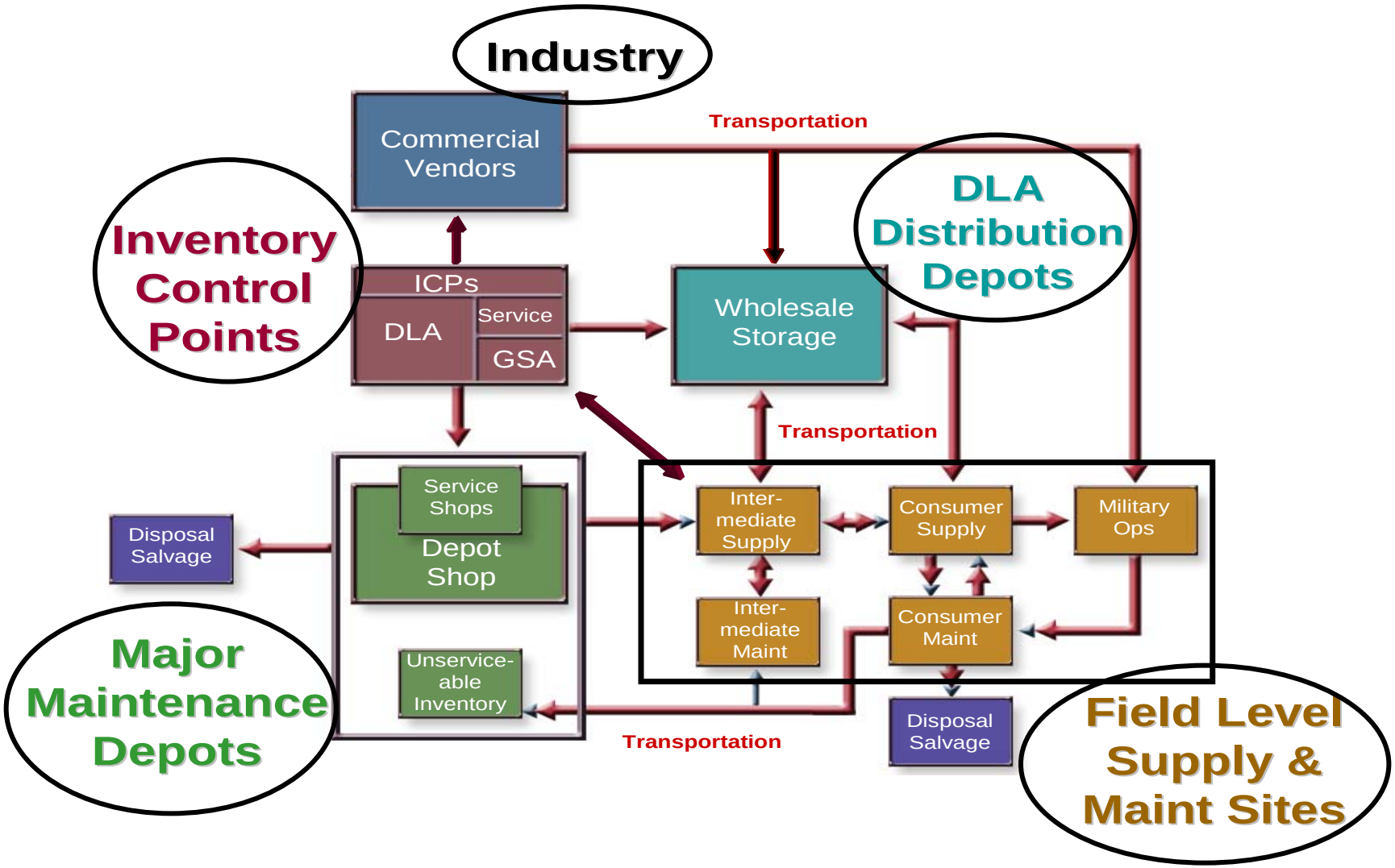
- FY98-02 capacity reduction driven by BRAC 95 closures of major depots
- Major production increases seen beginning in FY04 – driven by Army and USMC
  - Army 24M DLH from 10.3M
  - USMC 3M DLH from 2.2M
- Overall, depots operating at about 101% of capacity, but Army depots at ~115%



Baseline capacity = single-shift, five-day week; FY07 DoD baseline capacity = 93M DLH

Meeting the Reset Challenge

Collaboration + Integration = Success



Questions









Defense Logistics Agency



Enabling Logistics Transformation
...through Enterprise Resource Planning (ERP)

Mr. David J. Falvey
Program Executive Officer
Defense Logistics Agency

DLA's Transformed Business Model

COCOM'S

Connected To Warfighter Demand
- BRAC
- DLA Forward

Single Point of Accountability
- DLA Commands

Standard Processes & Systems

EBS

Enterprise Business System

DSS

Customized Solution
- PBL
- Delivery
- Stock

Low Cost - Value
- Cost Reductions
- Rates

DLA

Service Enterprise Partners

USTC/ DPO

CARRIERS

VENDORS



Strategic Thrusts → ERP objectives

- *Extend the Enterprise*
  - Extend enterprise processes, capabilities, and effects deeper into customer and supplier operations
  - Leverage BRAC to enhance Services business operations
- *Connect Warfighter Demand and Supply*
  - Improve forecast accuracy through collaboration
  - Improve supplier performance and reduce delivery time to the customer through collaborative supply planning and strategic material sourcing
- *Deliver Supply Chain Excellence*
  - Empower and develop the workforce with improved tools and information
  - Implement outcome-oriented performance measures that optimize the cost- to-serve

Benefits Achieved to Date…

Warfighter-focused Improvements

- *Reduced Logistics Response Time*
- *Sustained Supply Availability during wartime operations*
- *Improved customer order notifications*
- *Introduced demand plan accuracy as key performance metric*

Operational Excellence

- *Reduced cost recovery rate*
- *Enabled $500M reductions*
- *Implemented Sales & Operations Planning (S&OP)*
- *Achieved 99.7% system availability … single ERP instance*

Compliance

- *Complied with all DoD Global Information Grid standards*
- *Complied with FFMIA requirements*
- *Provided 100% supply chain interoperability with services*
- *Complied with applicable Joint Task Force (JTF) Global Network Operations (GNO) security requirements*

$18B Business operating in single ERP

5.2M items of supply

11000+ Global Users

Agency - Wide focus as an Enterprise

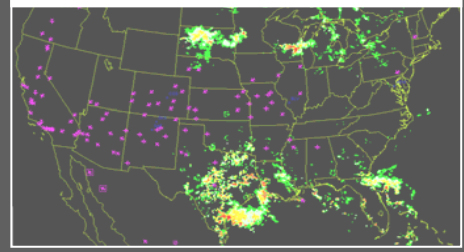
Managed as major acquisition program

USTRANSCOM Defense Support to Civil Authorities (DSCA)

Transportation Engineering Agency
(Highway & Rail Networks)



Federal Aviation Administration
Enhanced Traffic Management System



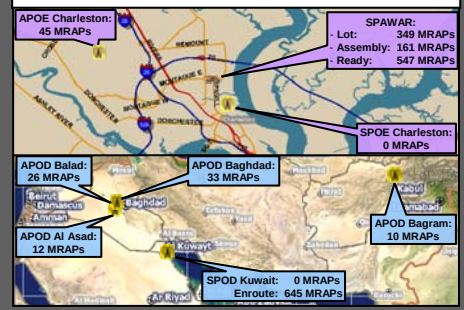
DEF LOG AGENCY

USTRANSCOM

DoD Truck Contracts
(Ammunition Tracking)



Automatic Information Technology



USTRANSCOM Defense Support to Civil Authorities (DSCA)

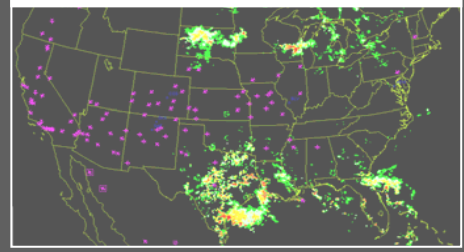
Transportation Engineering Agency (Highway & Rail Networks)



UNIQUE CAPABILITIES

Modular Airborne Fire Fighting
Aeromedical
- Mobile Aeromedical Staging Facility
- Critical Care Air Transport Team
- Aircraft & Aircrews

Federal Aviation Administration Enhanced Traffic Management System



JOINT ENABLERS

NORTHCOM Augmentation
National Capital Region Augmentation
JTF-PO – Surface
JTF-PO – Air
DIRMOBFOR – Surface
DIRMOBFOR – Air

DoD Truck Contracts (Ammunition Tracking)



NORTHCOM DDOC TEAM

National Capital Region

DEFENSE LOGISTICS AGENCY LNO

NATIONAL GUARD BUREAU TEAM

JOINT STAFF LNO

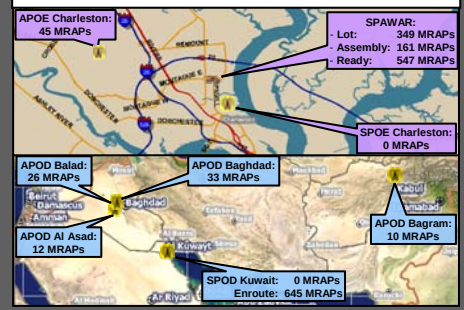
FEMA TEAM

JOINT TASK FORCE PORT OPENING

DIRECTOR OF MOBILITY FORCES - SURF

DIRECTOR OF MOBILITY FORCES - AIR

Automatic Information Technology



Keys to Success

- Common Operating Picture
  - Interoperable systems
  - Common domain
- Common Training
  - Exercise *system* integration
  - Exercise *process* integration
  - Exercise *personnel* integration
- Common Purpose

We provide Capabilities to produce Desired Effects

Defense Acquisition University

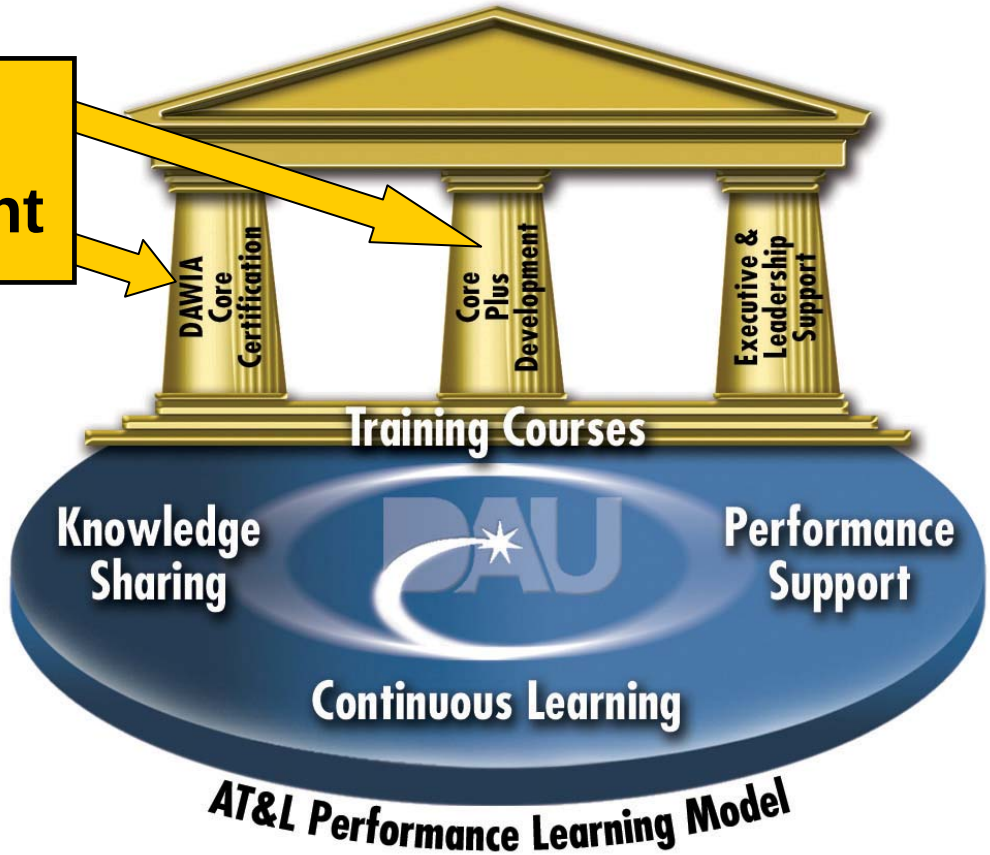
Taking Logistics Workforce Professional Development to the Next Level

Randy Fowler
Defense Acquisition University

March 13, 2008

AT&L Performance Learning Model

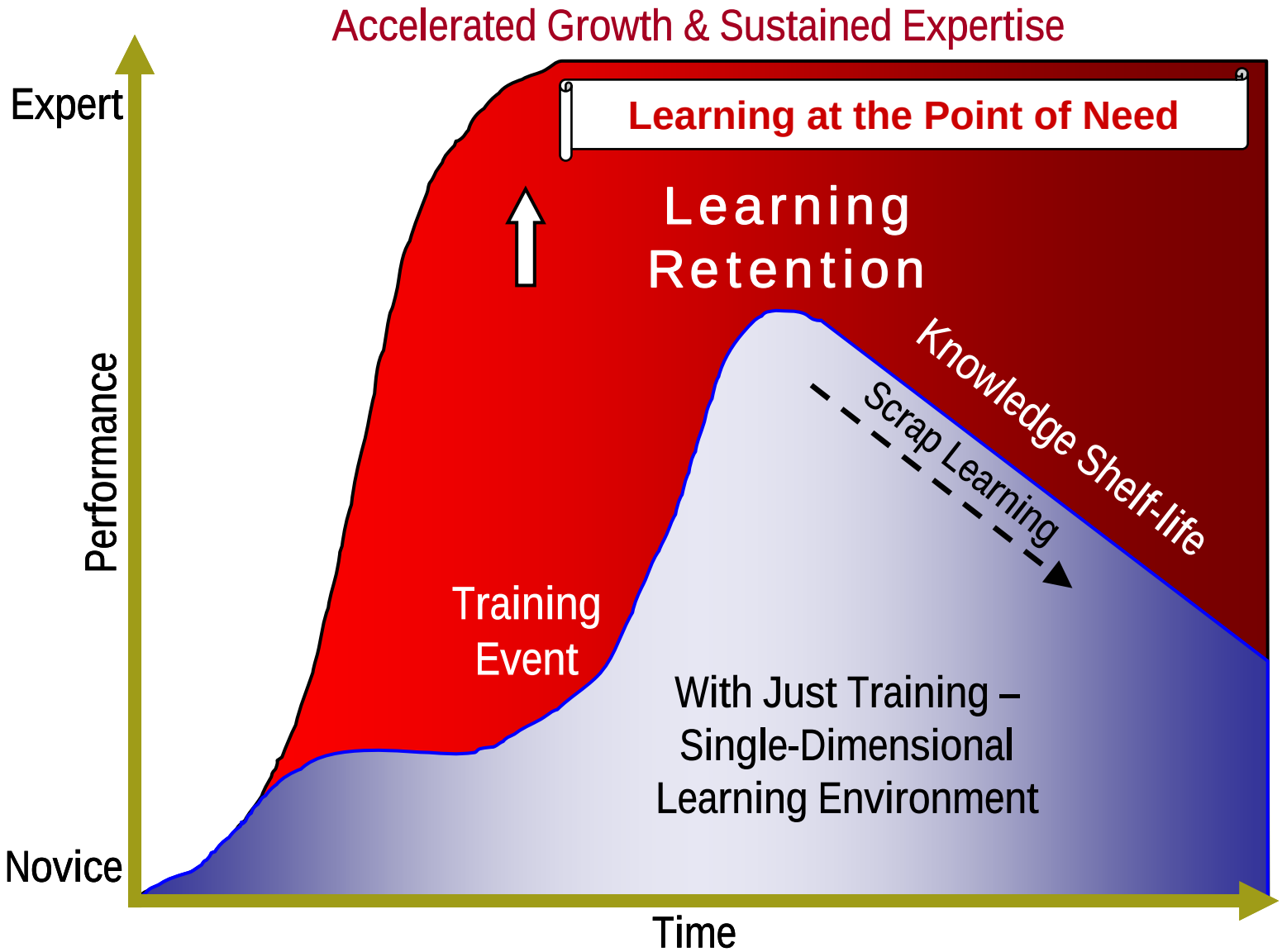
FY 2008 Enhancement



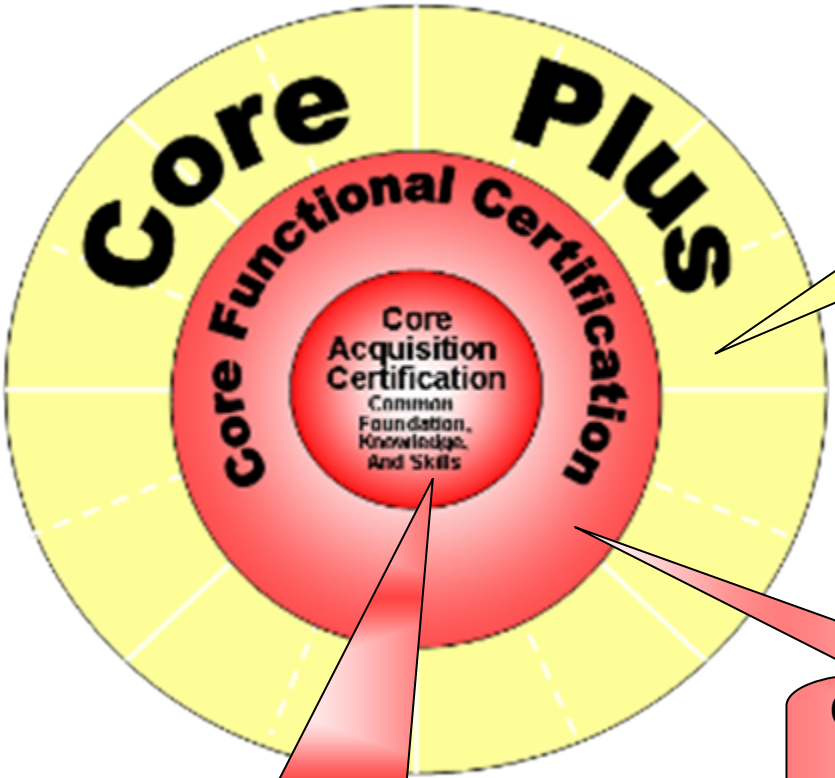
DAU Mission

Provide practitioner training, career management, and services to enable the AT&L community to make smart business decisions and deliver timely and affordable capabilities to the warfighter.

Benefits of AT&L PLM



What is Core Plus?



"Plus" or job competency point-of-need training (frequently CLMs) (tailored to your specific job or assignment)

Core Plus is designed to guide workforce members to additional training beyond what's required for DAWIA certification.

Career Field foundation knowledge and skills (all career field members)

Common acquisition foundation knowledge & skills (all DoD AT&L workforce members)

Core Plus is an enhancement to existing AT&L certification framework, not a replacement!

FY08 Life Cycle Logistics Level I Core Plus Framework Example

Three Level Certification Framework

Distinct Acquisition Logistics & Sustainment Tracks

Acquisition & Functional Core DAWIA Certification Standards – *applies to all career field members*

Tailored Cross-Functional "Plus" Training, Education & Experience Opportunities – *based on the job or assignment*

Life Cycle Logistics (*Entry*) Level I

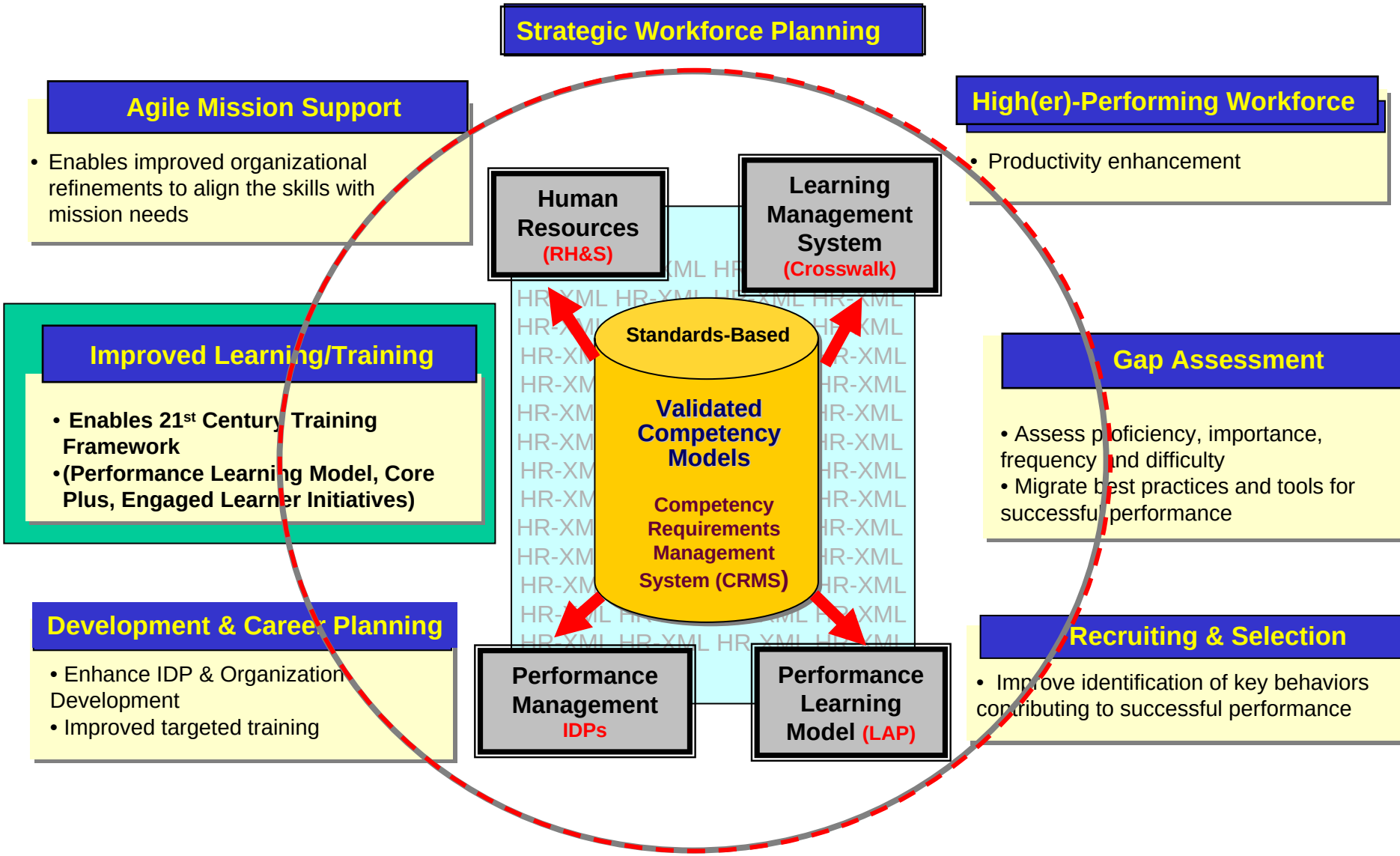
Type of Assignment	Representative Activities
Acquisition Logistics (e.g. Service acquisition organizations IPTs, Program Offices, Life Cycle Management Commands)	• Plans/develops effective and affordable weapons, materiel, or information systems support strategies. • Ensures product support strategies meet program goals for operational effectiveness and readiness. • Ensures supportability requirements consistent with cost, schedule, and performance are addressed. • Plans and develops performance based logistics (PBL) as preferred DoD product support approach. • Ensures integration of all support elements to maximize system deployability, supportability, and mobility.
Sustainment (e.g., Logistics/Materiel Commands/Centers, ICPs, depots, defense agencies)	• Implements effective and affordable weapons, materiel, or information systems support of fielded and/or out of production systems, including obsolescence, modernization/ modification, sustaining engineering, workload allocation, public-private partnerships, supply chain management (SCM), and/or system retirement. • Executes and manages system PBL support strategy, ensuring system performance requirements are met.

Core Certification Standards [1]	
Acquisition Training [2]	• ACQ 101: *Fundamentals of Systems Acquisition Management*
Functional Training [2]	• LOG 101: *Acquisition Logistics Fundamentals* • LOG 102: *Systems Sustainment Management Fundamentals* • CLL 008: *Designing for Supportability in DoD Systems* • CLL 011: *Performance Based Logistics (PBL)*
Education	• Formal education not required for certification
Experience	• 1 year of acquisition and/or sustainment experience in life cycle logistics

Core Plus Development Guide [2]	Type of Assignment	
Training [1]	Acquisition Logistics	Sustainment
BCF 101: *Fundamentals of Cost Analysis* CR	X	
BCF 102: *Earned Value Management*	X	
CON 110: *Mission Support Planning*	X	
CON 111: *Mission Planning Execution*	X	
SYS 101: *SPRDE Fundamentals*	X	
TST 101: *Introduction to Acq Workforce Test & Evaluation*	X	X
CLB 007: *Cost Analysis*	X	X
CLB 009: *Planning, Programming, Budgeting and Execution (PPBE)*	X	X
CLB 012: *Cost as an Independent Variable*	X	
CLC 013: *Performance Based Services Acquisition (PBSA)*	X	
CLC 019: *Leveraging DCMA for Program Success*	X	X
CLC 108: *Strategic Sourcing*		X
CLC 112: *Contractors Accompanying the Force*	X	X
CLE 003: *Technical Reviews*	X	
CLE 015: *Continuous Process Improvement (CPI) Familiarization*	X	X
CLE 301: *Reliability and Maintainability*	X	X
CLL 002: *Defense Logistics Agency (DLA) Support to the Program Manager*	X	X
CLL 006: *Depot Maintenance Partnering*	X	X
CLL 014: *Joint Systems Integrated Support Strategies*	X	X
CLL 017: *Defense Distribution*		X
CLM 032: *Evolutionary Acquisition*	X	X
CLM 021: *Introduction to Reducing Total Ownership Costs (R-TOC)*	X	X
CLM 013: *Work Breakdown Structure (WBS)*	X	
Education		
Baccalaureate Degree in a technical, scientific, or managerial field		
Experience		
2 years of life cycle logistics experience in support of acquisition or sustainment of DoD weapons/ materiel systems		

[1] These Standards list the training, education and experience required for certification at this level.
[2] A "CR" following a course title indicates the course is delivered as resident based instruction.
[3] When preparing your IDP, you and your supervisor should consider the training, education and experience listed in this Core Plus Developmental Guide if not already completed.

Competency Model Applications



Business Model Drives Competencies and Workforce Reshaping

- Materiel Availability KPP and Reliability/Cost KSAs
- Life Cycle Sustainment Outcome Metrics
- Project/sustain the force with minimal footprint
- Implement Performance-Based Logistics (PBL) to compress supply chains and improve readiness
- Seek enabling technologies for transformational logistics and innovative operational concepts

Life Cycle Management Framework



Industry/Government

Partnerships

Buys Performance as a Package



Force Provider

Program Manager

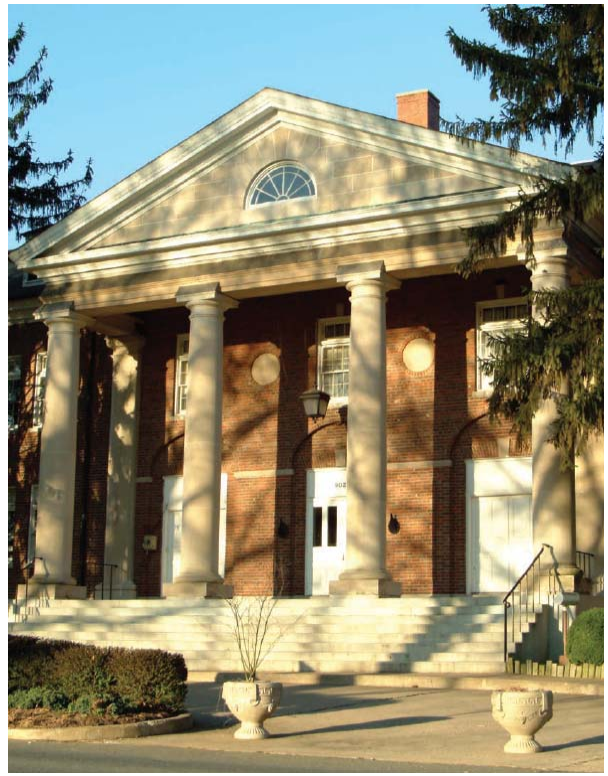


Acquisition *Sustainment*

Life Cycle Logisticians

Summary

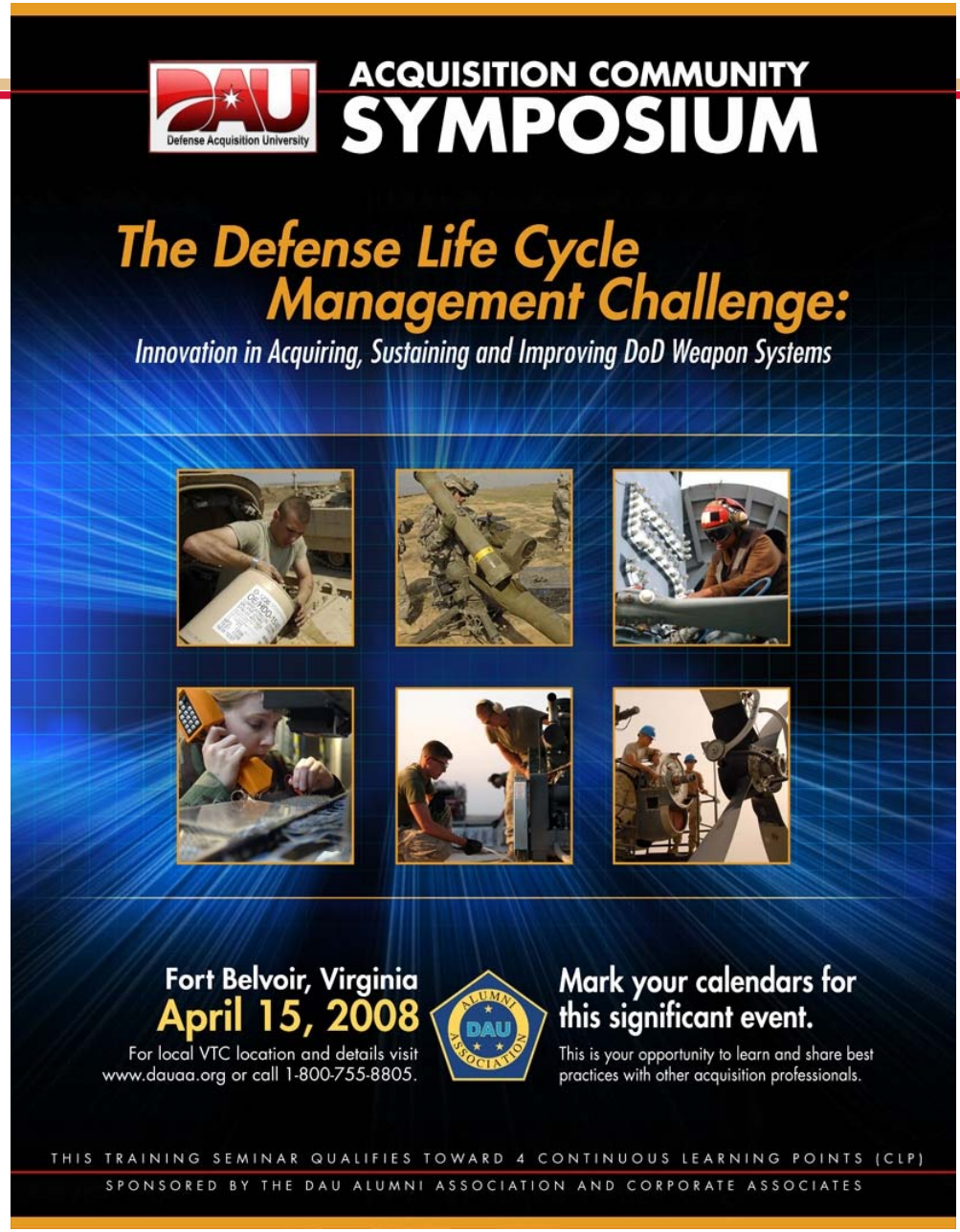
- Full range of targeted learning resources -- when and where the workforce needs them
- Rapidly evolving portfolio of learning assets linked directly to logistics competencies
- Core Plus is next step to learning at the point of need and interdisciplinary integration



Extensive opportunities for AT&L, non-AT&L & Industry workforce to leverage DAU learning resources

APRIL 15, 2008
Near-term opportunity to continue education of future logisticians

"The only thing more troubling than acquisition managers that ignore logistics is logisticians that don't seize the opportunity to influence acquisition outcomes."
- R. Fowler



24th Annual NDIA
National Logistics Conference

Synchronizing Global Defense Logistics: Partners, Performance, and People

13 March 2008

"SYNCHRONIZATION THROUGH PEOPLE"

Shaping the Logistics Profession
DoD Military, Civil Service & Industry

NDIA Human Capital Report

Joe Grosson
Executive Director, Focused Logistics
Lockheed Martin Corporation

Current State

The Logistics Profession Does Not Have:

- **Overall workforce development coherency, in most areas, for meeting future mission needs**
- **An imperative for accredited logistics companies or individuals, nor an institution to establish/measure standards for industry**
- **A recognized accreditation institution to set & measure standards for individuals similar to the engineering, medical or accounting professions**

Current State

- **No clear career path that leads to fully trained and capable logisticians to fulfill requirements for upper and middle management positions**
- **Without industry standards there is a lack of consistency in logistics education and training**
- **Without a clear logistician career path logistics is not the career of choice for college graduates**

Today's complex world requires well trained, experienced cross-functional logisticians

State Changes

- **Logistics is undergoing a paradigm shift to an intelligence based command and control global process and solution set**



- **To meet this shift coherent logistics professional development is needed to:**
  - **motivate and prepare high school graduates to enter a college logistics curriculum**
  - **convince colleges and universities of the need for a current, relevant, and transforming curriculum**
  - **provide a professional segue to either the military or supporting defense industry**



The Fundamental Challenge

- **DoD needs to:**
  - **replenish & retain logistics workforce**
  - **prepare mid and senior level mangers for near and mid term challenges**
  - **excite lower levels and prepare them for future roles.**
  - **Define career paths that facilitate professional logisticians moving into multifaceted jobs, becoming broad based, and prepared for command positions**

The Fundamental Challenge

- **Industry needs to shape and develop it's workforce, as well as retain and train**
- **DoD & Industry must recognize the imperative for the logistics & sustainment communities to have respect and value within the workforce and**
- **Devise ways to maintain knowledge continuity**

Profession Population

- **DoD Military**
- **DoD Civilian**

about 1 Million



- **Industry**
  - **System Primes: *Hundreds of thousands***
  - **Suppliers and Major Vendors: *Million+***
  - **Infrastructure providers/3PLs: *Millions+***

All-encompassing community (acquisition, sustainment, upgrade, Supply Chain, Depot, transportation, …) manages & performs vital tasks that comprise over 70% of total lifecycle cost

Characterizing the Logistics Profession

- There are many communities (as there are segments of the medical profession)
- They range from the highly technical to the operational level
- Knowledges, skills and ability requirements change as professionals move from entry level to management
- Defining mobility paths amongst DoD (military & civilian) and Industry is important

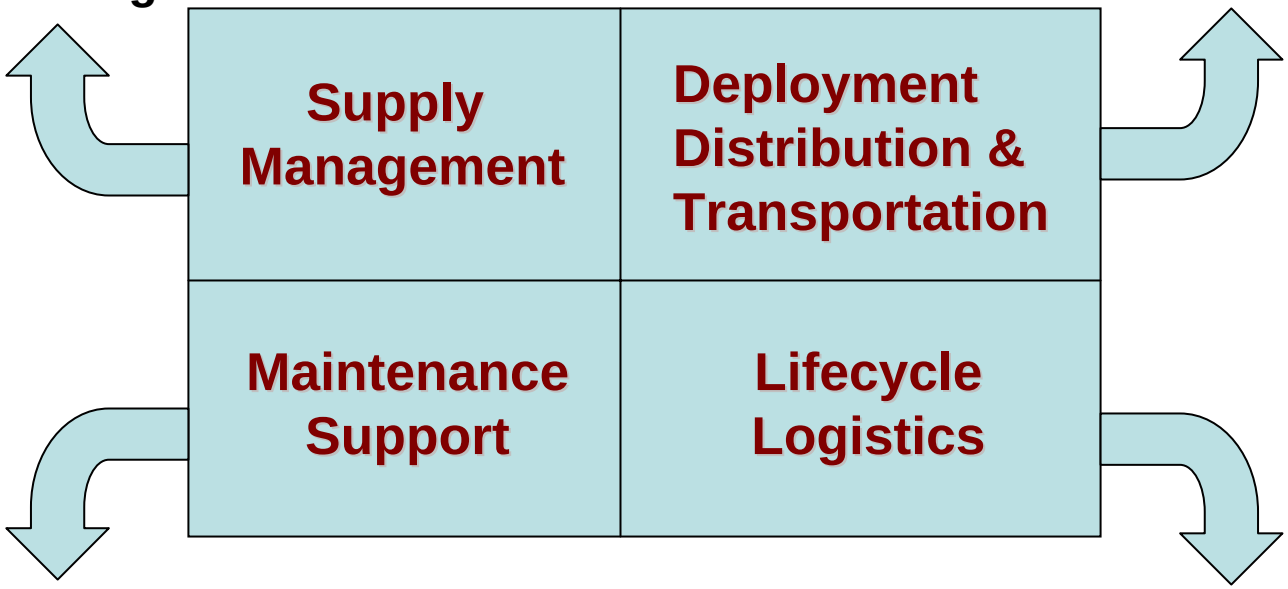




DoD Enterprise Logistician Segments

- Forecasting and Demand Planning
- Supply Planning
- Sourcing
- Inventory Management

- Deployment Planning
- Physical Distribution/Transportation Operations



- Includes planning and executing maintenance, both scheduled and unscheduled, to defense system equipment.

- Logistics Design Influence
- Integrated Logistics Support Planning
- Product Support & Sustainment
- Configuration Management
- Reliability and Maintainability Analysis
- Technical/Product Data Management
- Supportability Analysis

NDIA Logistics Committee
Community Segments & Leaders

- ***Logistician of the Future ~***
  Tony Myers-Burton
- **Technical Management ~**
  Joe Grosson
- **Program Logistics (Life Cycle Logistics) ~**
  Bill Kobren
- **Supply Chain Management ~**
  Irv Varkonyi
- **Logistics Management Information Systems~**
  Pete Eltringham
- **Maintenance Support ~ Not convened**
- **Operational Logistics: Not convened**

NDIA reports available
For Blue Groups

Report Contents

- A “core” Job description for the professional segment:
  - High level definition
  - Duties, responsibilities and performance outcomes ~ early career, mid career, senior career
  - Description that tailors the “core” to each of the workforce segments (DoD Military and Civilian, defense industry)
- Profile of requisite personal attributes: requisite education, experience, foundational core skills and knowledges
- Correlation to the “Logistician of the Future” profile

Group Reports

Major Messages

Logistician of the Future

Vision

The future environment requires professional logistics and sustainment personnel who are "knowledge" managers, well versed in information technology, command and control, decision support, and engineering principles that holistically combine to provide assured mission effectiveness.

Logistician of the Future
Roadmap

- **Define and map attributes for future logistician roles against the career path**
- **Establish an industry recognized Professional Logistics Institution (PLI) to set and measure standards**
- **Large businesses must create explicit demand for accredited professional logisticians**
- **Through PLI work with:**
  - **academia to redesign/implement logistics education**
  - **businesses to redesign training**
- **Implement an active marketing campaign focused on recruiting new high school and college graduates**

Program Logistics
(Life Cycle Logistics)

- **Focused on workforce professional development, training/education, certification, recruitment, and preparation for rapidly evolving and increasingly complex requirements**
- **Linked to several ongoing & existing DoD human capital strategic planning, workforce development and competency management studies**
  - **Substantial correlation between DoD AT&L and Industry workforce competencies**

Program Logistics
(Life Cycle Logistics)

- **Identified seven top level categories of Life Cycle Logistics competencies, with a series of underlying proficiencies:**
  - **Develop and Analyze Logistics Requirements**
  - **Plan and Integrate Logistics Support Elements**
  - **Develop and Implement Logistics/ System Product Support**
  - **Manage & Support Life Cycle Logistics Activities**
  - **Develop, Manage, and/or Support Logistics Budgets, Financial Planning, and Life Cycle Cost Minimization**
  - **Perform & Maintain Optimal Logistics Sustainability & Sustainment Support Planning**
  - **Utilize Principles of Systems Development & Systems/Sustaining Engineering**

- **Identified need for increased emphasis on workforce professional development, enhanced recruiting, training, and growing of logisticians with the unique skill sets to successfully develop and execute product support strategies**

Supply Chain Management

- Supply Chain Management is an evolving discipline dependent on technology advances, changing organizational structures and material movement infrastructure including logistics models. Defining SCM is critical in the implementation of competencies and skills for the DoD logistician.

Supply Chain Management

- Define SCM → DLA, APICS, CSCMP
- Accept multiple models → 3PL's, Outsourcing
- Incorporate existing initiatives → JDDE, HCSP, DLA SCM, Joint Logistics Support
- Competencies defined → Supply, Transportation, Planning, Deployment, etc

Supply Chain Management

- KSA's → Planning, Acquisition, Inventory, Distribution, SC Integration, simulation, Environment and Sustainability, etc
- Adopt certification → DAWIA model, IDB
- Collaborative touch points → Internal, external stakeholders, change management

Technical Management Support

Program Management and Systems Engineering
Competencies, skills, knowledges and abilities that have lifecycle impact of:

- **Overall mission capability**
- **System availability & maintenance strategies**
- **All elements of Total ownership cost**
- **Optimization of system operational effectiveness**

This involves:

- **Holistic overall perspective from a total program view and customer/end-user perspective**
- **System engineering and integration**
- **Functional competency in each element of the engineering trade-space**
- **Spiral development and continuous upgrade**

Logistics Management Information Systems

Correlation to the "Logistician of the Future" profile:

- **Logistics Information Technology will be both the most critical enabler and DIS-enabler for future logisticians in all profiles and disciplines at all levels.**

- **The future technology environment will shape development of the future logistics management information technologist**
  - **Everything networked**
  - **Totally connected environment**
  - **Ubiquitous sensors**
  - **Human-less systems enabled with artificial intelligence**
  - **Decision systems moving through the OODA loop in nano-seconds**
  - **Micro-robotics and satellites**
  - **Nano and bio-technology innovations beyond what can be conceived today**

Logistics Management Information Systems

Logistics is a core capability of all military, civilian government and industry operations. As such, logisticians are entirely dependent upon accurate, time-sensitive information and knowledge to succeed. The complexity of logistics management information systems, networks, data repositories, sensors and presentation technologies demands a highly trained information systems technologist, firmly rooted in knowledge and experience across the spectrum of logistics disciplines in order to ensure interoperability and responsiveness to logistics organizations.

- **Personal attributes that must be possessed, requisite education, experience and foundational core skills and knowledge:**
  - **One foot in information technology and the other in functional logistics capabilities (EX: USTC GTN21, DLA IDE and BSM, DISA GCSS and Global Information Grid)**
  - **Knows where and how to get at actionable logistics information, across services, industry, combatant commands and organizations**
  - **Knows how information is/should be captured, relayed and displayed**
  - **GCSS baseline data requirements and descriptions a good place to start**
  - **Ensure we include evolving technologies (EX: AIT, UID, RFID)**
  - **Knows how LOG IT supports evolving business practices and able to help those processes evolve as IT capabilities evolve (EX: AIT in distribution)**

Recommended Actions

- Complete development of required skills, knowledges, & abilities for each segment
- Design the career development path for each segment as the professional moves from entry level to senior executive
- Align experience, academic training and certifications with career progression, assuring “interoperability” across DoD & Industry domains

Recommended Actions

- **Define the "intersections" ~ career gates ~ to facilitate movement from one segment to the other, and between DoD and industry**
- **Work with academic institutions to *align* and plan curricula leading to degree programs for the profession and segments that satisfy DoD goals**
- **Work with certification organizations to adopt & expand new or existing credentials for the segments, e.g. APICS, SOLE, NSPE ~ to further professional standards for Logistics segments**
- **Work with SEI of Carnegie Mellon to establish Logistics & Sustainment within the Capability Maturity Model Integration (CMMI) thus clearly defining logistics industry standard processes and associated procedures**

Recommended Actions

- **DoD & Industry collaborate to align, to the extent practicable, profession segments, & respective abilities, competencies, skills and knowledges**
- **Unify logistics profession messaging among the military, civil service and academic community**
- **Consider NDIA Logistics Student Chapters**
- **Provide NDIA logistics scholarships**
- **Forge a new future for the log profession with NDIA and DoD working together ~ Let our reports be a catalyst for change, not a study that ages on the shelf**

How we proceed:
Who, What, When and How
Should frame the discussion for this final day

The Vision

An unambiguous respected logistics profession

Comprised of well educated, trained and certified professionals in association with accredited companies

Delivering high quality and effective logistics capability to assure warfighting success

- Prepared by Joe Grosson, Executive Director, Focused Logistics

  Lockheed Martin Corporation

  Joseph.Grosson@LMCO.Com

  703-401-3747

DoD Logistics

Human Capital Strategy (HCS)



Jim Hall

Assistant Deputy Under Secretary of Defense

Logistics Plans and Studies

March 13, 2008

The DoD Logistics Human Capital vision is a multi-faceted logistics workforce that will succeed in a Joint operating environment.



Benefits of a High Performing, Agile and Ethical Workforce

Individual	Cross-functional development for more flexibility and growth
Services & Agencies	A DoD enterprise system to identify & utilize the desired competencies to meet mission needs
Total Force	Logistics synergy to provide capabilities for current and emerging mission requirements

Outcomes of a Competency-Based Enterprise Logistics Workforce

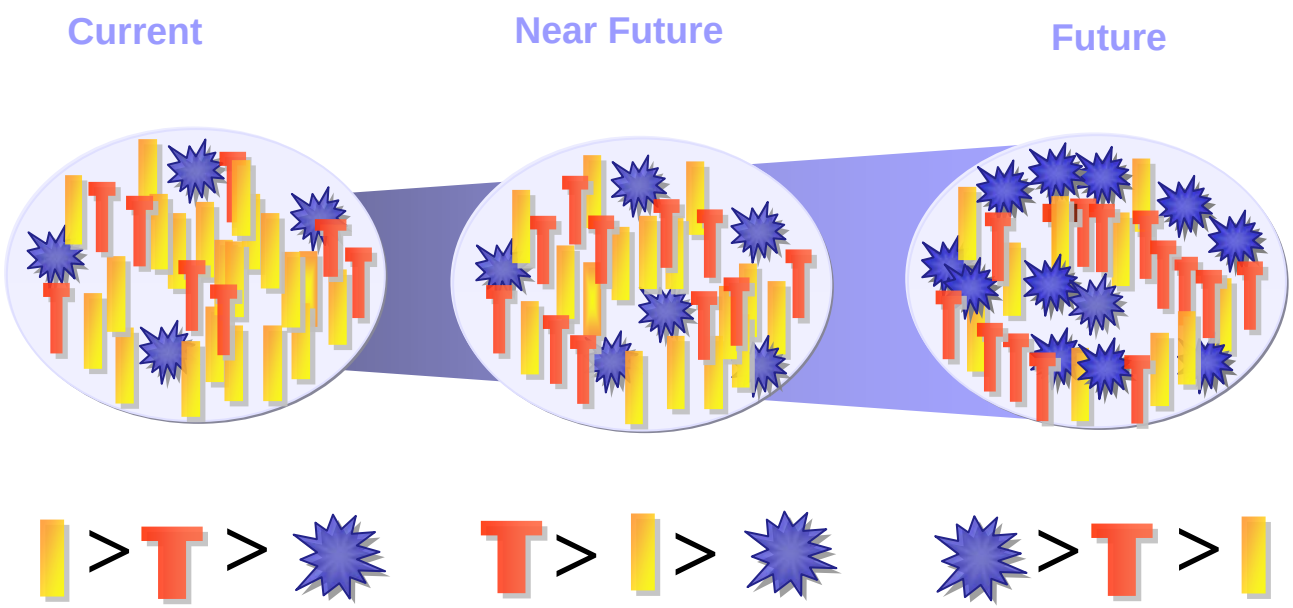
- Empowers a mobile workforce for flexibility to support future requirements
- Sustains the knowledge base
- Optimizes enterprise resources
- Provides consistent expectations and application of competencies and skills requirements
- Defines a common lexicon for communication across logistics workforce

The right mix capabilities for DoD Logistics is essential

"I" People – Deep knowledge, narrow expertise in functional segment, with limited knowledge of other functional segments or fields

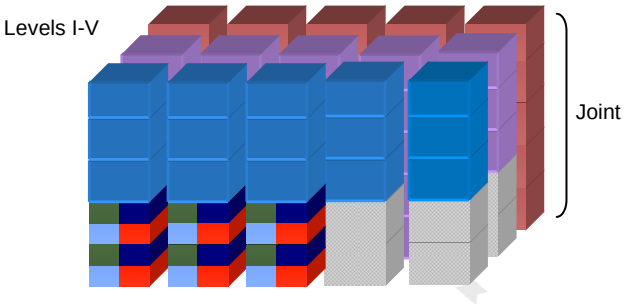
"T" People – Broader knowledge across a field, possibly with depth in some but not all logistics segments; some knowledge of business or other fields; some development assignments and training.

Enterprise Logistician – Multi-faceted logistician with expertise in many segments and knowledge of the logistics process end-to-end; business education; executive training; industry, multi-component experience.

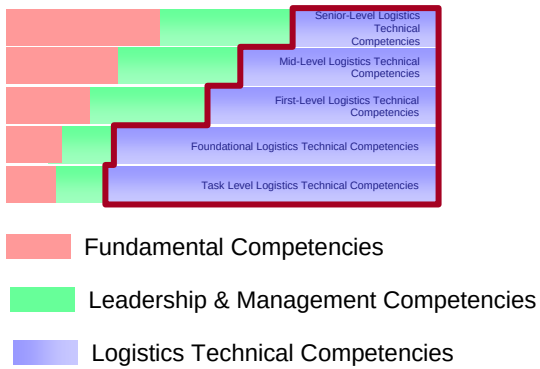


Six elements will contribute to success

Logistics Career Roadmap



Logistics Competencies



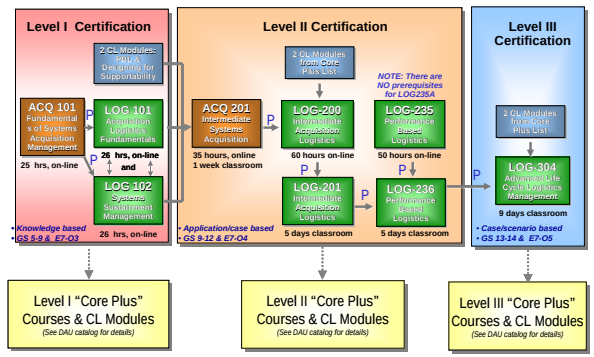
Education, Training, Collaboration and Developmental Assignments

& others

Logistics Career Development Framework

Name & Contact Information	
Name:	John Smith
Serial number:	2D4981
Manager:	Julie Doe
Workforce Category Levels	
Supply Management	4
Deployment/Distribution/Transportation	2
Maintenance Support	1
Life Cycle Logistics	2
Fundamental Competencies	
Public Service Motivation	Experienced
Continual Learning	Experienced
Oral Communication	Foundation
Written Communication	Experienced

Certificate/Certification Program



Logistics Executive Steering Group (ESG)

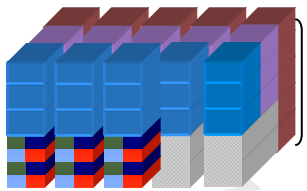


These elements will serve as a resource for the Services' Logistics Human Capital Efforts.

Service Human Capital Efforts

Coordination of Efforts & Information

Logistics Career Roadmap

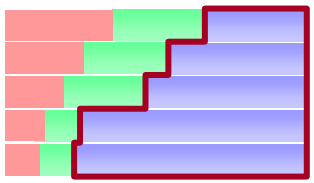


Workforce Categories

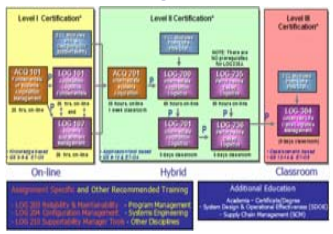
Logistics Career Development Framework



Logistics Competencies



Certificate/Certification Program



Education, Training, Collaboration and Developmental Assignments

& others

Logistics Executive Steering Group (ESG)

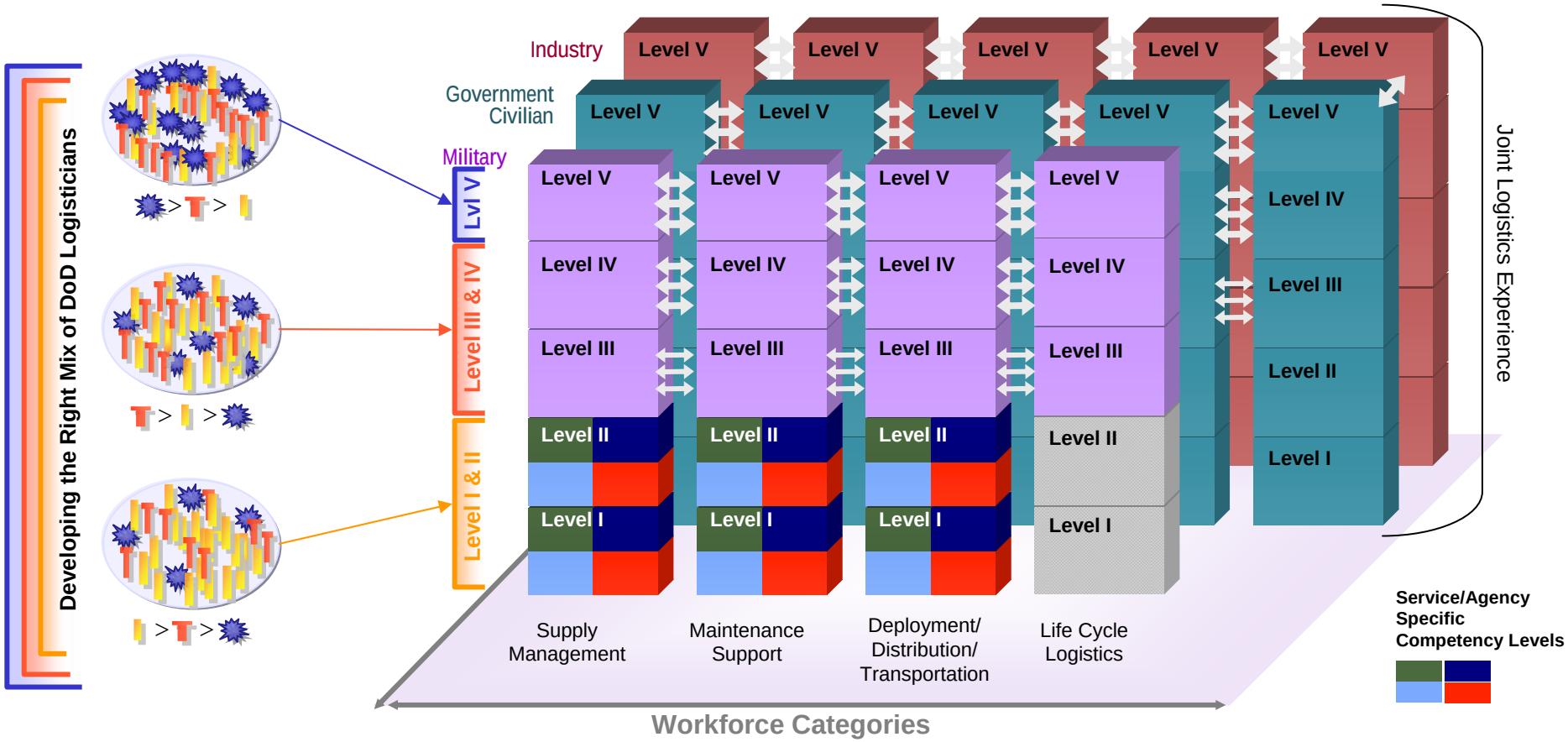


Leverage Competencies & other Outputs

Competencies have been coordinated / integrated with other logistics human capital efforts

DoD Logistics Human Capital Effort	OPR	Common Characteristics	Distinct Characteristics
Services & Agencies — Civilian Logistics	OSD	**Logistician Competency Profiles** - Supply Management - Maintenance Support - Deployment/Distribution/ Transportation **Logistics Career Development Framework** **Raising the esteem of the defense logistics profession**	**DoD Logistician Competency Profiles** **Guidance and joint logistics perspectives for logistics education and training** **Industry Logistician Competencies** –Logistician of Future –Logistics IT
Joint Staff — Joint Logistician	Joint Staff & COCOMs		
Industry & Academia — NDIA, PAU, Various Academia — Multiple Industry & Academic Partners	Industry and Academic Team		

Logistics Career Development Roadmap will enable the Development of the Right Mix of DoD Logisticians



"I" People – Deep knowledge, narrow expertise in functional field; limited knowledge of other fields

"T" People – Broader knowledge across a field, with depth in some but not all logistics fields

Enterprise Logistician – Multi-faceted logistician with expertise in many fields and end-to-end logistics process

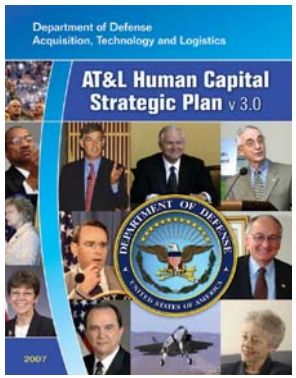
The QDR vision is becoming reality

2006 | 2007 | 2008 | 2009 +



Quadrennial Defense Review (QDR)

- Competency-Based Planning
- Performance-Based Management
- Opportunities for Personal Growth



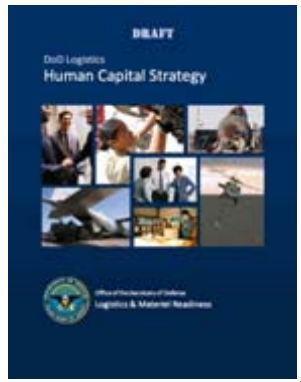
AT&L Human Capital Strategic Plan

- Goal 1: High Performing, Agile and Ethical Workforce
- Goal 4: Cost-Effective Joint Logistics Support for the Warfighter



DoD Logistics Human Capital Challenges

- Future Logistics Trends Assessed
- Logistics Workforce Categories Defined



DoD Logistics Human Capital Strategy

- Human Capital Vision Created
- Logistics Competencies Defined
- Logistics Proficiencies Specified

DoD Logistics Career Development Framework

- Education, Training, and Developmental Assignments – Identify, Assess Gaps, Develop database
- Logistics Career Development Framework (LCDF) Assessment Process - Develop
- LCDF – Identify Pilot Organization(s) and Develop Pilot Implementation Plan

DoD Logistics HCS Pilot Implementation and Certificate Program

- LDCF - Implement across DoD Logistics Community
- Certificate / Certification Program - Develop

People are our priority

A **P**rofessional Logistics Career Development Framework

to **E**nable

the **O**ptimization

of **P**eople

& the **L**ogistics

Enterprise



RADM Mark D. Harnitchek
USTRANSCOM J5/4

13 March 2008

What I learned and what Joint Logisticians need to know

- ***Logistics is a systems of systems…everything is connected to everything else***
- ***Big "L" Logistics…not a system that operates itself…but it can be operated***
- ***Distribution planning & execution…need to get better***
- ***Metrics…measuring the "right thing"…success defined by the customer***
- ***Logistics unity of command is important…logistics unity of effort is vital***
- ***"Math" know how and analytical thinking is critical***
- ***Logistics expertise…lots of variability among the services***
- ***Training and education…knowing what you need to know and how to think***
- ***Big dependence on contractors***
- ***Great In-transit Visibility…no "iron mountains"…real time data allows real-time analysis & process improvement***
- ***Theater logistics…already very joint..***

USTRANSCOM JDDE Competency Model

Supply

- Supplier Selection and Negotiation
- Supplier Relationship Management
- Sourcing & Procurement Strategy
- Inventory Planning
- Inventory Management
- Material Disposition (Disposal, Reclamation, Recycling, Repair)
- Return/Retrograde

Transportation

- Distribution Network Analysis
- Carrier Negotiation, Contract Management and Adjustment
- Inbound/Outbound Transportation Management
- Transportation Planning
- Transportation Marketplace Knowledge

Planning

- Demand Forecasting
- Network Optimization in Planning
- Requirements Planning (Deployment)
- Sustainment Planning
- Distribution Requirements Planning (DRP)
- Adaptive Planning

Deployment & Sustainment Optimization

- Movement Requirement Forecasting
- Materiel Management/Readiness
- Transportation Mode Selection
- Contracting

Joint Process & Systems Integration

- Joint Deployment & Distribution Architecture (JDDA)
- Distribution Portfolio Management (DPfM)
- End-to-End Analysis (Supply-Transportation-Theater Distribution)
- Joint Capabilities Integration & Development System (JCIDS)
- In-transit Visibility (ITV)/Asset Visibility

Regional COCOM Strategy & Interoperability

- Joint Theater Logistics
- Host Nation Support
- Coalition Operations

Organizational Relationships

- Multinational Relationship Management
- Service-to-Service Interoperability
- Joint Deployment and Distribution Enterprise Relationship Management

Joint Deployment & Distribution Leadership

- Risk Management
- Understanding of Organizations, Cultures, Individuals
- Joint Leadership
- Deployment and Distribution Strategy

Measures and Performance Management

- Supply Chain Performance Management
- Key Performance Metrics
- Budget Administration
- Financial Relationship Management



24th ANNUAL NATIONAL LOGISTICS CONFERENCE & EXHIBITION

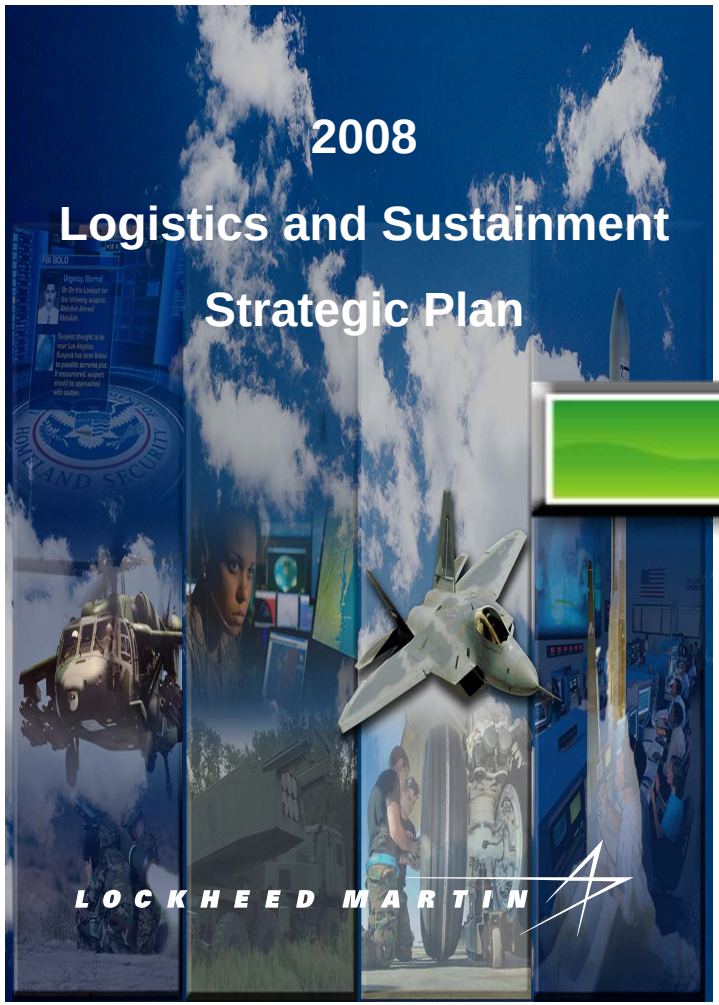
Logistics & Sustainment Human Capital Program

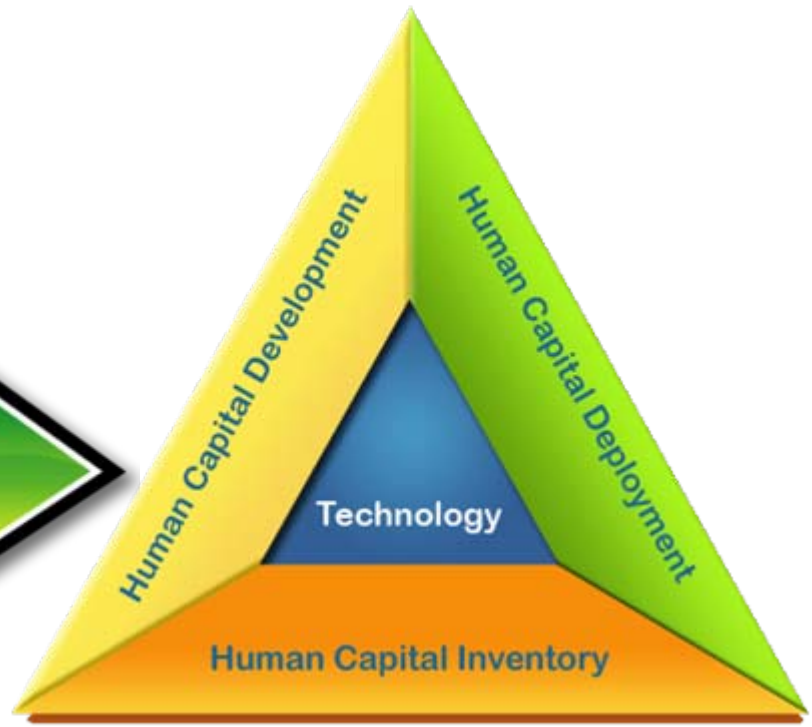
March 13, 2008

LOCKHEED MARTIN

Patrice Jackson
Senior Manager, Logistics & Sustainment

Partnering with Our Customers to Provide Best-in-Class Outcomes for the War Fighter



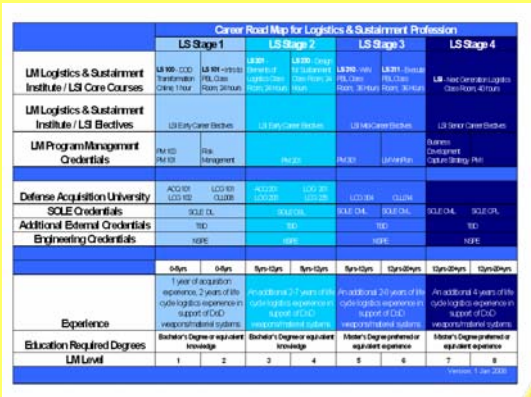


Building and retaining a best-in-class Logistics and Sustainment workforce is a critical part of our strategy to support the war fighter.

L&S Human Capital Strategy Closely Aligned with Customers

L&S Career Roadmap

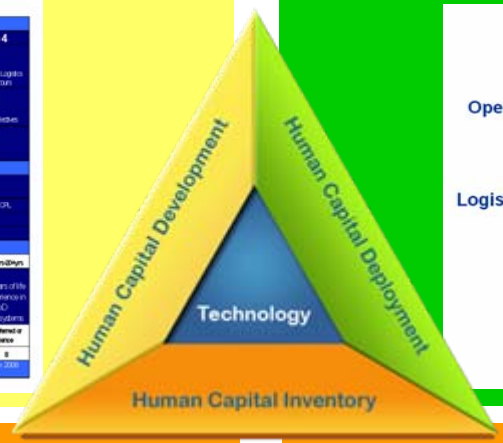
√ Four Stage Development Path



L&S Development Assignments

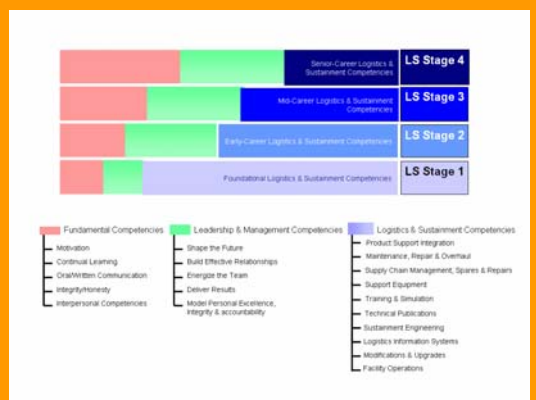
√ Targeted Deployment for Performance





Best-in-Class Workforce

√ Consistent Expectations of Competencies



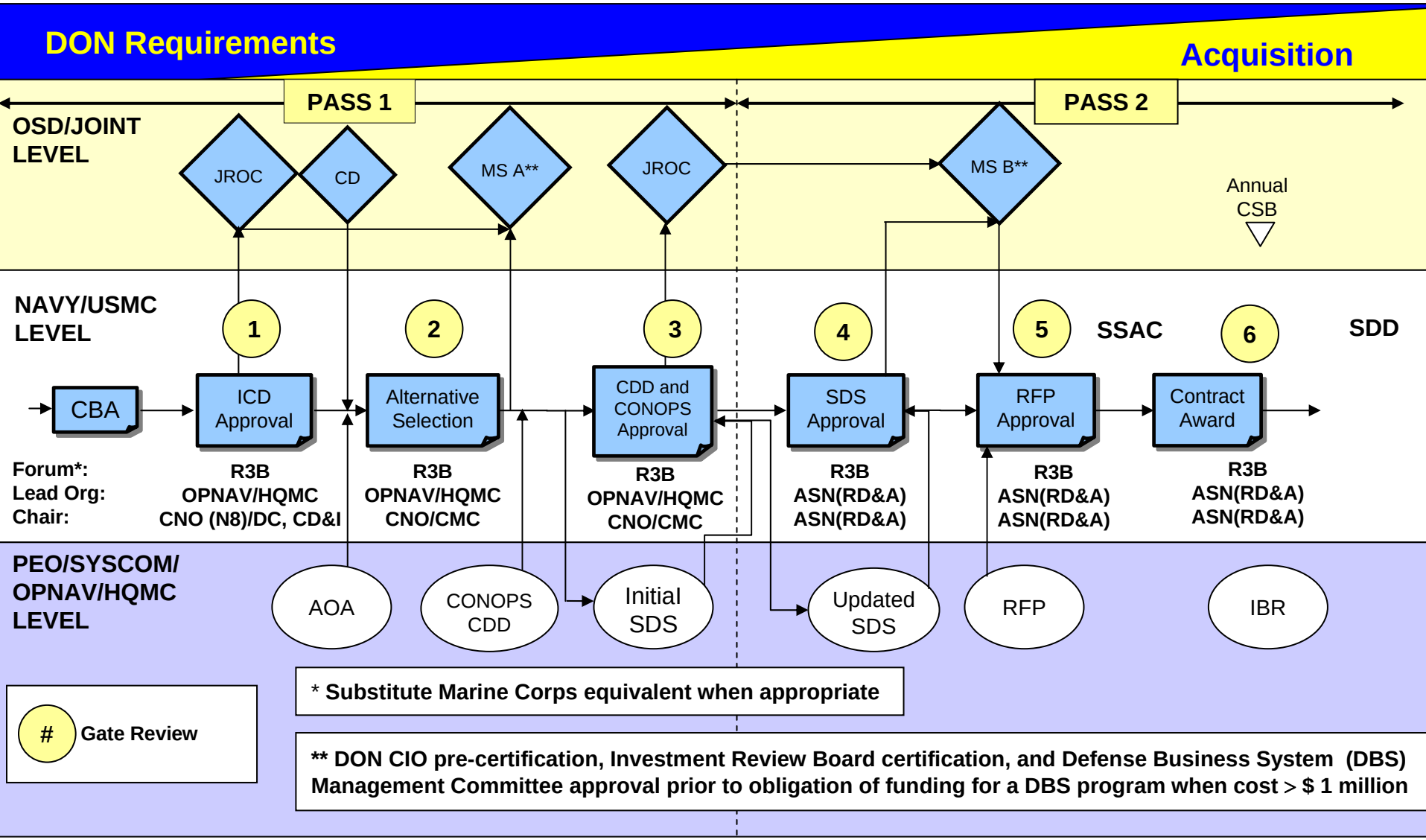
Collaborative Learning Network

√ L&S Sharing Across the Enterprise





DON Requirements/Acquisition Two-Pass/Six-Gate Process with Phase Development of System Design Specification (illustrated example for program initiation at Milestone B)



Last Update: 9 JAN 08

NDIA Logistics Conference

Joint Operational Logistics— Seamless Logistics? View from the Operational Commander

RADM Mike Lyden
Director, Supply, Ordnance & Logistics Operations Division (OPNAV N41)

Strategic Perspective…

Unified Action:

The ***synchronization***, ***coordination***, and ***integration*** of Joint, Single-Service, and Multinational operations with the operations of other USG agencies, NGOs, and IGOs, and the private sector ***to achieve unity of effort***.

Unity of Effort:

Coordination and ***cooperation*** toward ***common objectives***, even if the participants are ***not necessarily part of the same command*** or organization - the product of successful unified action.

JP 1, Doctrine for the Armed Forces of the United States, 14 May 2007

How can we achieve *Unity of Effort* absent *Unity of Command*?

COCOM's Logistics Concept

Although the Service component commanders provide logistics resources…

The COCOMs are responsible for ensuring the overall plan for using these resources supports their theater concept of operations.

JP 4, Chap IV

UNCLASSIFIED

Joint Theater Logistics

Definition…

- **Sharing of Service logistics resources to enhance synergy and reduce both redundancies and costs**

Challenges…

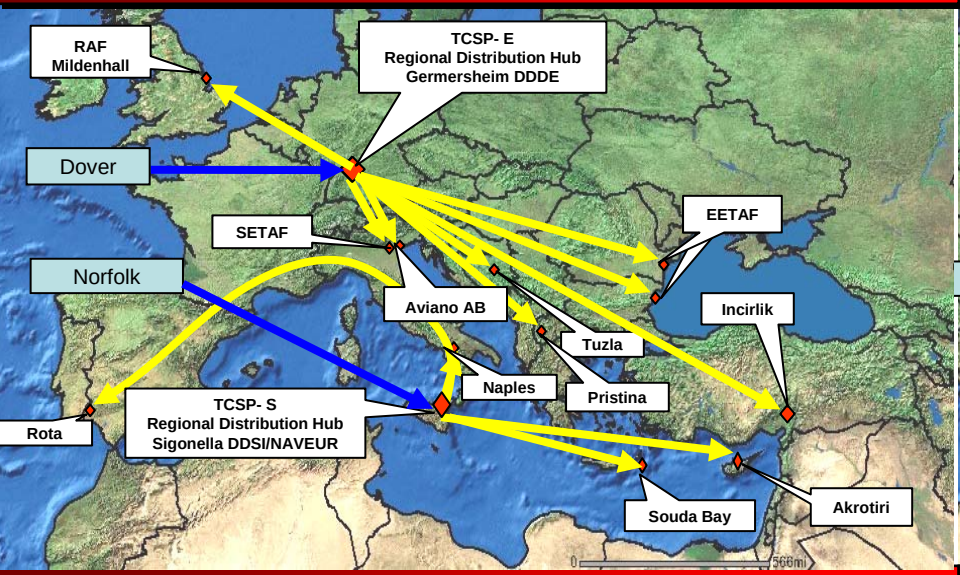
- **Overlaps, excess capacity, rice bowls**
- **Multiple solutions in play in DoD**

EUCOM JTL Initiatives

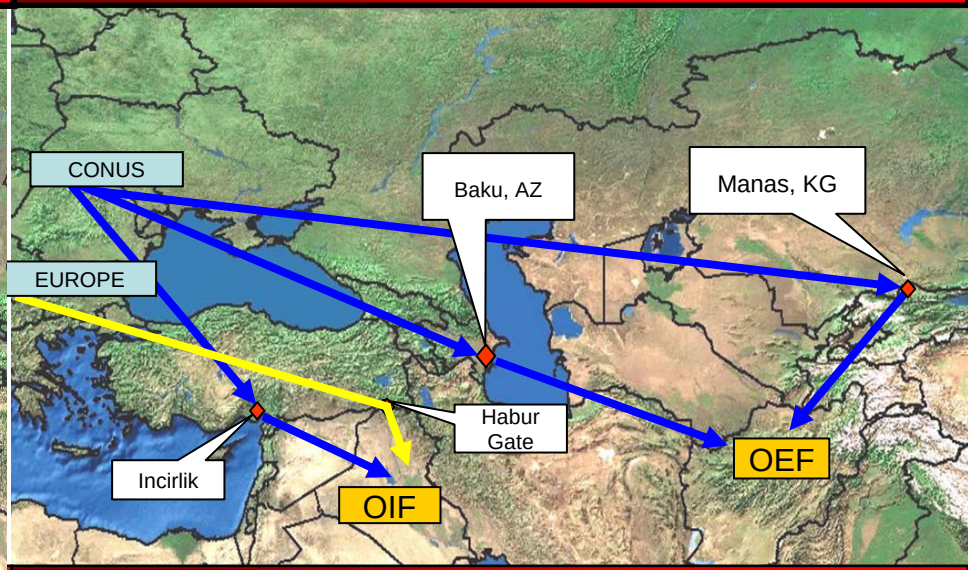
- Link tactical CSS to theater-wide log C2
  - EUCOM Deployment & Distribution Ops Center
- Develop AOR-wide adaptive logistics network
  - Channels (LOCs), nodes, capabilities, visibility
- Joint deployable log capability
  - Established relationships & structure
- Big "J" Logistics Integration

AOR-wide adaptive logistics network

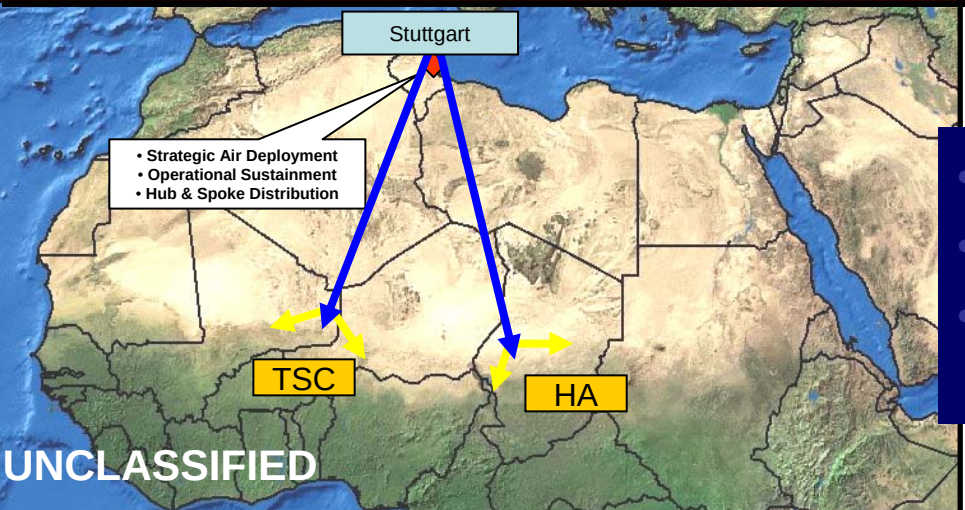
European Network



Eurasian Corridor



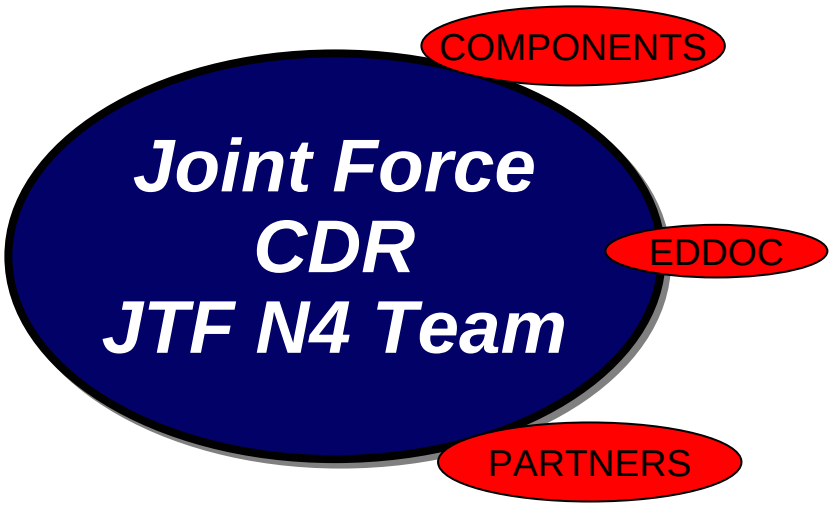
African Network



EUCOM LOG NETWORK OBJECTIVES

- Eliminate Risk of Single Point Failures
- Optimize Joint Distribution Capabilities
- Capture Capability

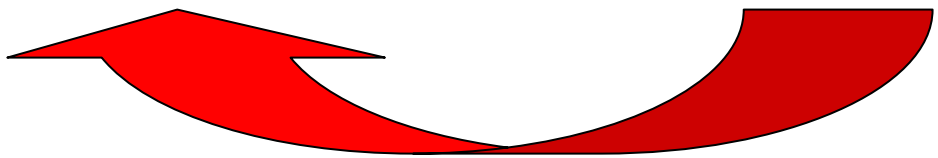
Joint, Deployable Log Capabilty
Joint teaming



Virtual Log Leadership Team

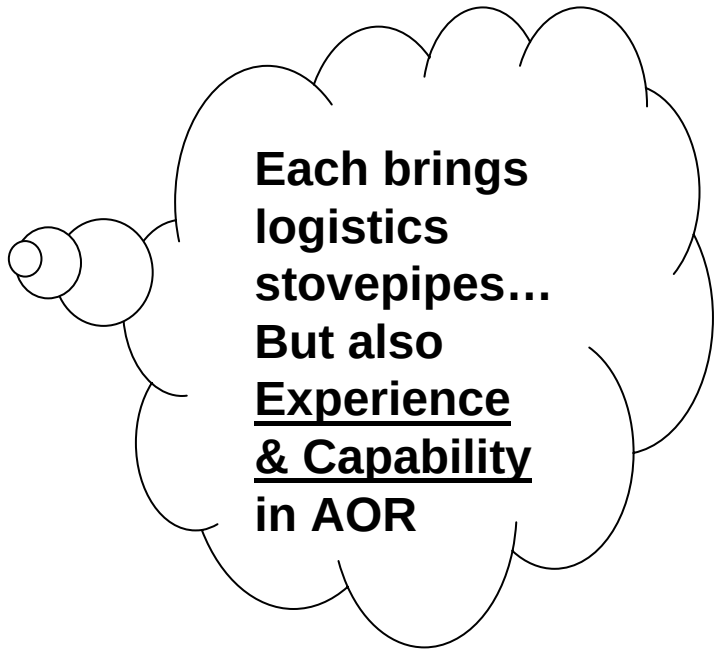


Regular
Battle
Rhythm

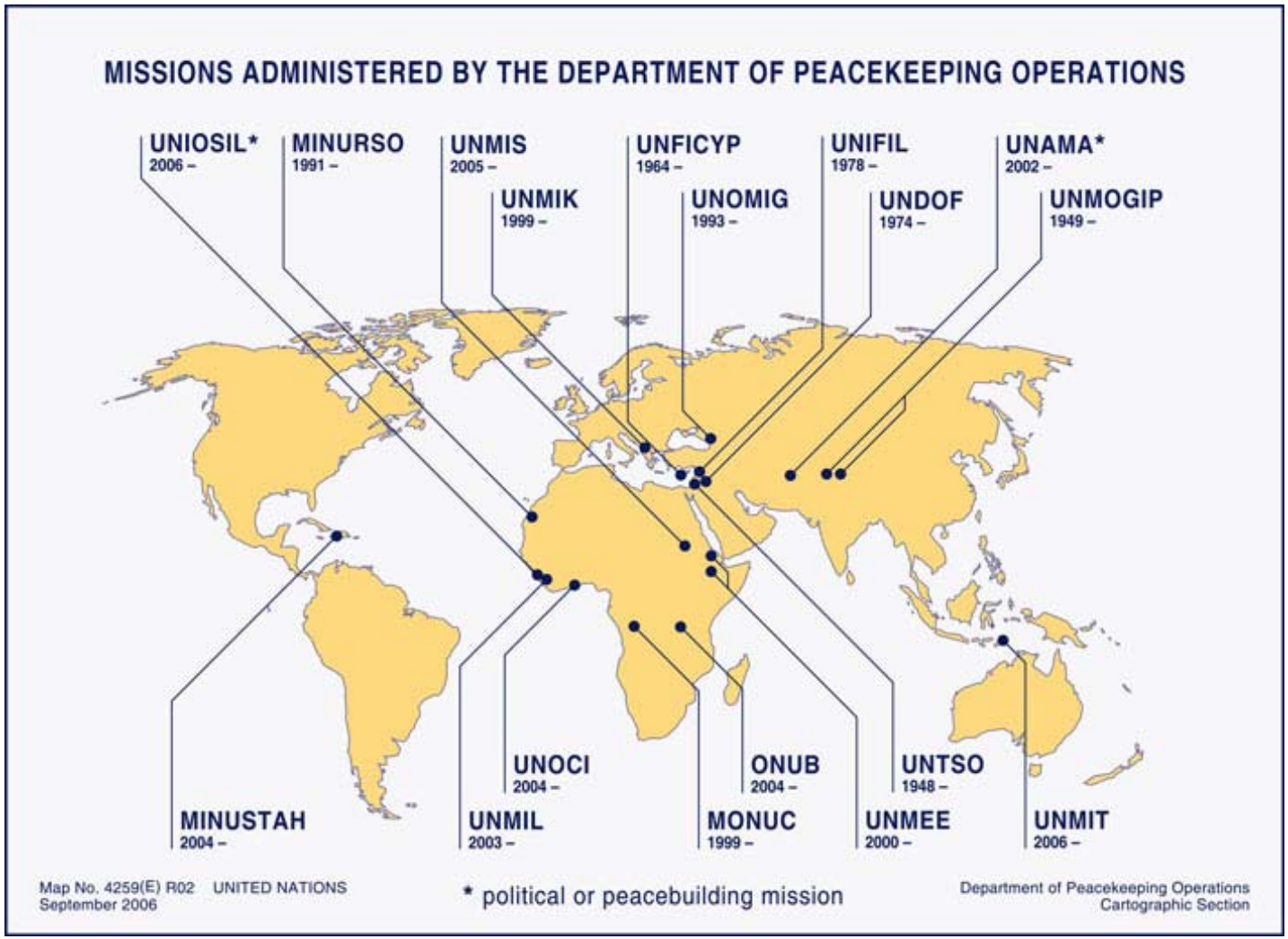


Big "J" Logistics Integration

- NATO
  - NATO Response Force (NRF)
- European Union (EU)
  - EU Battle Group
- United Nations
  - Peacekeeping Operations
- African Union (AU)
  - AU Mission in Sudan (Darfur)
- Private industry
- Other government agencies…World Food Organization (WHO)
- NGO's…CARE



Example…UN Dept of Peacekeeping Ops… (DPKO)



Ex. Non-Governmental Organization (NGO) Logistics

- **The real Professionals in humanitarian relief logistics**
  - Extensive experience and continuing presence across the globe
  - Fastest response time to crisis—much quicker than nations or UN
  - Accustomed to operating on a shoestring in austere locations
  - easier spin-up, smaller footprint than military or UN solutions

- **NGOs have established working relations with all types of supply chain operators worldwide, large and small—They are a wealth of knowledge to be tapped**



Takeaways

- What does joint logistics encompass?
- What is the demand signal…
  - Last war or next?
- Understand all the “seams”
  - Inter-service
  - Coalition
  - Other
- Leverage all available capability
- What requires “unity of command” vs. “unity of effort”?

Logistics Sustainment Reset - Are We Meeting the Challenge?

Michael Madden
Executive Deputy
Marine Corps Logistics Command

Agenda

- Equipment Reset Defined
- Equipment Profile for Reset
- Service-level requirements ISO Reset
- Current MCLC Supporting Actions
  - Retrograde and Reset Conference 22-25 Jan
- Are we meeting the Challenge?
  - Complimenting and Competing priorities







Reset Mission Statement

Out of January USMC Reset and Retrograde Conference held at LOGCOM.

"From the start of major retrograde operations the USMC conducts enterprise reset (4-6 years) and reconstitution to prosecute the Long War ISO COCOM requirements and OSD initiatives".

Reset (Equipment)

"Those actions taken to repair, enhance, or replace equipment used in support of operations for current conflict(s), and their associated sustainment "

Replace attrited equipment with new…



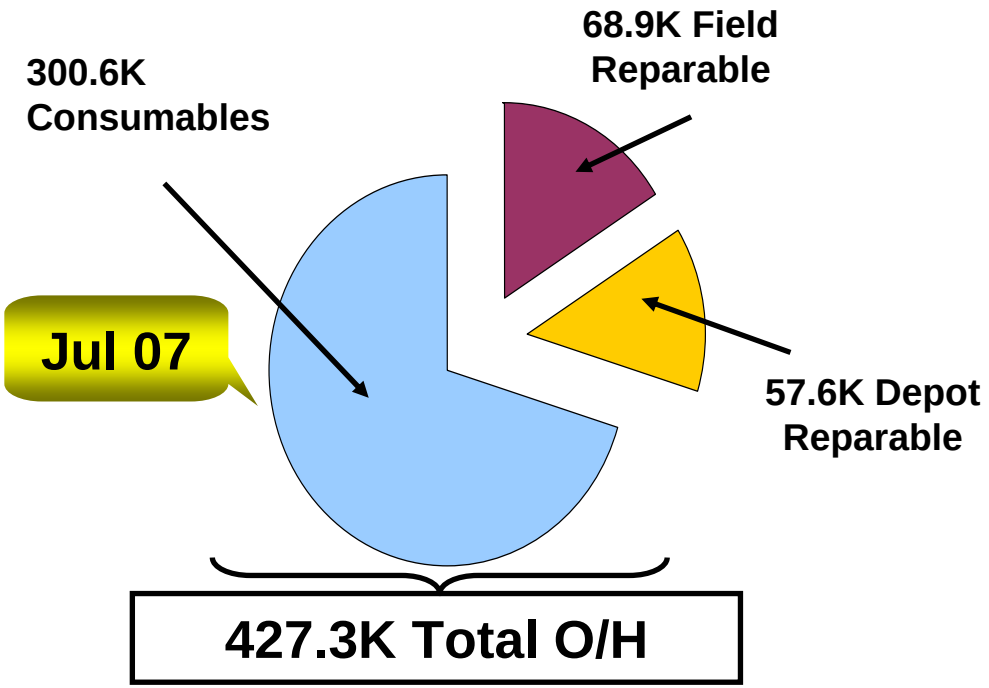


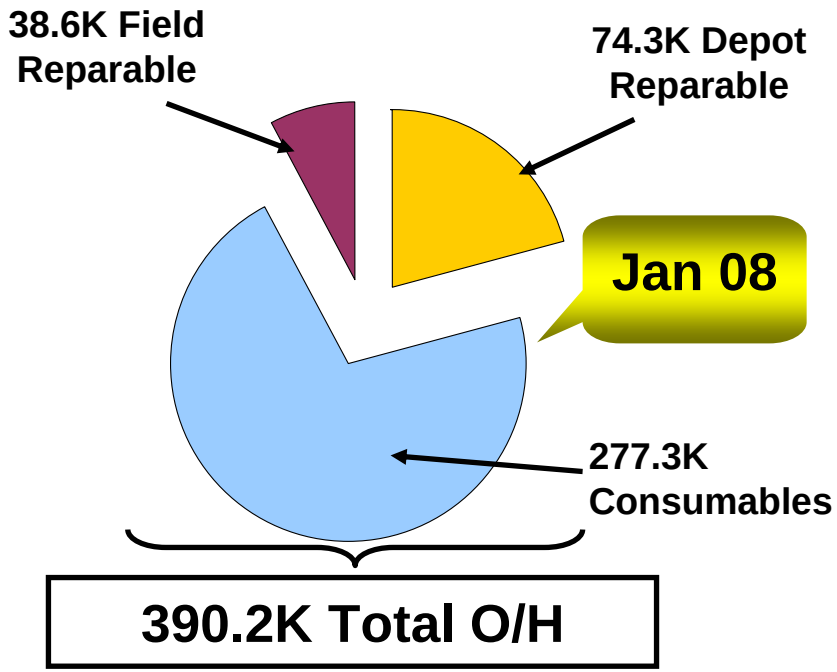
Apply new technologies to enhance capabilities…





Equipment Profile for Reset





Consumables: "C" TAMCNs (Laser-Jet Printer, Clothing, etc)

Field Repairable: Sub-Assembly (Starters, Pumps etc)

Depot Repairable: Major PEIs (LAV, AAV, MTVR, Tanks, etc)

Delta

Depot Reparable: 16.7K increase

Field Reparable: 30.3K decrease

Consumables: 23.3K decrease

Relieving Warfighters From Burden of Retrograde

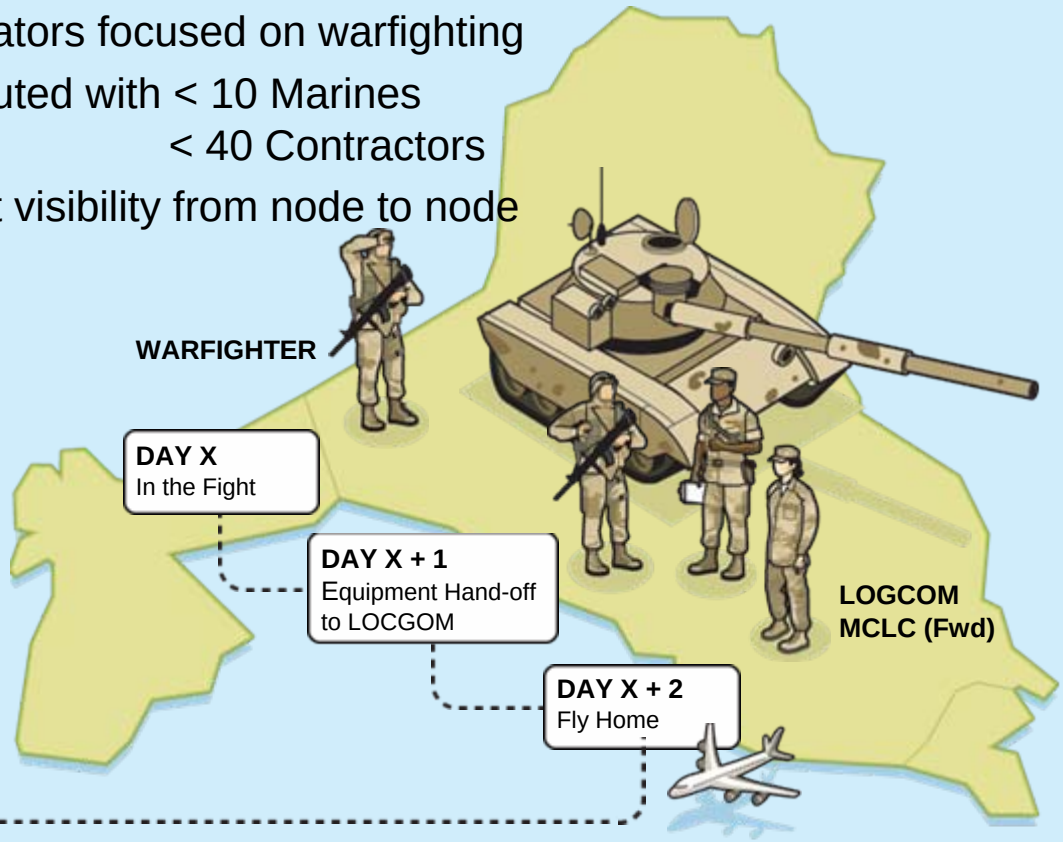
Home Station

- Supporting establishment performs maintenance
- No cost to Home Station
- Assets provided to Home Station C/C A, SL-3 Complete

In Theater

- Operators focused on warfighting
- Executed with < 10 Marines
  < 40 Contractors
- Asset visibility from node to node



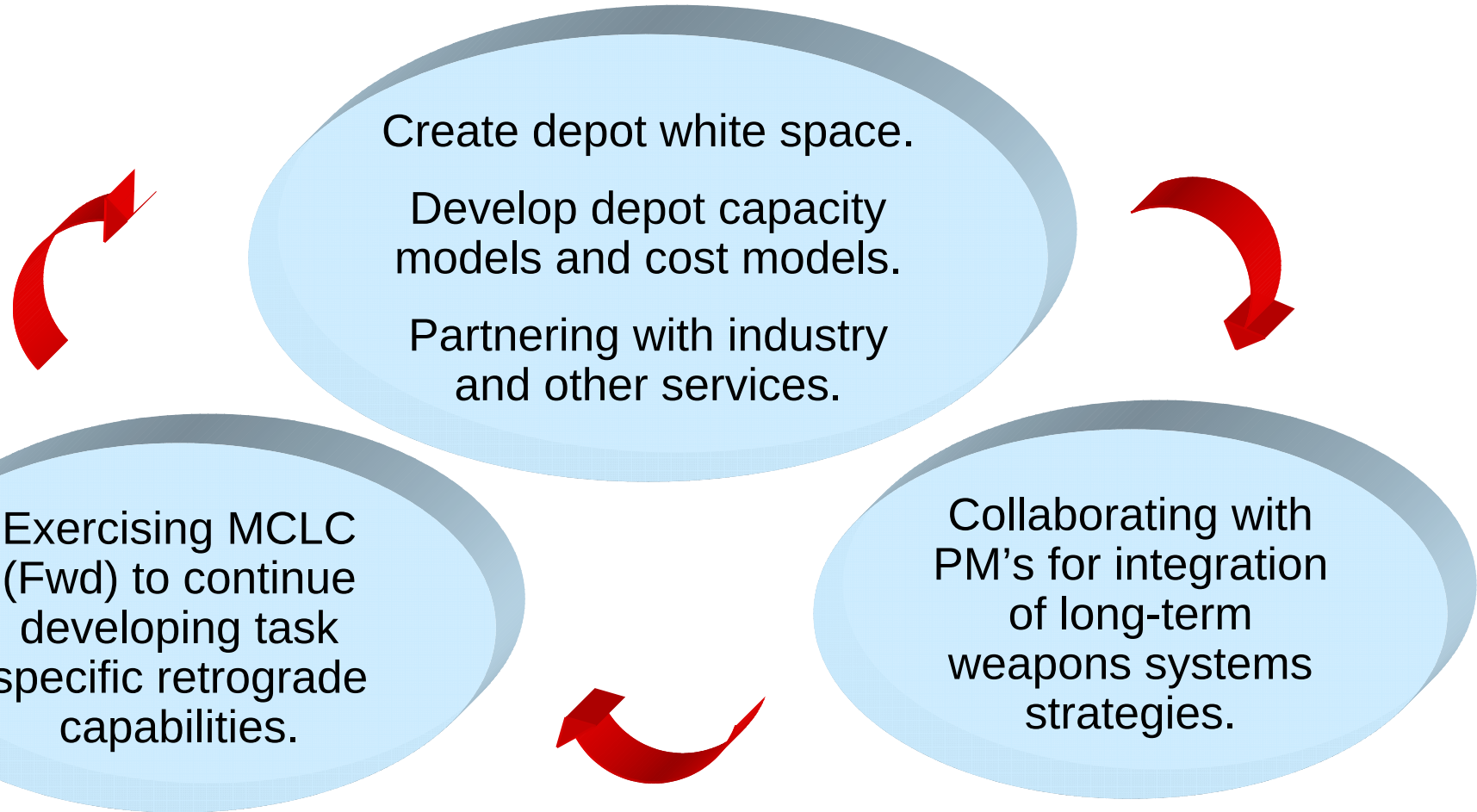


Planning Challenges

- Create a USMC strategy for reset
- Equipment (by TACMN) retrograde priorities
- Non Program of record equipment disposition
- Need to promulgate
  - Resource Strategy
  - Consumable supply policy
  - Reparable supply policy



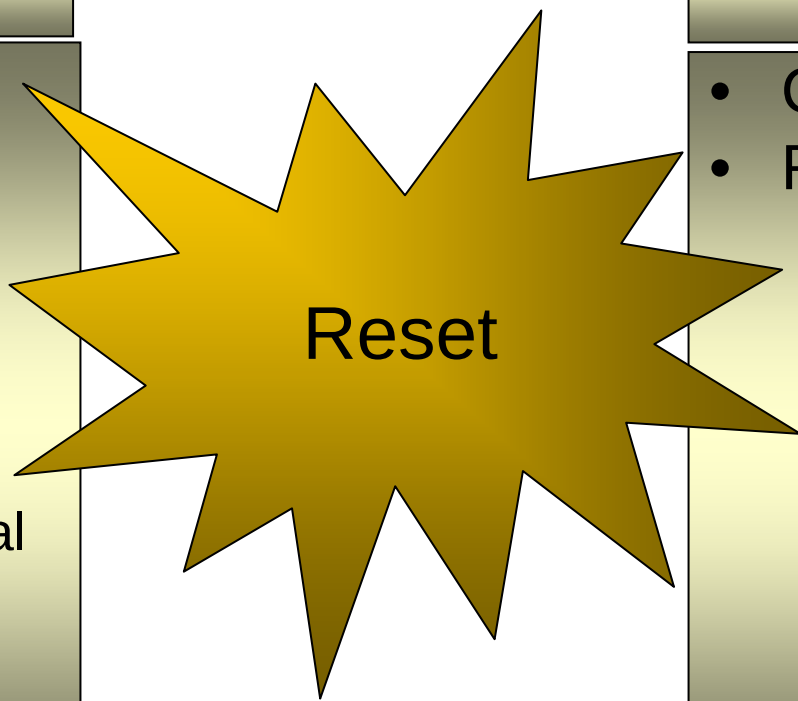
MCLC Supporting Actions



Are We Meeting the Challenge?

Complimenting Priorities:

- Current Operations
  - Urgent Needs
- Long War
  - 202K build
  - MPF Reconstitution
  - Expanded Global Presence
  - Cross Leveling
  - T/E Review



Competing Priorities:

- CMC Priorities
- Resources
  - Funding
  - Personnel
  - Equipment
  - Infrastructure


BLOUNT ISLAND COMMAND
UNITED STATES MARINE CORPS PREPOSITIONING PROGRAMS
MAINTENANCE CENTER
ALBANY, GEORGIA
The Maintenance Center
Barstow CA
Est. 1961
A Marine Corps Center of Excellence

Questions?

Partnership
Security
Stability



UNITED STATES AFRICA COMMAND

Brig Gen Rick Martin

Dep Director, Operations & Logistics



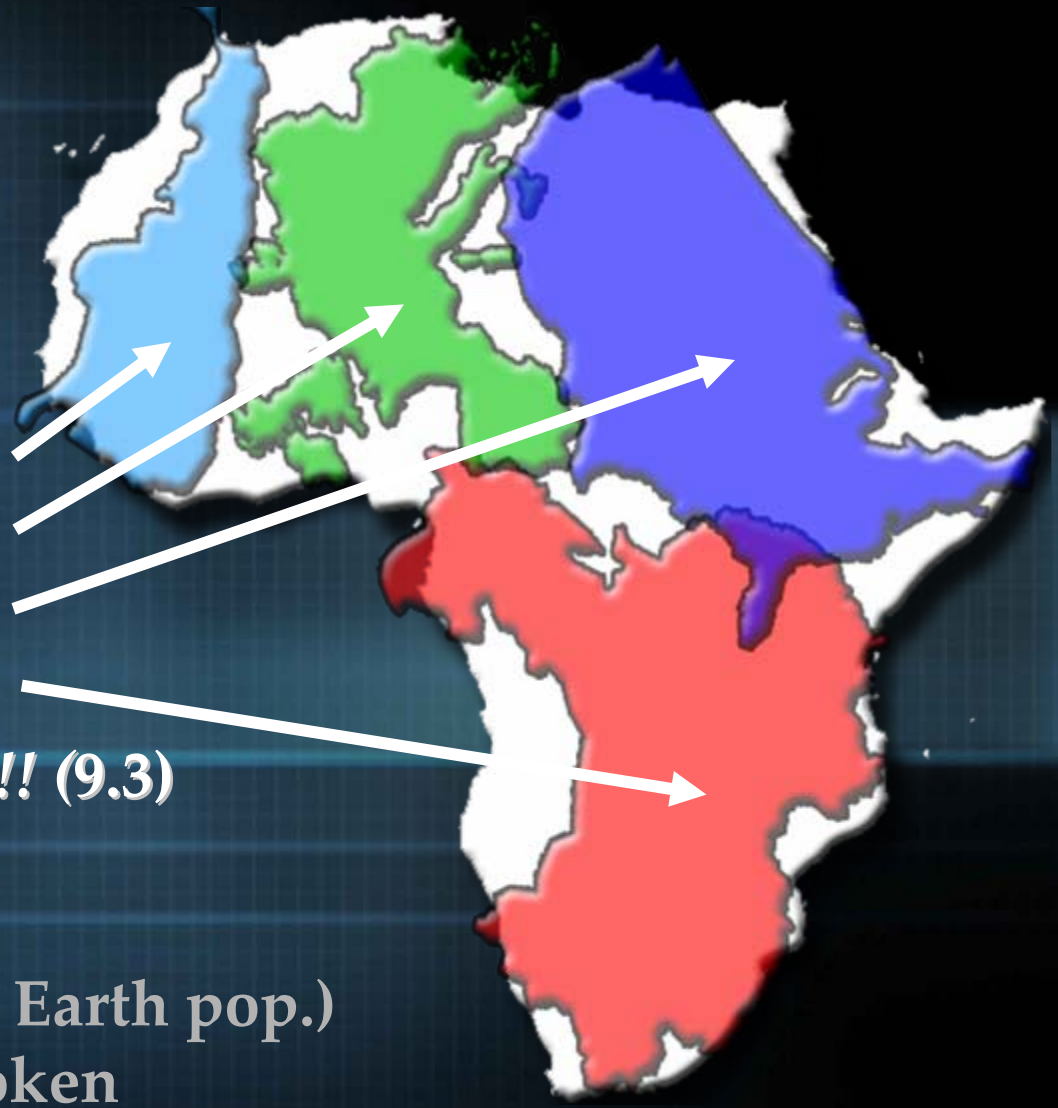





The overall classification of this presentation is UNCLASSIFIED

Africa's Size and Diversity

11.6 million square miles



More than Argentina (1.1)
Western Europe (1.4)
The United States (3.1)
and China (3.7)
Combined!!! (9.3)

53 nations
900 million people (14% of Earth pop.)
2,000 languages spoken

USAFRICOM's Mission …

Our Proposed Mission Statement

United States Africa Command conducts sustained security engagement through military to military programs, military sponsored activities, and other military operations as directed to promote a stable and secure African environment in support of U.S. foreign policy.

We are a command under construction…



Accepting missions from the other unified commands in a deliberate, seamless fashion



Building the team and building relationships with our partners and friends

Commander's Initial Guidance



Build the Team



Enable the Work of Africans



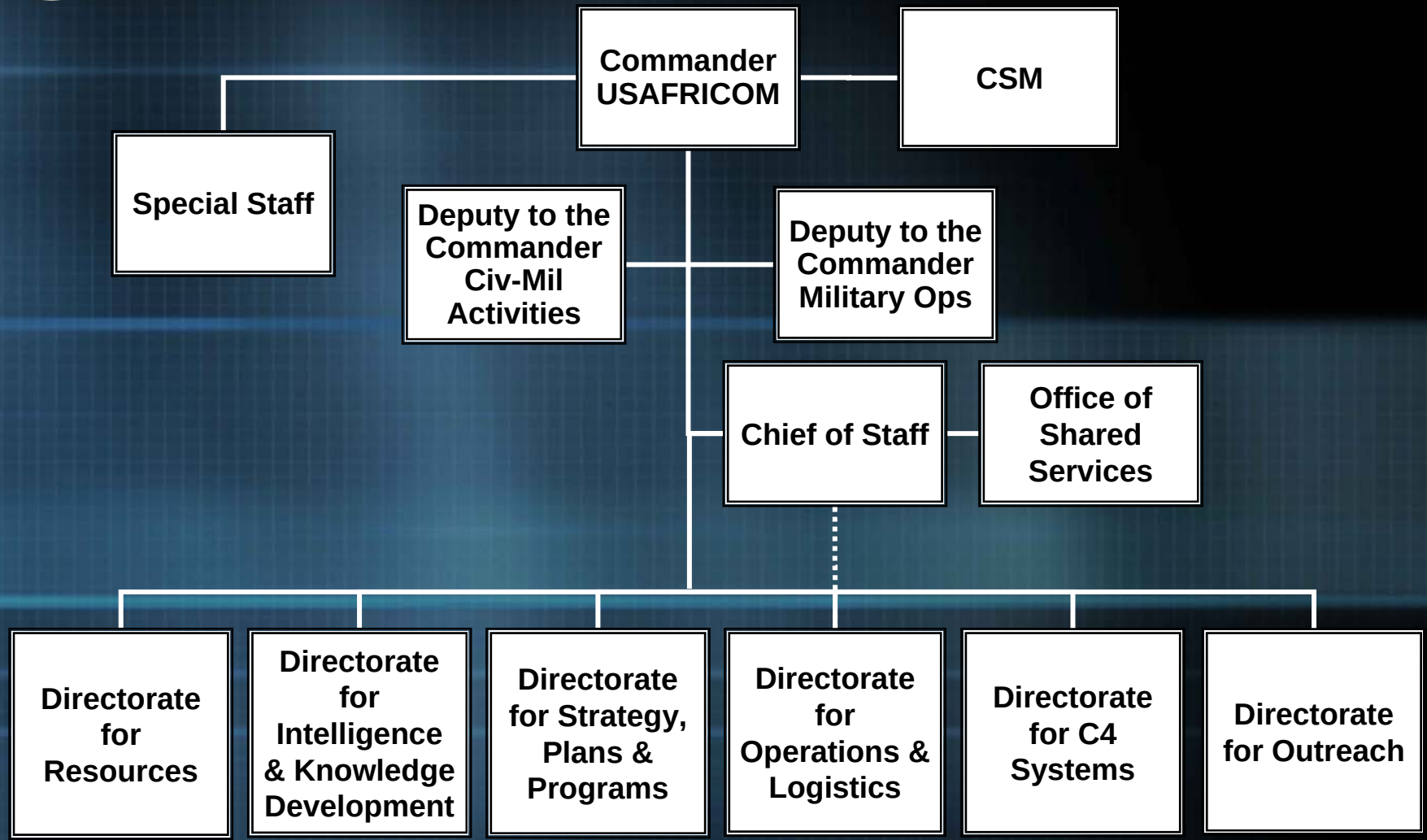
Add Value & Do No Harm

Accept Missions

Engage the U.S.

Engage Africa

Headquarters Organization



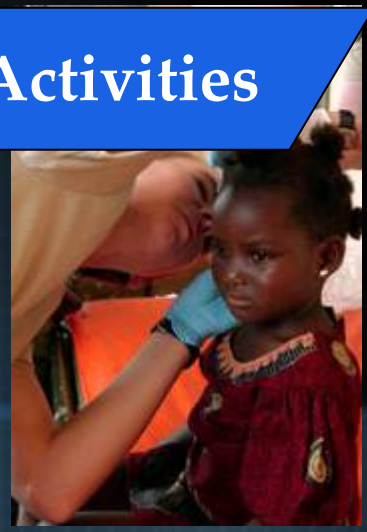
Where We Add Value

Missions



CJTF-Horn of Africa and OEF-Trans-Sahara

Activities





MEDFLAG

Programs



Africa Partnership Station

Exercises



FLINTLOCK 07, Mali

Strategy of *"Active Security"*

Persistent, Sustained Level of Effort

Building Partner Security Capacity



Supporting Humanitarian Assistance Efforts



Providing Crisis Response



Oriented on Preventing Conflict



Fostering Continued Dialogue and Development



…to Enable the Work of Africans

Partnership
Security
Stability



UNITED STATES AFRICA COMMAND

Brig Gen Rick Martin

Dep Director, Operations & Logistics








The overall classification of this presentation is UNCLASSIFIED

THE UNIVERSITY of TENNESSEE

College of Business Administration

A Two Pronged Strategy for Logistics Work Force Development:

Building the "Sustainment University"

Alex Miller, Ph.D.

Dean, Center for Executive Education

William B. Stokely Professor of Management

University of Tennessee

865/974-1733

amiller2@utk.edu

A Two-Pronged Strategy

1. High-Level Organization Strategy and Structure

2. Individual Development Plans

High Level Organizational Strategy and Structure Example

Sustainment Life Cycle

Organization Level/ Functional Specialty

Design the Work	Assign/Capture the Work	Deliver the Work	Retire/Replace the Work

War Games + Live Fire ⟷ **Discussion + Lecture**

TO RUN YOUR "UNIVERSITY" YOU NEED:

"Curriculum" Content
+ Career Paths/Professionalization
+ Tracking/Management Processes
+ Faculty Development Plan

Individual Development Plans

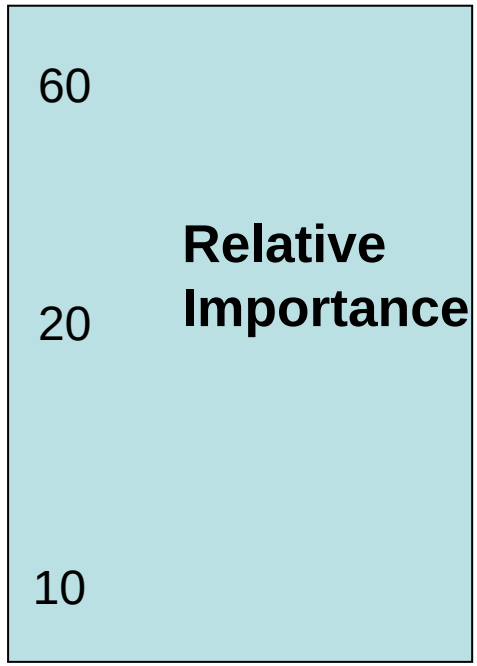
Stretch Assignments

+

Mentoring

+

Education



Summary

Sustainment "University" = High Level Organization Strategy and Structure + Individual Development Plans

LOGISTICS SUSTAINMENT RESET: Are We Meeting the Challenge

Panelists

Mr. Alan Estevez
Principal Assistant Deputy Under Secretary of Defense (Logistics & Materiel Readiness), OSD

RADM Alan Thompson
USN, Commander, NAVSUPSYSCOM

Mr. Michael Madden, Executive Deputy, MARCORLOGCOM

Need to be faster, more agile, less bureaucratic-Need to fight this everyday!

United States Army Materiel Command



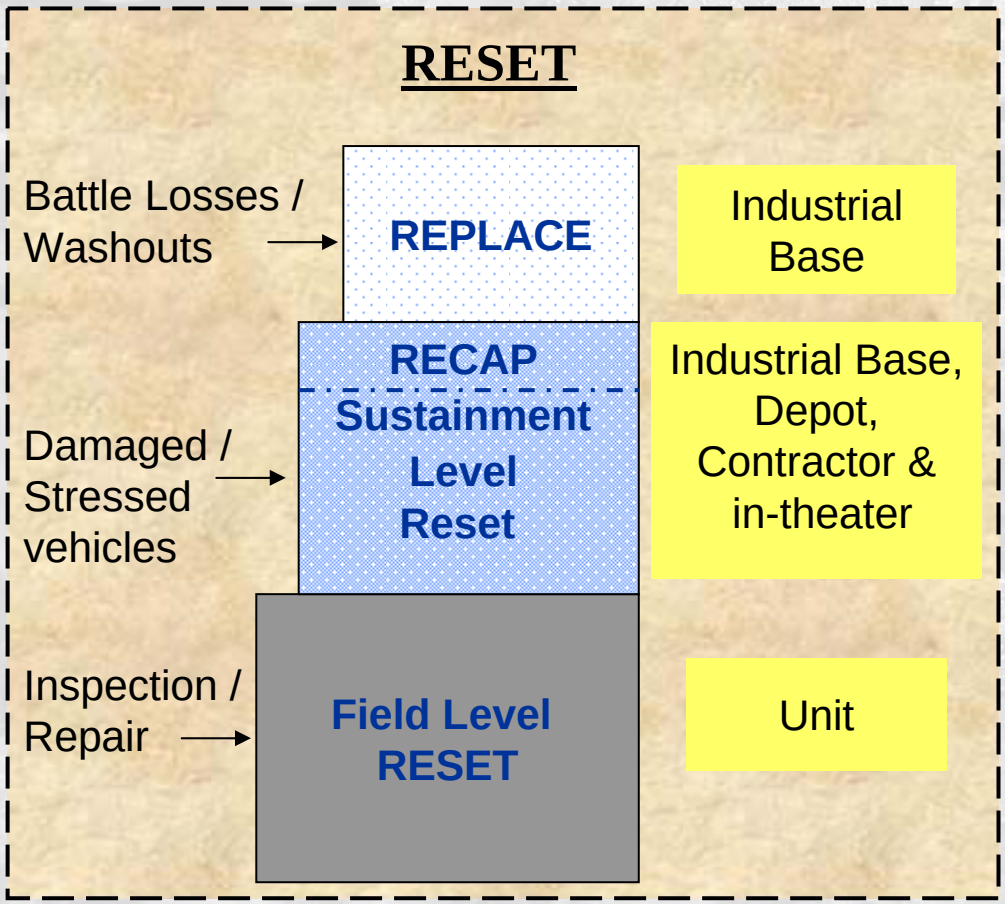
Logistics Sustainment Reset: Are We Meeting the Challenge

LTG Mortensen

Need to be faster, more agile, less bureaucratic-Need to fight this everyday!

Sustaining Equipment Requirement

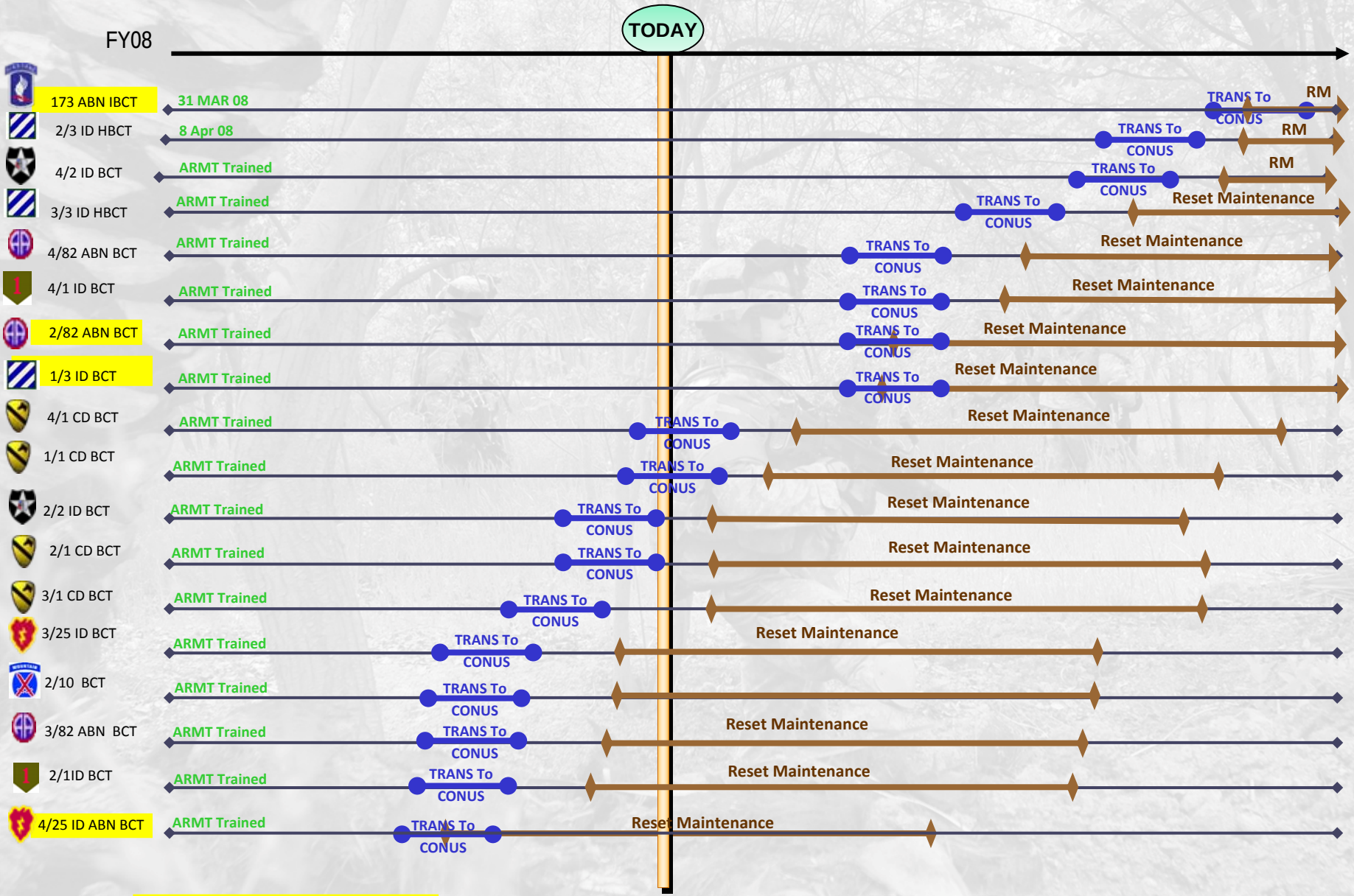
***RESET** A generic term that represents a series of actions to restore units to a desired level of combat capability commensurate with mission requirements and availability of resources.*



- **Replace –** battle losses and washouts from the repair process (procure new).
- **Recapitalize** – to zero miles/zero hours to account for damage/stress.
- **Reset Repair (Sustainment Level)** – work performed to correct equipment faults that are *above the ORG/DS level*; performed by DOL, contractors, and Army's industrial base.
- **Reset Work (Field Level)** – work performed to correct equipment faults that are performed *at ORG/DS level*; performed by unit level by soldiers, augmented by contractor as required.

- **Automatic Reset List** – Automatically Inducted into Sustainment level Reset.
- **Reorganize** – Reset units to a modular design in support of Army Campaign Plan.

Reset (Timeline by Unit) FY08



CG Metric - 2007

Depot	SYSTEM	FY06 Residual WKLD QTY	FY07 New WKLD QTY	FY07 SCH WKLD QTY OCT-DEC	FY07 ACT WKLD QTY OCT-DEC	RECAP ACT QTY COMP OCT- DEC	Total Delta QTY	RESET DEC COMP SCH QTY	RESET DEC COMP ACT QTY	RECAP DEC WKLD SCH QTY	RECAP DEC ACT COMP QTY	WIP	FY07 $/M	Reset	FY07 Recap / Other ($)M	Total Carry Fwd QTY	JAN WKLD QTY	FEB WKLD QTY	MAR WKLD QTY	APR WKLD QTY	Remaining 07 CARRY FWD QTY
ANAD	TOTAL ABRAMS RESET													827.5							
	M1 ABRAMS FOV	72	177	249	249		0	1	1					117.2		50.0					
	M1 ABRAMS FOV Recap	38	335	229		229	0			22	22	29			139.9	213.0	30	19	10	10	50
	M88 RECOVERY VEH	22	86	108	108		0							67.5		0.0					
	M88 RECOVERY VEH Recap	114	75	189		189	0			5	5				46.7	44.0					
	M109A6 PALADIN	29	124	153	153		0	1	1					93.3		36.0					
	M113 FOV	61	228	283	233		-50	61	11			50		79.8		104.0	50				
	M9 ACE	3	66	69	69		0							32.1		0.0					
	M9 ACE Recap	14		14		14	0								0.0	0.0					
	AVLB	2	22	24	24		0							15.1		5.0					
	STRYKER Reset *	17	54	71	46		-1	1	1			15			8.3	36.0	7	6	2	6	2
	FAASV	28	111	139	139		0	1	1					49.8		31.0					
	M119A2 TOWED HOWITZER	1	16	12	14		2	0	1			3		3.3		6.0		3			
	SMALL ARMS/MORTARS	15239	37113	40448	39888		-573	896	1798			7220		74.9		18,797.0	1869	2753	3987	3314	544
	SUPPORT EQUIPMENT	33	31	61	61		0	1	1			1		2.6		13.0	2	1			
	OTHER WORKLOAD		40	40	40		0							4.8		8.0					
	FY06 MARKUP													4.8							
	SUBTOTAL	15673	38478	42074	41029	423	-622	1003	1853	32	32	7318	########		186.6	19343	1958	2782	3999		596
RRAD	HEMTT	7	161	162	161		1	1	1			5		28.3		34.0	4	1			
	HMMWV	212	1148	1170	947		-179	144	88			262		107.1		633.0	89	108	108	108	
	HMMWV Recap	1884	3242	4985		4941	-20			34	124	19			93.5	599.0	71	112			
	TOTAL BRADLEY RESET													366.3							
	M2 BRADLEY FOV	3	102	68	68		-2	1	1			37		66.5		53.0	4	18	15		
	SUPPORT EQUIPMENT	164	1309	1219	1289		70	47	61			120		41.2		429.0	26	30	64	14	50
	TRUCKS (-)	138	1100	1008	967		-121	97	57			330		81.4		516.0	70	114	73	74	
	ADD ON ARMOR (AOA)													5.0							
	OTHER WORKLOAD		141	141	141		0							1.8		0.0					
	MLRS		13	13	13		0					0		9.0			0	0	0		0
	PATRIOT Program		106	88	41	0	-18					65		**25.4**			**9**	**12**	**12**		**32**
	SUBTOTAL	2408	7322	8781	3568	4943	-268	299	213	34	124	838	$ 665.50		93.5	2264	273	395	272		82
LEAD	PATRIOT Recap		58	47		51	4			1	2	7			**72.0**		1	0	3		4
	AVIATION (-)		23	18	18									0.5			0	5	5		9
	MISSILES (-)	56	151	207	178		-22					20		**18.5**			10	0	10		2
	GENERATORS	1200	4700	4701	4728		-70	111	78			113	84.20			1615	113	40	88	48	890
	HMMWV Recap	1307	3125	4432		4432	0								88.5	344.0					
	SUPPORT EQUIPMENT	63	580	609	597		-3	30	28			46		29.2		139.0	35	11			
	SUBTOTAL	2626	8637	10092	5507	4483	-91	146	104	1	2	186	$ 132.40		72.0	2098	159	56	106		905
CCAD	CH-47D CHINOOK (Reset)	3		3	3		0							21.7							0
	CH-47D CHINOOK Recap		4	0		0	0					4			19.8		0	0	0		4
	UH-60 BLACKHAWK C/BD (Reset)	8	13	10	11		1	3	3			9		94.5		1	1	0	1		8
	UH-60 BLACKHAWK Recap		21	16		16	0			5	5	11			97.0	2	2	4	1		4
	AH-64 APACHE (Reset)	6	7	1	1		-1	1	1			7		65.9		1	1	3	0		4
	OH-58D																				
	AVIATION (-)						0							4.7							
	SUBTOTAL	17	45	29	15	10	0	3	2	5	5	31	$ 186.78		116.8	0	4	7	2		20
TYAD	AN/ALQ-144	34	588	622	622		0	58	58			0	7.10			55	0	0	0	0	0
	AN/TRC-170 TERMINAL	12	73	85	85		-2					4	19.50			20	4	0	0	0	0
	AN/TPQ-36 FIREFINDER	13	18	21	24		3	1	1			7	20.88			16	2	1	2	2	0
	AN/TPQ-37 FIREFINDER	11	17	26	33		-1	1	1			9	26.60			13	2	0	2	2	3
	Q-36 FIREFINDER RECAP	11	9	13		18	5					2			10.80	4	0	1	1	0	0
	AN/TSC-85/93 (TACSAT) RESET	22	67	89	89		0					7	22.00			14	3	4	0		0
	Electronic Shelter Veh RECAP	0	222	222		221	-1			1	0	1			26.80	35	1	0	0	0	0
	Electronic Shelter Veh RESET	41	395	436	436		-6	31	25			6	26.50			97	6	0	0	0	0
	Electronic Shelter Veh Reset "BLANKS"	0	27	0	0		0					6	1.90			27	0	3	3	0	21
TYAD	C4ISR (-)	2623	27228	23103	29763		6660	39	39			88	84.20			2438	23	9	12	37	7
	C4ISR (-) FIELD TEAMS						0						25.90								
	MISSILE (-)		3796	**3309**	**3660**		351	123	3			136		**19.7**			**0**	**1**	**1**		**11**
	AVIATION (-)		12	12	12		0	1	1					0.2			0	0	0		**0**
	SUPPORT EQUIPMENT		33	33	33									1.4		0.0					
	SUBTOTAL	2767	32485	27956	34726	239	7008	257	128	1	0	266	$ 255.88		38	2719	41		21		42
OTHER ORG	SUPPORT EQUIPMENT			21294	21294		-80	236	228			80		91.6		7,937.0	23	30	27		
	M119A2 TOWED HOWITZER		6	6	6		0	0	0					1.6		2.0					
	RESET - POP/SC																				
UMC	MISSILE (-)		1862	**1762**	**1762**			8	8					**6.3**			100	0	0		14
OTHER ORG	TRACK VEHICLE SUPPORT		581	581	580		-1					1		76.4		52.0			1		
	OTHER M1 ABRAMS													97.5							
	ARTILLERY (-)		52	52	52		0							1.0		5.0					
	BFVS													34.4							
	M109A6 PALADIN													0.6							
	M88 RECOVERY VEH													0.4							
	SMALL ARMS/MORTARS													22.7							
	COMBAT		38	38	38		0							0.5		6.0					
	SUBTOTAL	0	23163	23063	22983	0	-84	2377	2295	0	0	81	$ 235.50		0.0	7939	123	30	27		14
CONTRACT	AVIATION (-)		458	**305**	**331**		26	19	26			20		25.3			19	11	8		69
	MISSILE (-)		3667	**3546**	**3597**		51	6	54					**143.5**			0	0	0		0
	CH-47 CHINOOK Spt Equip		23				0							3.4			0	0	0		23
	UH-60 BLACKHAWK Spt Eqmt		29											18.1							0
	AH-64 APACHE Spt Eqmt		5	5	5		3							2.1							5
	OH-58D	7	3	8	8		-1	1	1			6		12.2			1	0	1		3
	PATRIOT	74	282	188	178		-5	**0**	**0**					**99.3**			0	0	0		104
	FMTV	300		240	237		-6	24	24							129.0	24	24	15		
	HMMWV Recap		300	300		300	0								12.6	0.0					
	M2 BRADLEY	296	262	409	407		-1	111	111			151		132.6		262.0			50	1	100
	TRUCKS (-)		583	575	575		0	39	39					128.2		149.0	9				
	SUPPORT EQUIPMENT	594	1830	2424	1953		-471	313	43					152.8		793.0	106	138	200	9	12
	ABRAMS LLM													170.8							
	ABRAMS @ GDLS													438.7							
	ADD ON ARMOR (AOA) - TRUCKS													0.1							
	AVLB		3	3	3		0							1.2		1.0					
	BRADLEY LLM													132.8							
	FAASV LLM													3.0							
	HEMTT		9	9	9		0							1.1		6.0					
	M113													11.1							
	SMALL ARMS/MORTARS		3518	414	414		0							1.6		3,104.0	1020		100		1984
	TRACK VEHICLE SUPPORT		548	359	359		7	311	311					112.2		507.0	6	6	6	6	151
	AN/TPQ-36 FIREFINDER	3	1	1	1		0					3		6.00		3	0	1	0	1	1
	AN/TPQ-37 FIREFINDER	10		7	5		2					4		14.90		6	0	0	0	0	4
	C4ISR (-)	0	26628	19051	25980		6929	113	75			648		132.90		955	93	55	45	46	409
	PPSS AMCOM													**3.5**							
	PPSS CECOM						0							140.50		0					
	PPSS TACOM													13.4							
	C4ISR (-) Field Teams						0							13.50		0					
	GENERATORS	0	2726	1378	2527		1149	36	18			30		22.70		532	54	30	30	30	53
	SUBTOTAL	1284	40878	29215	36598	300	7683	972	708	0	0	862	########		12.6	6447	1332	269	452		2940

ORGANIC

CONTRACT

Setting the Force

ARMY PLAN
The Army will undertake a disciplined, orderly reconstitution to restore combat power.

25,000+ Small Arms FY08

172,267 Small Arms

2,000+ Tracked* FY08

2,891 Tracks
30,858 Wheels*
(* Includes Reset & Recap)

12,000+ Wheeled FY08

410+ Aircraft FY08

2,912* Aircraft Scheduled
2,211* Completed

11,000+ Missiles FY08

3,200+ Generators FY08

10,765 Missile Systems
33,199 Missile Rounds Reset
13.3K Short Tons Ammunition Processed for Reissue in SWA

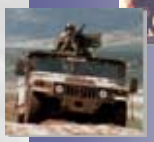
16,557 Generators
19,206 Commo/Electric
75,584 COMSEC

FY08 Projections (2/15/08)

Supplemental Depot Maintenance

FISCAL YEAR COMPARISON (QUANTITIES)



	FY01-FY03 Avg – Base Prog Only	*FY04*	*FY05*	*FY06*	*FY07*	** FY08 Projections*	*Comparison FY01-03 and 08*
SHOOT/MOVE **Small Arms, Bradleys, Abrams, Artillery, Tactical Wheeled Vehicles**	**6,556**	**15,160**	**19,252**	**33,037**	**56,422**	**>36,000**	**838%**
M1 (Recap/Reset)	186	181	235	262	512	376	269%
M2 (Reset)	140	197	151	391	364	1126	250%
HMMWV (Recap/Reset)	0	176	5,008	7,236	7,815	>7,000	N/A




COMMUNICATE	**15,186**	**24,442**	**28,500**	**30,517**	**59,072**	**>49,000**	**342%**



STIR – Non Depot (SPECIAL TECH INSPECT & REPAIR) – below depot	**N/A**	**453**	**441**	**588**	**489**	**>500** (Programmed)	**N/A**



Other **Generators, MHE, Chem-Bio, Surveillance**	**7,007**	**10,355**	**13,150**	**19,325**	**35,465**	**>16,000**	**428%**

FY01-FY03 Data – Base Program Only

**** FY08 Data will be finalized with FY08 DA FRAGO***

Small Arms Readiness Evaluation Team w/Repair (SARET-R)

FY 07	Missions Completed ……	30
	Weapons Inspected / Repaired …. ……..	75,509 / 58,021 (77%)
	Weapons Requiring Depot Repair……....	2,128 (3%)
FY 08	Missions Planned / Completed ……..	28 / 10
	Weapons Scheduled / Completed ……..	111,511 / 24,393
	Weapons Inspected / Fully Mission Capable..	24,393 / 22,001 (90%)
	Weapons Requiring Depot Repair……..	812 To Date
FY 04-07	Total Missions & Weapons ……..	98 / 269,179

Recent Missions	Date	Total Wpns	FMC	Needing Repair	R-FMC	NMCS	Depot Repair
7th SFG, Ft Bragg, NC	5-16 Nov 07	3,225	1,718	1,507	411	1,064	32
3/2 SBCT, Ft Lewis, WA	26 Nov-19 Dec 07	5,919	484	5,435	4,731	364	340
37th IBCT, Ohio National Guard, OH	3-13 Dec 07	3,008	2,126	882	800	25	57
15th SB, Ft Hood, TX	10-14 Dec 07	987	75	912	906	0	6
Current/Future Missions							
3/1 CAV SARET-RA	7-11 Jan 08	745					
3 BCT/82nd AB, 16th MP, Ft Bragg, NC	7-25 Jan 08	7,617					
2/3 SFG, Ft Bragg, NC	9-10 Jan 08	250					
1 SFG, Ft Lewis, WA	14-18 Jan 08	1,400					

Committed to Excellence — Supporting America's Warfighters

Communications Electronics Evaluation Repair Team (CEER-T)

FY 08 Missions Completed 1
10 MTN (Ft. Drum) NVGs; MNVDs Inspected / Repaired 1764/1664

Planned Missions	Date	NVD Densities	SINCGARS Densities	Inducted	TI'd	Completed	Awaiting Parts	NRTS
2/10 MTN - Ft Drum	Dec 07	1,764	1250	1764/1250	1764/1250	1664/981	0/76	100/0
3/82ABN - Ft Bragg	Jan 08	3,140	2,698	3140/2698	3140/2698	2599/2146	88/184	306/0
3/25 ID - Schofield Barracks	Feb/Mar 08	Not Required	1,896	1896	1896	1882	14	0
86 SIG BN - Ft Huachuca	Feb 08	154	99					
3/1 CAV - Ft Hood	Feb 08	3,278	Not Required	3,278	1429	1159	41	169
15th SUS BDE - Ft. Hood	Feb 08	413	Not Required	413	355	317	0	38
4/25 ID - Ft Richardson	Feb 08	Not Required	1,520	1520	1520	772	10	0
2/1 ID - Germany	Feb 08	4166	2687	1109/1272	918/1072	356/716	574/356	0/26

Chemical Biological Equipment Repair Team (CBERT)

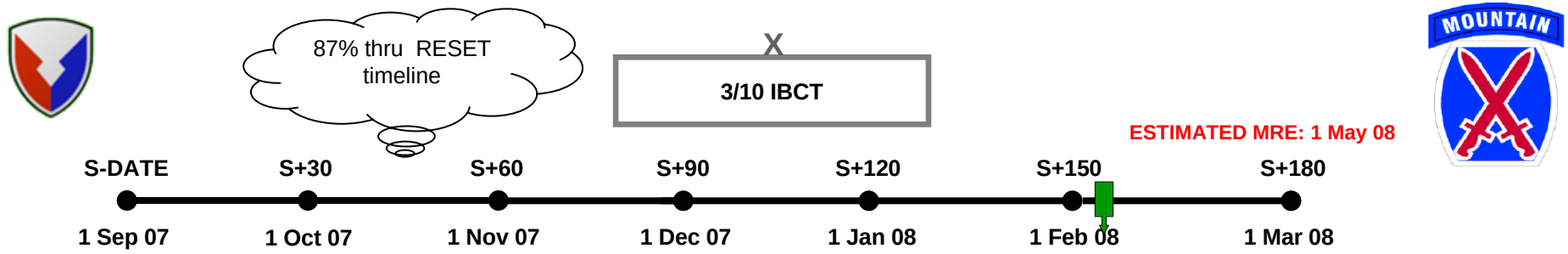
FY08				
Missions Completed	03		M48 Masks Inspected & Repaired	85/85 (100%)
M40/M40A1Masks Inspected & Repaired	5,908/5,908 (100%)		ACADAs Inspected / Completed	249/238 (96%) *
M42-Series Masks Inspected & Repaired	100/100 (100%)		ICAMs Inspected / Completed	132/127(96%) *
M45 Masks Inspected & Repaired	128/128 (100%)		M17 Decon Inspected / Completed	6/5 (83%) *

Recent Missions	Date	Total Masks		Total ACADAs		Total ICAMs		Total M17's	
		#	FMC	#	FMC	#	FMC	#	FMC
10th MTN (3BCT) Ft Drum, NY	21 Oct - 03 Nov 07	3,392	3,392	124	119	63	61	0	0
82nd ABN & 18 Corps (1/17 CAV) Ft Bragg, NC	10 - 14 Dec 07	596	596	36	35	14	14	2	2
82nd ABN & 18 Corps (1-325 AIR & Sustain) Fort Bragg, NC	21 - 31 Jan 08	2,233	2233	89	84	55	52	4	3

* NRTS-ACADAs were submitted to RESET repair and return

* NRTS- ICAMs were submitted to RESET repair and return

* NRTS-M 17S were coded out and replacements issued



		Field Level Reset					Sustainment		
Equip Type	QTY to be Reset	UNIT		AMC		Schedule Field Complete %	Turn-in for Sustainment		Army Replenishment
		Req	Comp	Req	Comp		ARI Req	Actual	
WHEELS	56	0	0	52	49	94%	4	1	1
TRLRS	57	1	0	47	28	58%	9	7	Per ARPL
MHE	16	0	0	3	3	100%	13	9	6
WPNS	9236	4741	4352	4495	4491	96%	0	0	N/A
NVDs	4448	1516	1331	2932	2932	96%	0	0	N/A
COMMEL	6439	3337	3141	2542	2498	96%	560	575	490
NBC	4163	459	254	3679	3584	93%	25	2	2
GEN	79	0	0	5	5	100%	74	48	5
GSE	61	50	44	5	3	85%	6	12	3
UAS	13	12	0	1	1	8%	0	0	N/A
MSL	52	0	0	0	0	N/A	52	52	52
TOTALS	24620	10116	9122	13761	13594	95%	743	706	559

GREEN	LT GREEN	AMBER	RED
On track to meet EDD2/S+180	Behind schedule but will meet EDD2/S+180	Will not meet EDD2 OR S+180	Not completed by EDD2 +30 OR S+210


Focused on the
WARFIGHTER

Logistician of the Future

Supply versus Demand

- **Why invest?**
  - Both Corporately and Individually

	Internal	External
Corporate	• **Increase Capability & Lower Costs** – **Increase ROI** – **More competitive**	• **New business opportunities** • **Improved collaboration**
Individual	• **Improve career opportunities & compensation**	• **Stay competitive in labor market** • **Increased opportunities**

- **Industry Demands:** Professional, well educated logisticians who are "knowledge" managers, well versed in information technology, command and control, decision support, finance and engineering principles

Current Education, Training & Accreditation

Accreditation:

- No current industry standards or standard body

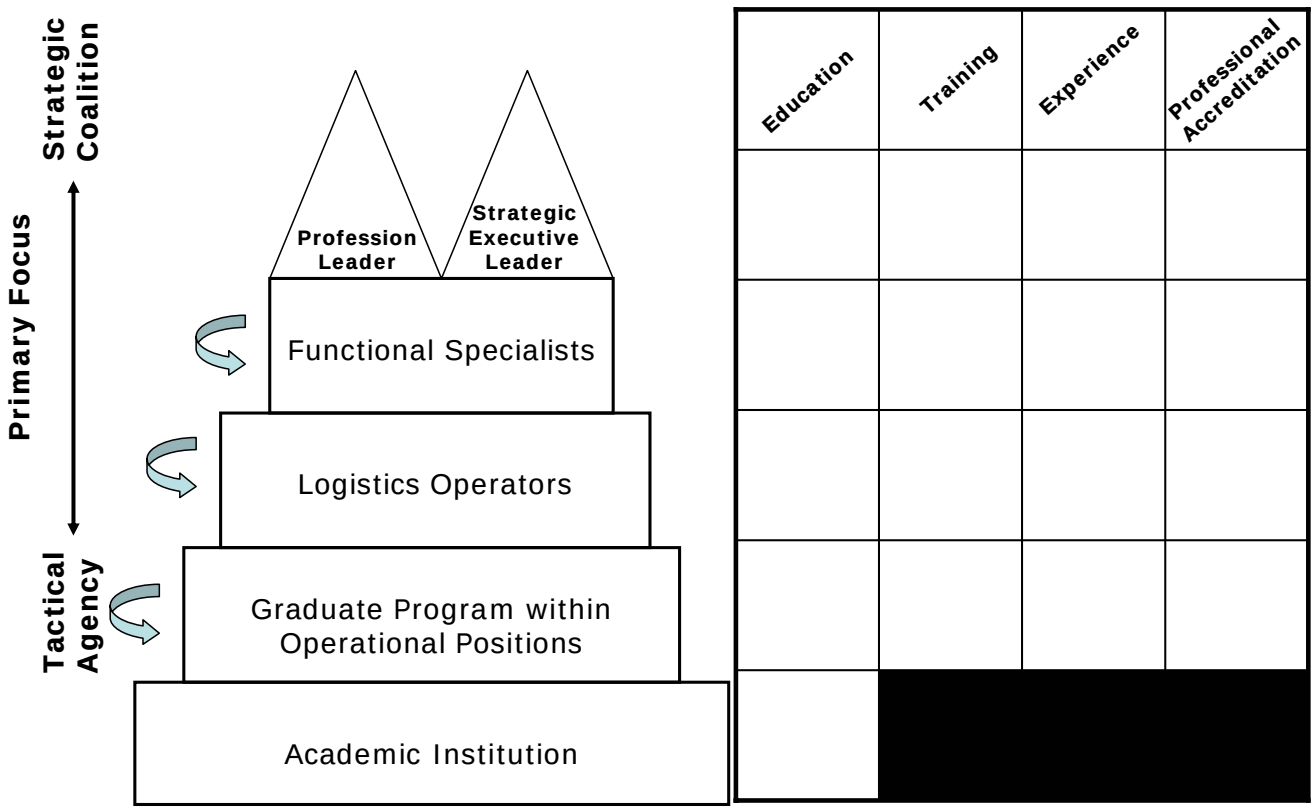
Education:

- Very narrowly focused, typically traditional SCM centric

Training:

- Primarily driven by internal corporate demands
- Transactional focus around significant investments i.e. ERP's

Professional Career Path



The Industrial College of the Armed Forces



Educating Future Logisticians

Logistics Definitions

- CSCMP
- Ballou, Glaskowsky, Lambert, etc
- DOD
  - The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, those aspects of military operations that deal with:
  - a. design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel;
  - b. movement, evacuation, and hospitalization of personnel;
  - c. acquisition or construction, maintenance, operation, and disposition of facilities; and
  - d. acquisition or furnishing of services.

Education and Training

Graduate:

- PhD
- MBA
- MS
- MA
- JD

Executive Education:

- Specialized
- General-Executive
- SCM
- Logistics

Training:

- Specialized
- SCM
- Logistics
- Forecasting
- Requirements
- Contracts
- ERP
- ETC.

Undergraduate:

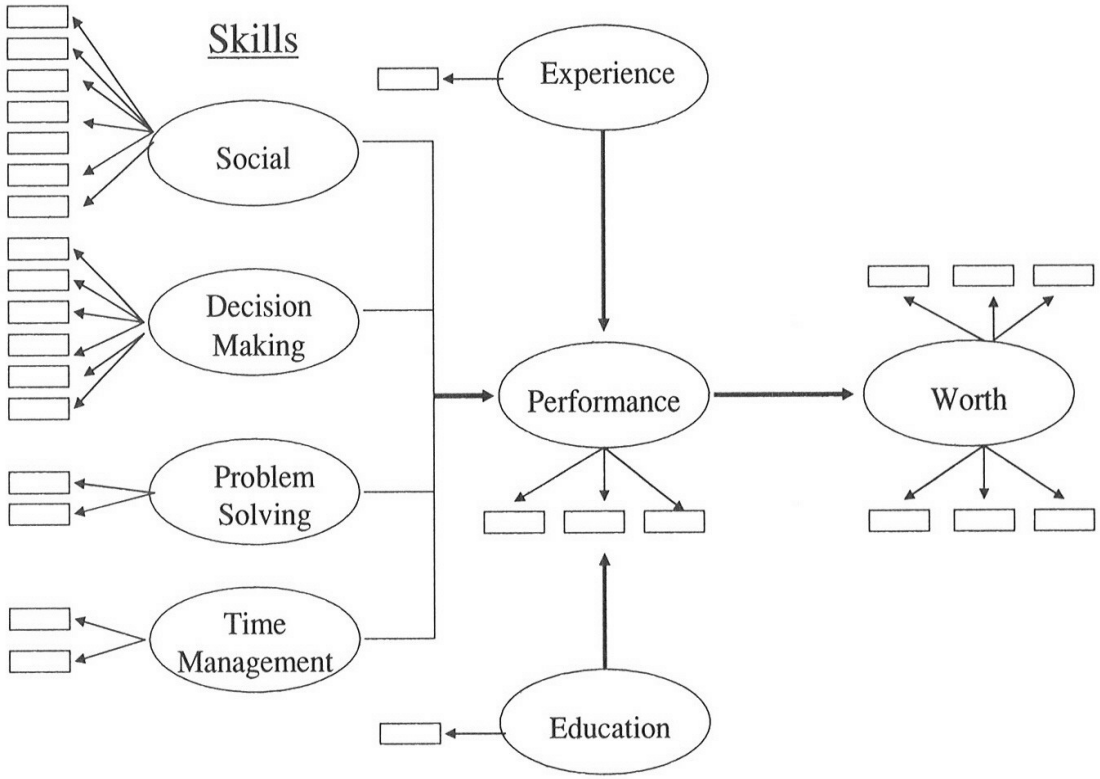
- Engineering
- Business
- Math
- Computer Science
- Others

Non-degree

People Needs—Our Needs

FIGURE 1

HUMAN CAPITAL IN LOGISTICS



Future Needs

(from the J-4)

Logistics expert

OK with uncertainty

Mature global perspective

Decisions with minimal info

Journal of Business, Vol 25, No. 1, 2004—Myers, Griffith, Daugherty, Lusch

The Industrial College of the Armed Forces



Educating Future Logisticians

As of 20 Nov 2007

MNF-I Resources & Sustainment Joint Operational Logistics Assessment

Brigadier General Steve Anderson
Director, G43 – Ops and Log Readiness
DA Staff, Pentagon
Formerly Director, Resources & Sustainment
Multi-National Forces – Iraq (Aug 06 – Nov 07)

Joint Log Operationalization Scorecard

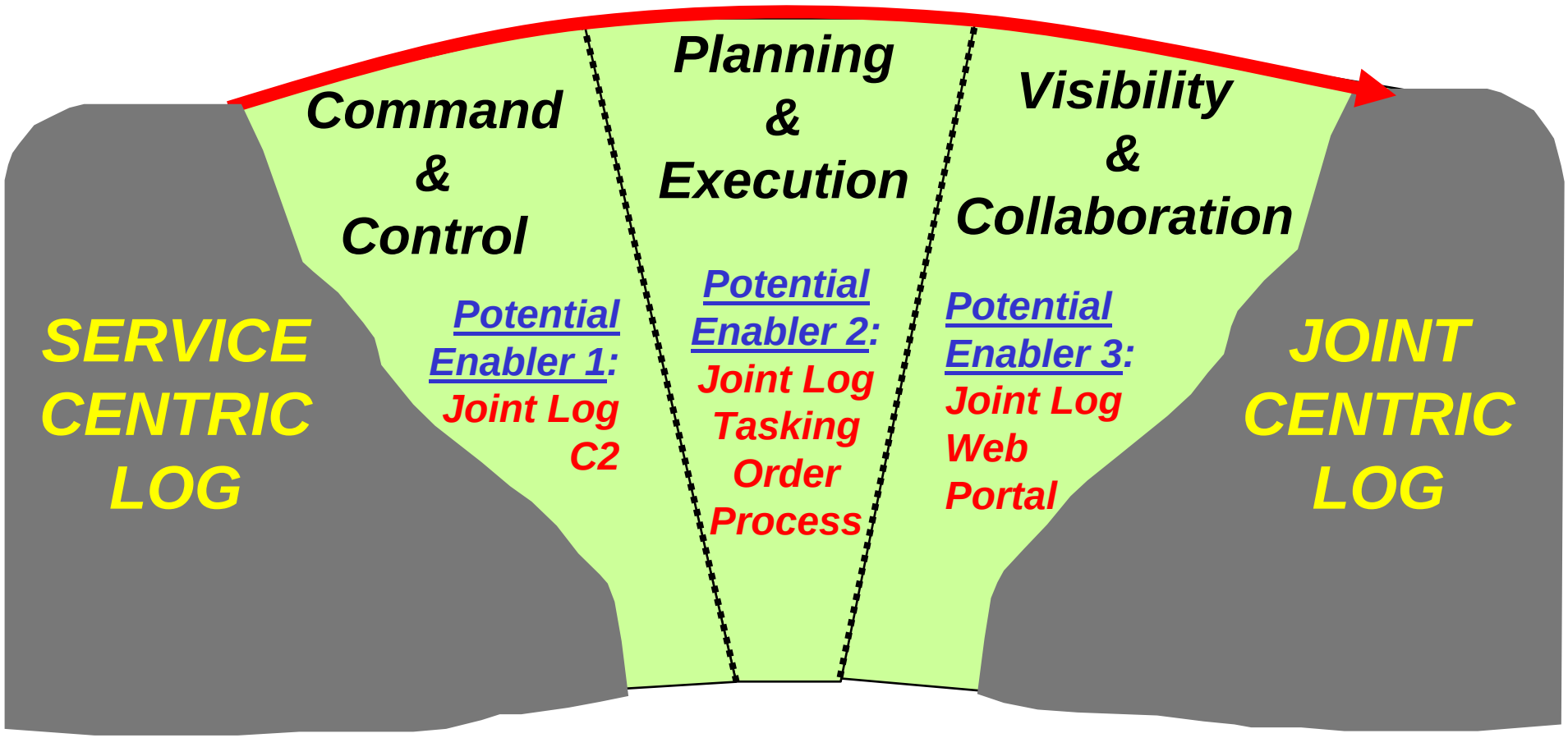
- DAFL for Combatant Cdr (MNF-I CG)
- Theater-wide COP and visibility of assets/stocks
- Supply Chain visibility management
- Distribution Chain visibility and management
- Joint staffs above tactical level
- Joint/Coalition logistics contingency planning
- Joint/Coalition logistics deliberate planning
- Joint contract management
- DLA Customer Support Teams
- CDDOC & TRANSCOM assistance
- National Building thru Joint Log
- Support to Coalition Partners

Scorecard Legend

- Excellent; highly effective
- Good; mostly effective
- Marginal; occasionally ineffective
- Poor; usually ineffective

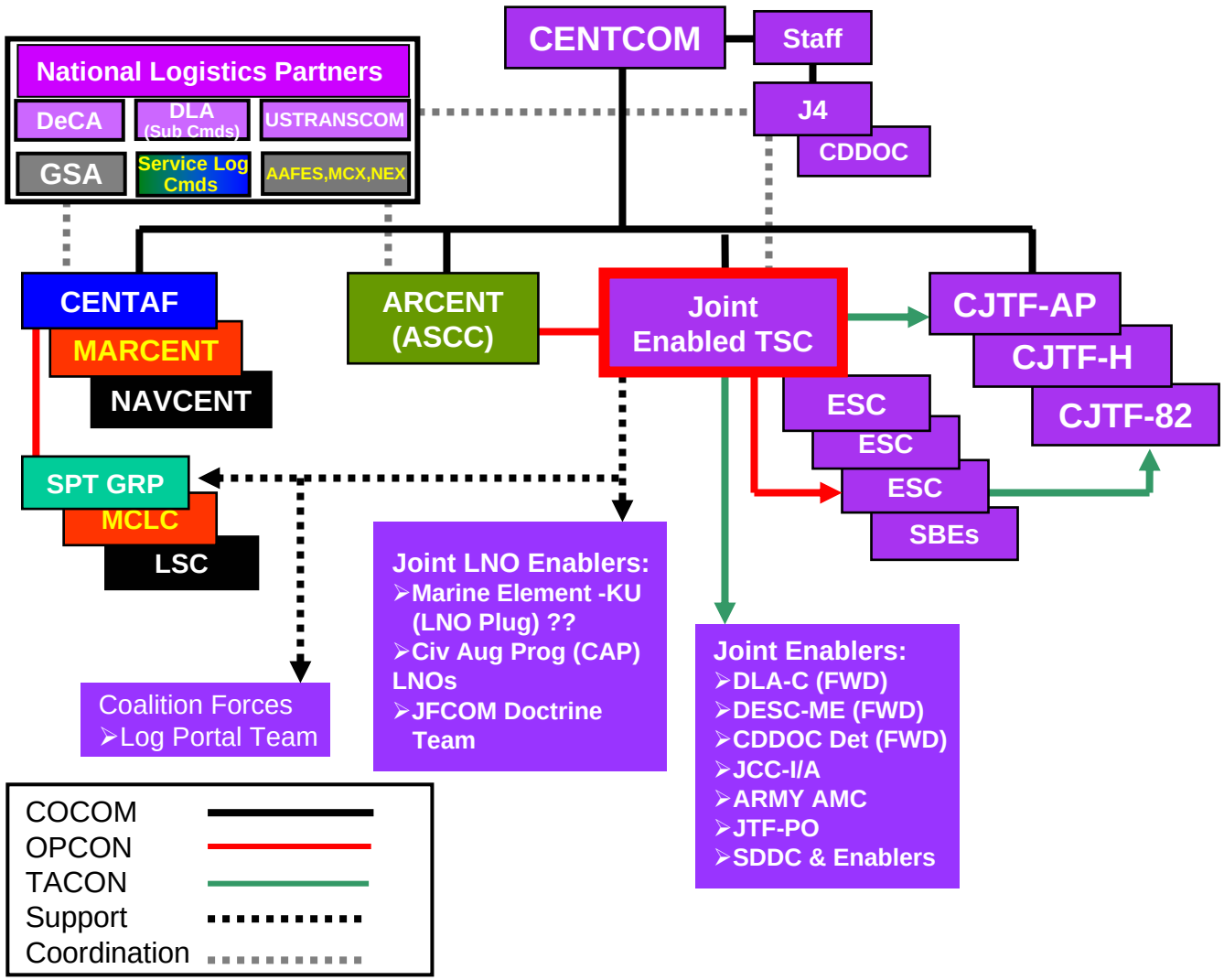
Overall Assessment: ***Logistics support to warfighters is outstanding at tactical level – but at incredible expense; we are highly effective, but not very efficient… Better Joint operational processes can enhance warfighting AND reduce costs***

Potential Joint Log Enablers



Joint logistics community must continue to support USFK and CENTCOM/MNF-I efforts – in concert with National Partners -- to develop: Joint Log C2, Joint Log Tasking Order Process, Joint Log Web Portal

#1 - Log C2: CENTCOM Notional JLC



Way Ahead

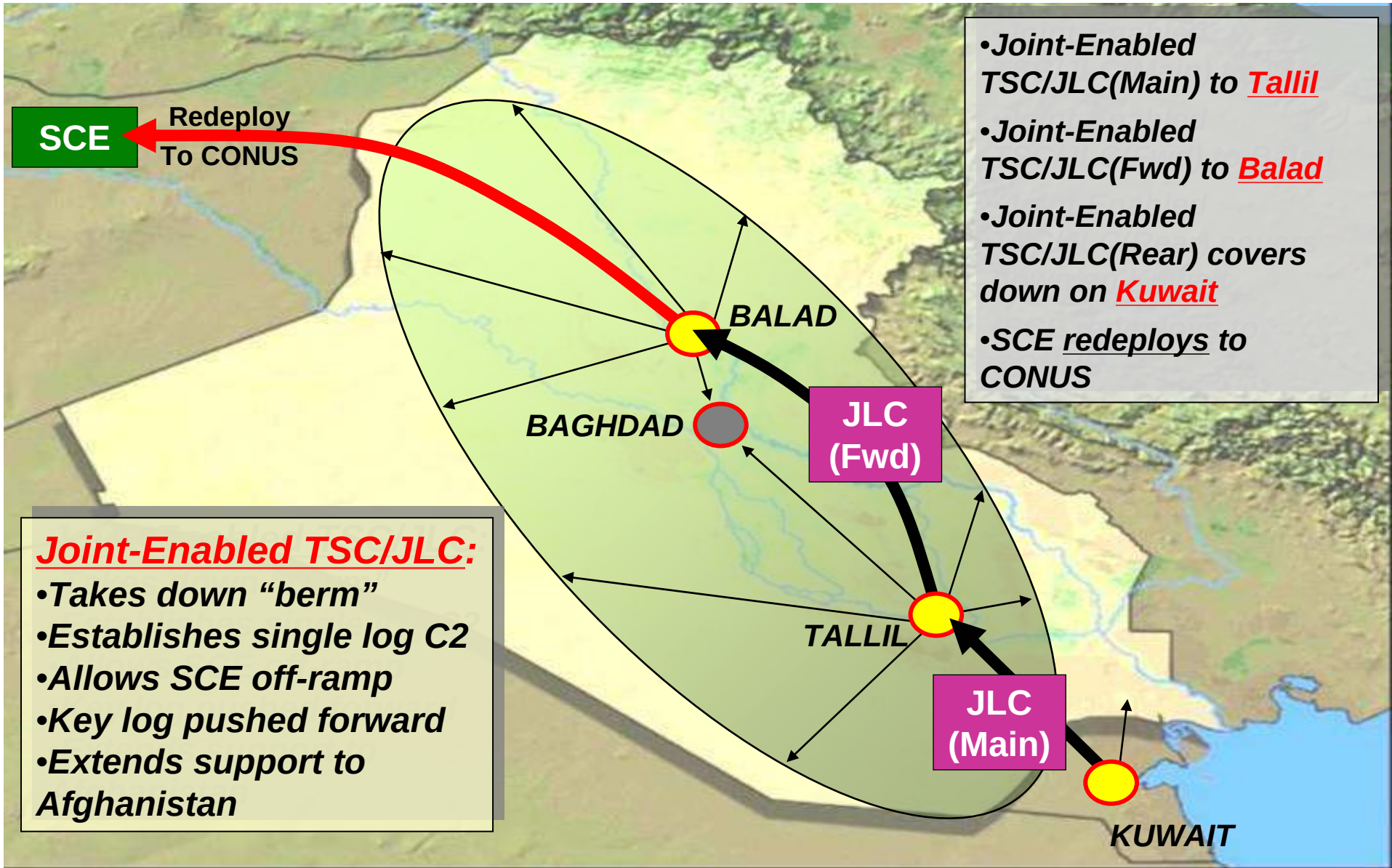
- **FY08 -** JFCOM begins TTP & Log Portal Development
- **End FY09 -** Single Army C2, TSC Enduring Forward
- **Jan 09 -** TSC Enabled IOC
- **At 10+0+1 -** Begin TSC Joint Enabler Integration
- **At 7+0+1 -** JFCOM completes TTP & Log Portal development
- **AT 4+1+1 -** Enabled TSC FOC

Assumptions

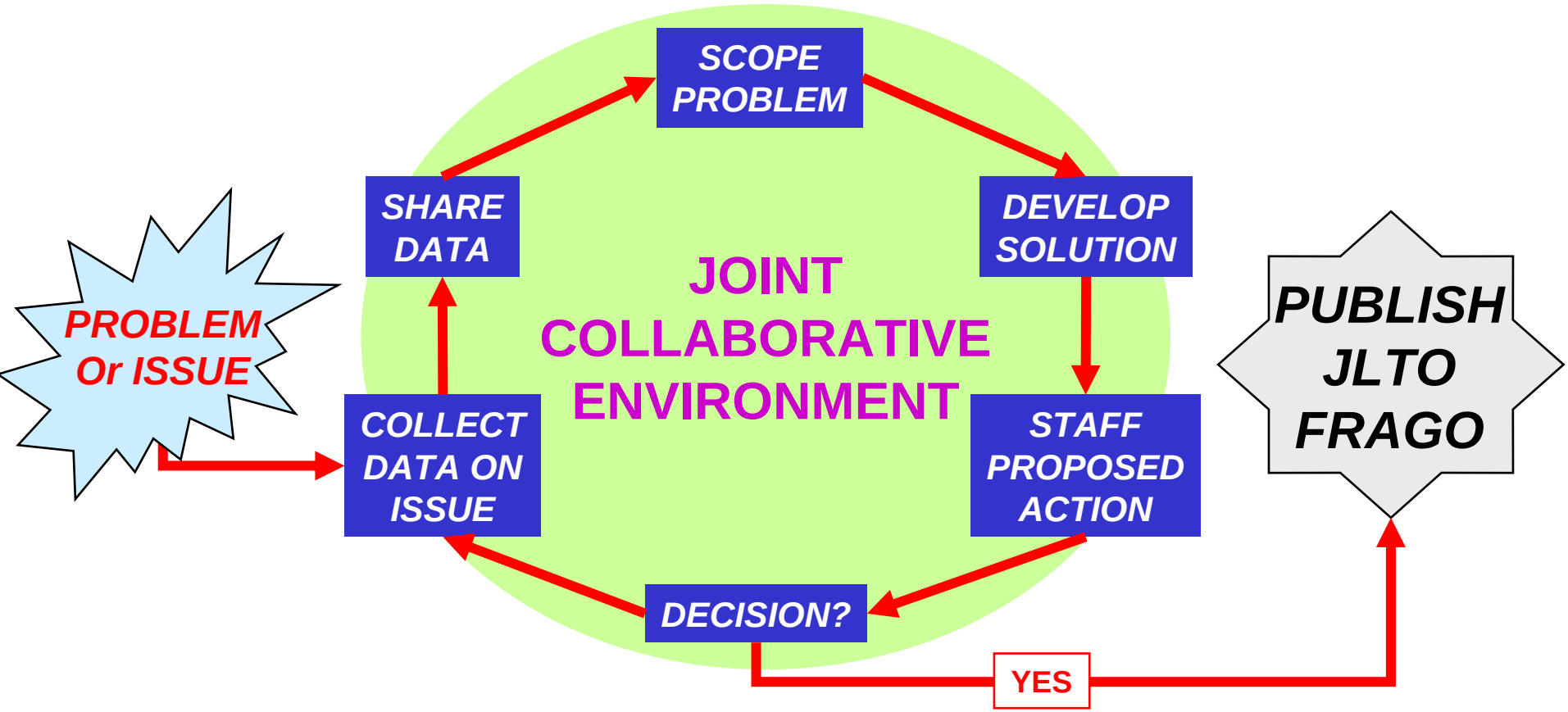
- CDR CENTCOM eliminates C2 Berm
- CDR CENTCOM establishes CJTF-AP
- CDR CENTCOM chops HOA to AFRICOM by 4+1+1
- CDR CENTCOM obtains buy in from all Supporting COCOMs, Service Components and DoD Support Agencies
- "Enabled TSC" C2/Unity of Effort TTPs, Metrics, and Log Portal are fully developed

MNF-I Joint Operational Log Assessment as of Nov 07
BG Steve Anderson, MNF-I R&S (Aug 06 – Nov 07)

#1 - Log C2: Taking down "The Berm"



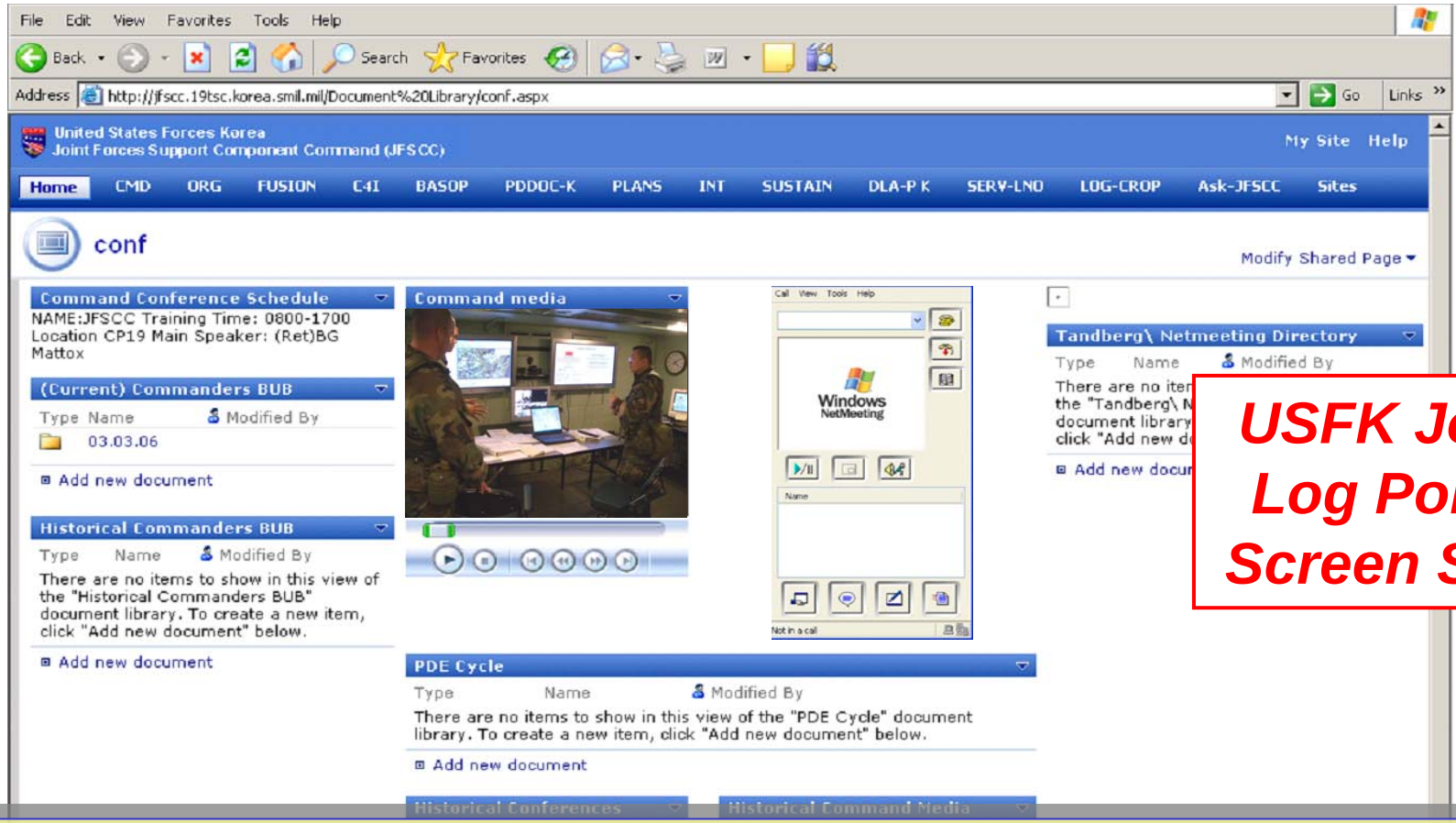
#2: Joint Log Tasking Order (JLTO) in Korea



***JLTO*: Cut decision cycle thru collaborative log action FRAGO**

USFK has developed & validated an effective and responsive JLTO process that improved and expedited decision making

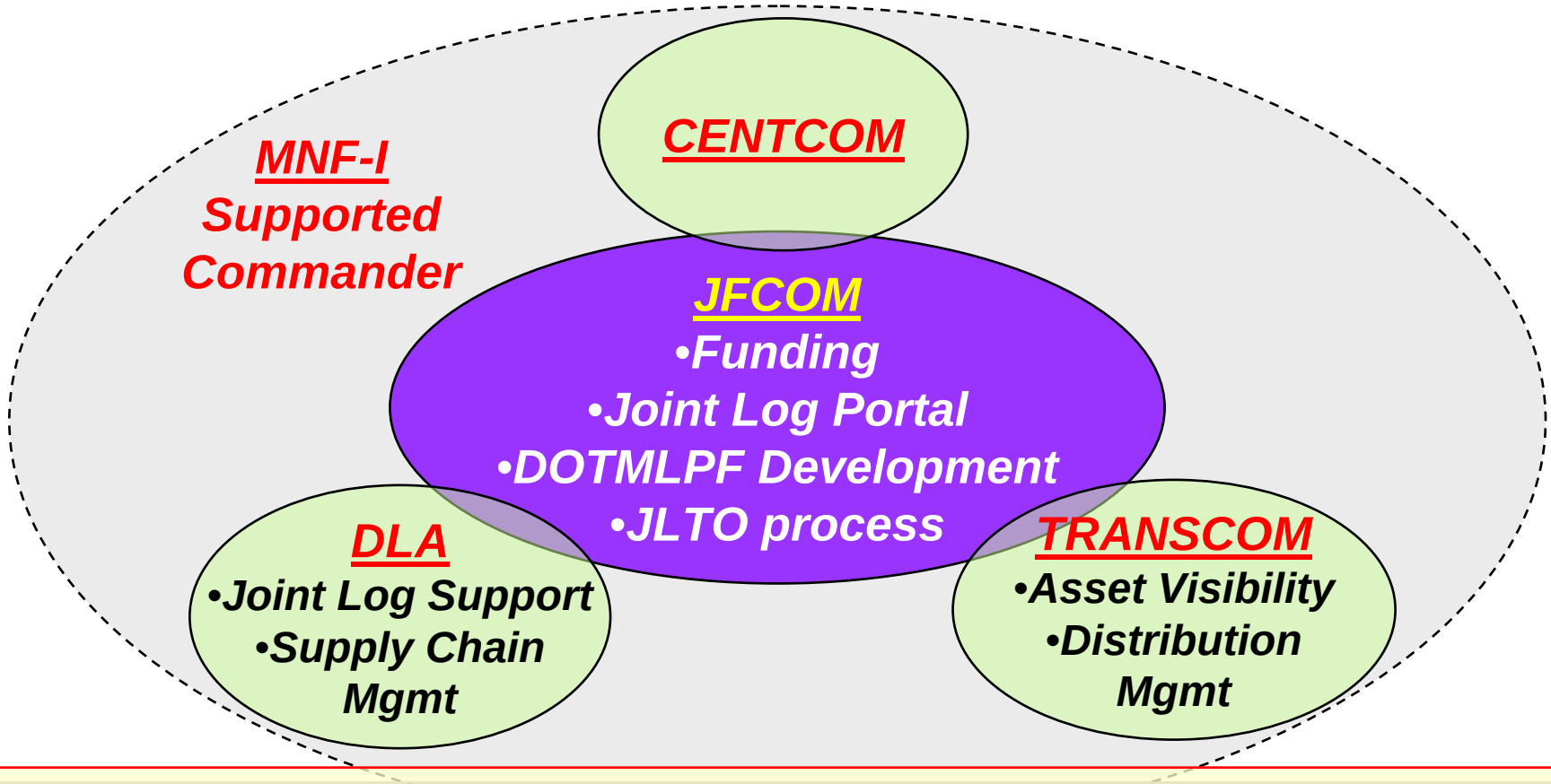
#3: Joint Log Portal in Korea



USFK Joint Log Portal Screen Shot

USFK has developed & validated a Joint Log Portal in '06; JFCOM and CENTCOM standing up GCSS-J based portal ISO CENTCOM AOR – to be demo'ed in Kuwait NLT EOM March 08

Way Ahead



Must continue to support CENTCOM/MNF-I and National Partners ongoing efforts to enhance warfighting thru improved Joint Logistics capabilities and processes


UNITED STATES
SOUTHERN COMMAND






















UN
UN 21033


MESA








THEATRO MUNICIPAL



















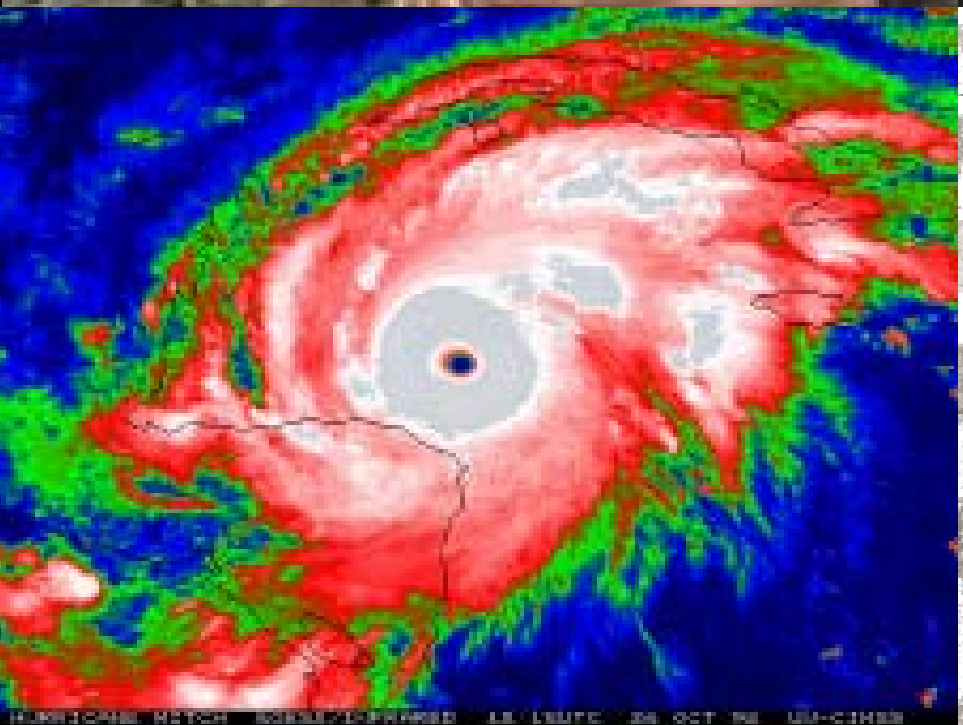





Ideas

















U.S. DEPARTMENT OF HOMELAND SECURITY

DEPARTMENT OF STATE · UNITED STATES OF AMERICA

DEPARTMENT OF DEFENSE · UNITED STATES OF AMERICA

OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE · UNITED STATES OF AMERICA

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DEPARTMENT OF THE TREASURY · 1789

PROJECT HANDCLASP · UNITED STATES NAVY

DHL

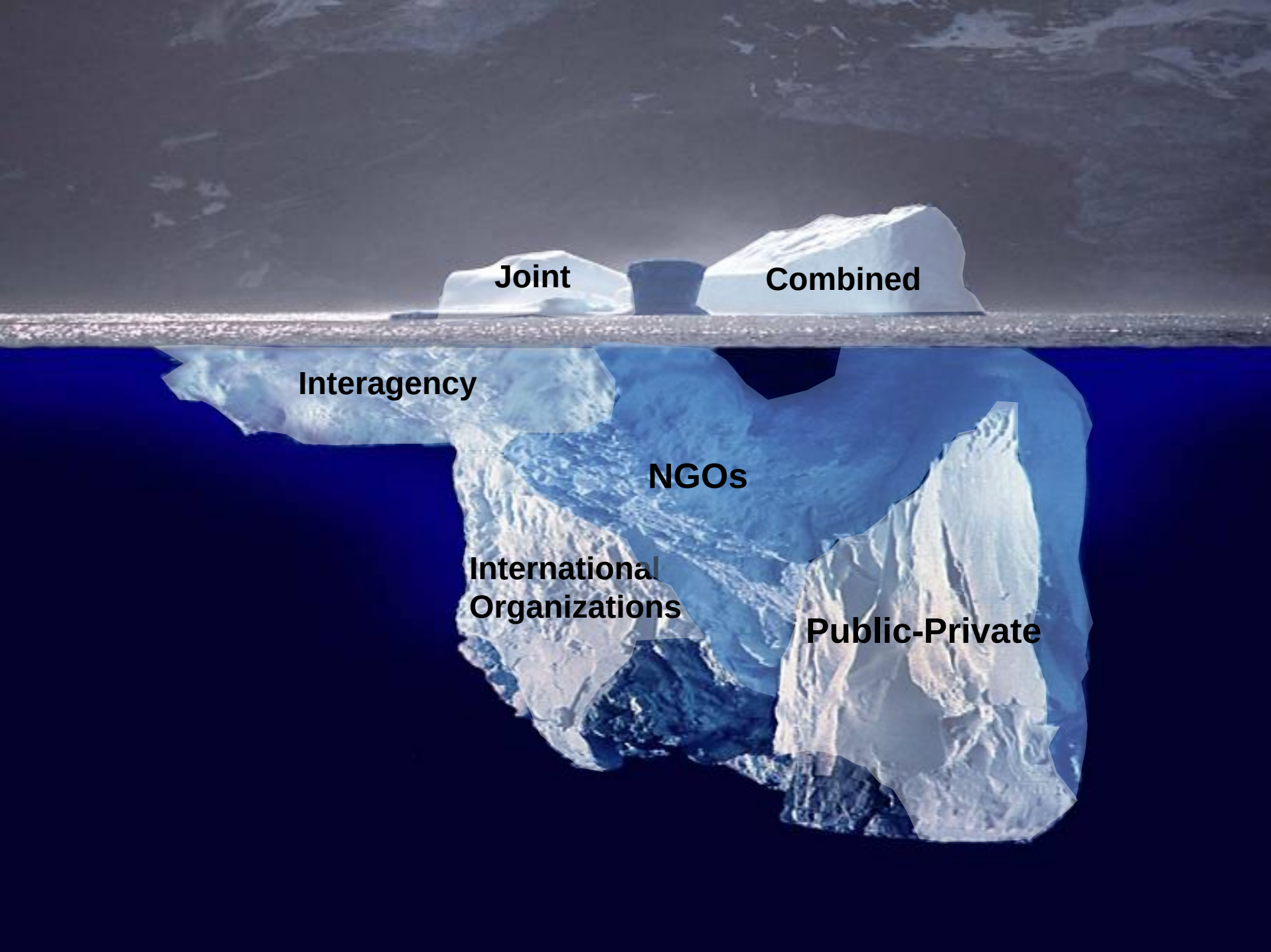
PROJECT HOPE · FOUNDED IN 1958

25th Since 1982 · Operation Smile · Changing Lives One Smile at a Time






HSV 2


Joint
Combined
Interagency
NGOs
International
Organizations
Public-Private


UNITED STATES
SOUTHERN COMMAND

"Synchronizing Global Logistics: Partners, Performance, and People."

Haifa; A Study in People, Partners and their Performance

Presented by

Major General Mike Sumrall


14:50:16
17. 7.2006

Agenda

- Scene Setter
- People and Leadership - The Attacks Begin
- Partners - Local Authorities/First Responders
- Performance – A Community Coming Together
- Lessons Learned

Arial View of Haifa



Haifa, Israel



- Third largest city in Israel
- Population 267K
- Major tourist destination
- Two international universities
- Major Industrial area and oil refinery





Port of Haifa



Port of Haifa





The Attacks Begin – July 2006

Leadership; Strength and Character



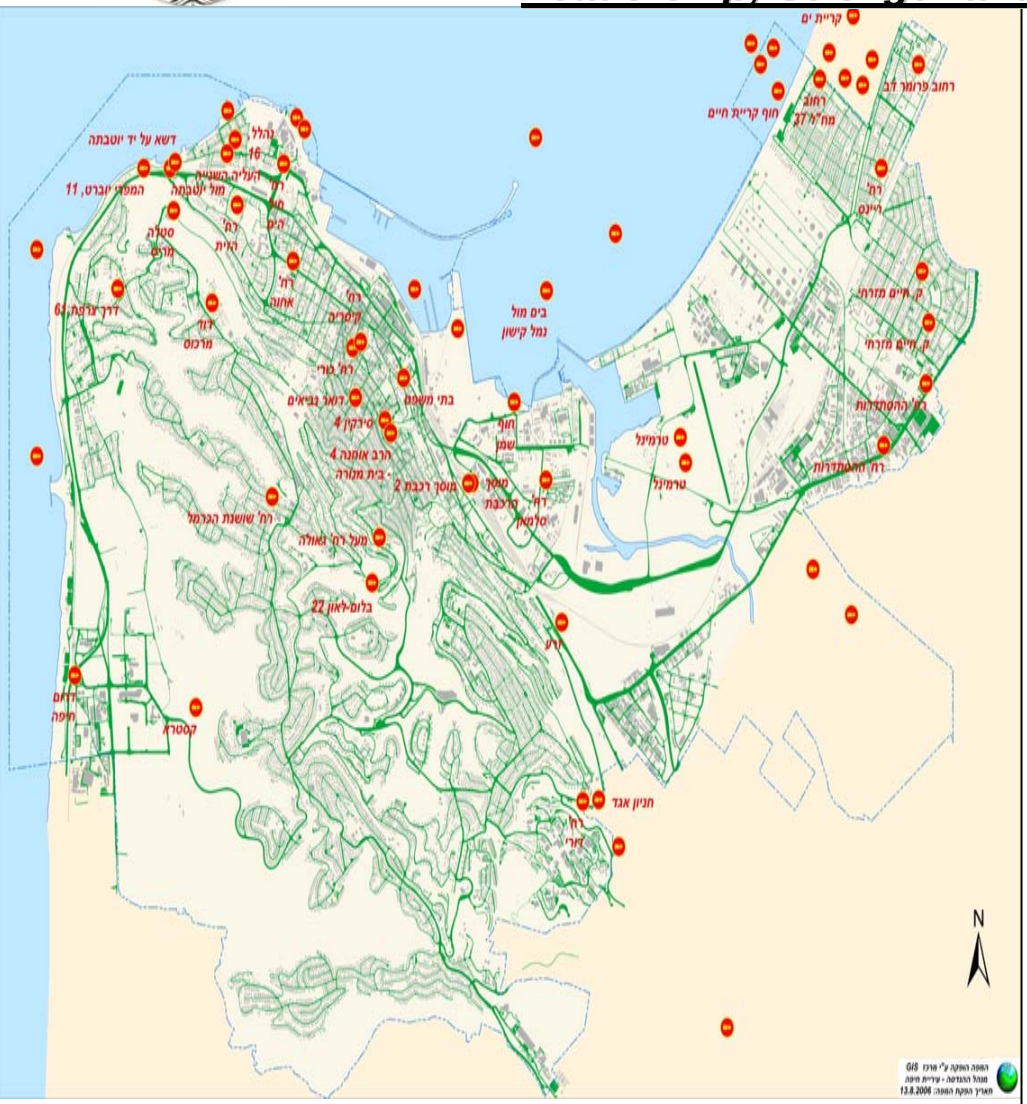
Haifa Mayor
Yona Yahav

- **During the first days of the war, Haifa sustained most of the rocket attacks, making the strategic threat real, and completely paralyzing daily life & ensuring the support of basic needs.**
- **Transportation systems paralyzed**
- **Grocery stores, public institutions, educational systems, clinics, pharmacies, etc. were shut down.**



The Damage Done – July-August 2006

Leadership; Strength and Character



- **2,700 missiles hit the North of Israel from the outset of the war; 34 of them fell on Haifa**
- **Twenty-two direct hits were recorded**
- **1,182 residential buildings and 404 cars were hit**
- **Ten people were killed and 61 injured**
- **Thirty percent of Haifa's inhabitants became refugees in their own country (15,000 of which were children)**
- **Business and public services were shut down**
- **Tourism collapsed entirely**

The Tools of War

Local Government; Strength of Leadership and Character













Urban Destruction

Local Government; Strength of Leadership and Character









Local Government Reacts

Local Government; Strength of Leadership and Character



- **Mayor takes control**
- **Local response, direction, and coordination**
- **Call center directs the local logistics response**
- **Local/first responders take the lead**
- **Federal assistance not required**





A Community Comes Together

Community; Strength of Leadership and Character



- **Shelters**
- **Community accountability**
- **Digging out**
- **Municipal Records – Water Bills**
- **A return to normalcy**





A Community Comes Together



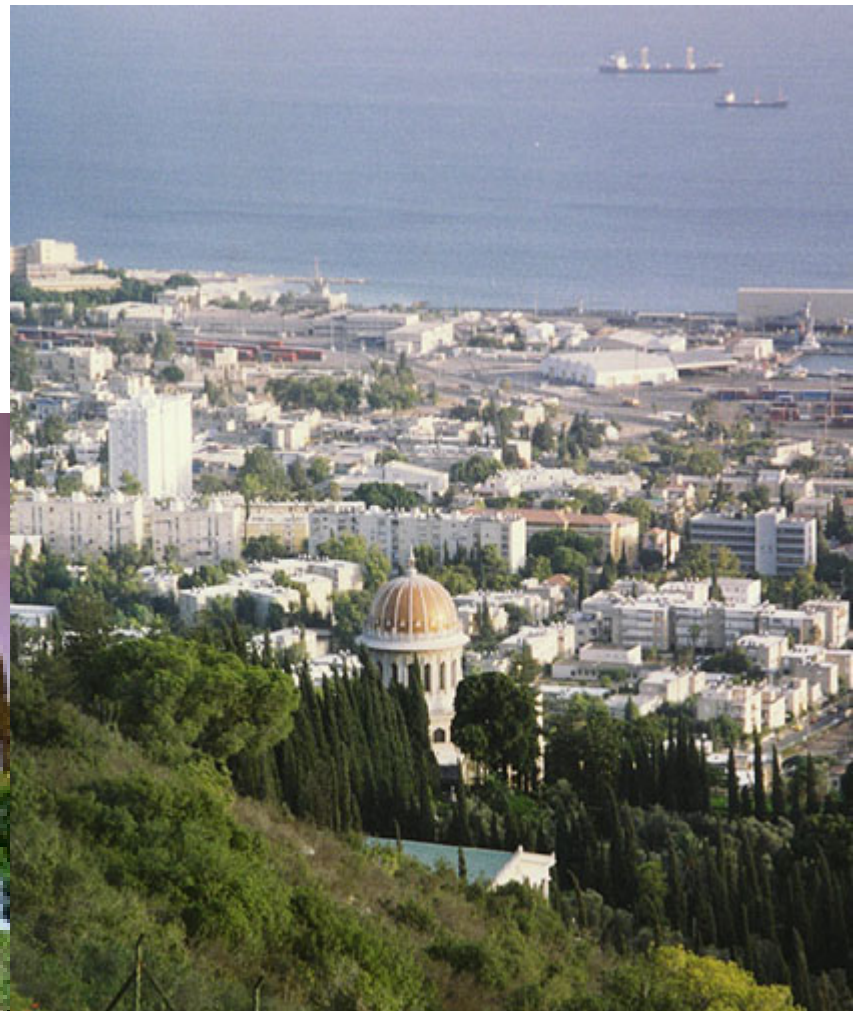
Aftermath



Lesson's Learned

- **Leadership – People**
- **Local Authorities - Partners**
- **Communities – Performance**
- **Disaster Response Logistics**
- **Ingenuity – use what you have**





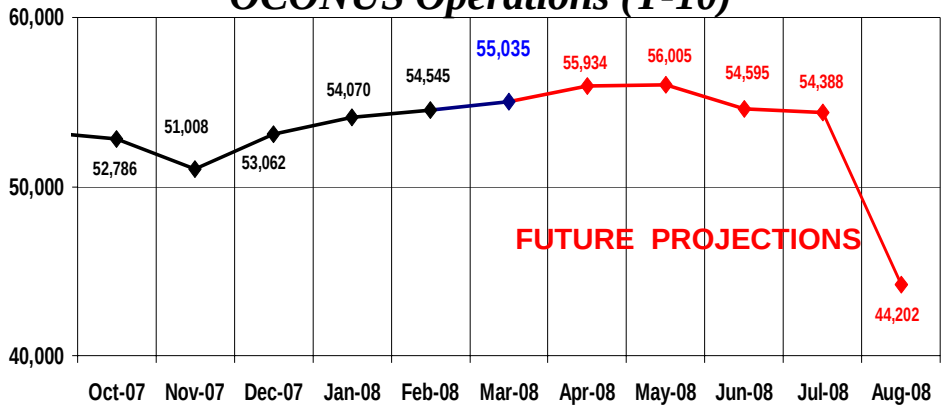
National Guard Operations

Domestic Operations

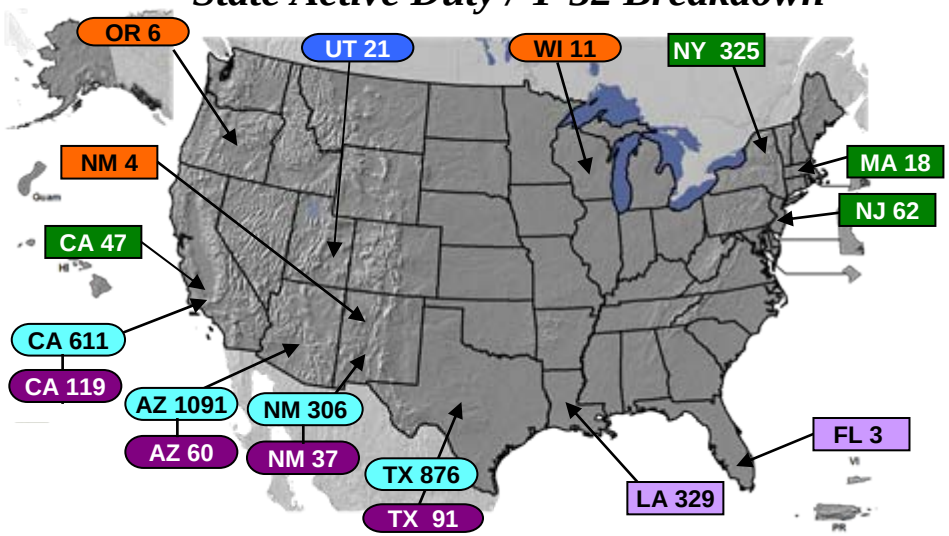
CONUS MISSIONS	ARNG	ANG	TOTAL
DOMESTIC OPS (SAD)	719	69	788
OPERATION JUMP START (T-32)	2,334	550	2,884
COUNTER DRUG (T-32)	1,987	657	2,644
*AIR SOVEREIGNTY (T-32)	0	1,522	1,522
(T-32) MISSIONS	33	5	38
TOTALS	5,073	2,803	7,876

* ANG ASA & AIR DEFENSE PERSONNEL

OCONUS Operations (T-10)



State Active Duty / T-32 Breakdown



LEGEND			
	Crisis Response		Key Asset Protect
	POTUS/VPOTUS		Law Enforcement Spt
	Counter Drug		Hurricane Support
	CST Response		Border Security

MAP ROLL-UP TOTALS

US 3,229 - T-32

US 788 - SAD

Mission Breakdown

STATES	#	MISSION	DATES
AZ, CA, NM,TX	2,884	OPERATION JUMP START	1 JUN 06 - 15 JUL 08
54 States/ Territories	2,337	COUNTER DRUG	ONGOING
20 States	1,522	AIR SOVEREIGNTY	SEP 01 - TBD
LA	329	NOPD SPT - CHECKPOINTS & PATROLS	20 JUN 06 - TBD
NY	325	INFRASTRUCTURE PROTECTION	01 JAN 05 - TBD
SWB	307	COUNTER NARCOTICS SPT (CBP)	15 MAY 06 - TBD
NJ	62	INFRASTRUCTURE PROTECTION	03 JAN 06 - TBD
CA	47	INFRASTRUCTURE PROTECTION	01 OCT 06 - TBD
UT	21	CST RESPONSE	02 MAR 08 - TBD
MA	18	INFRASTRUCTURE PROTECTION	02 JAN 05 - TBD
WI	11	SEARCH AND RESCUE	01 MAR 08 - TBD
OR	6	SEARCH AND RESCUE	02 MAR 08 - TBD
NM	4	POTABLE WATER DISTRIBUTION	28 JUN 05 - TBD
FL	3	SEAPORT INSPECTION PROGRAM	01 JUL 06 - TBD

Community Based Response



"Synchronizing Global Logistics: Partners, Performance, and People."

Haifa; A Study in People, Partners and their Performance

Presented by

Major General Mike Sumrall



Logistics Sustainment Reset -- Are We Meeting The Challenge?

NDIA Conference

12 March 2008

Presented by

RADM Alan S. Thompson, SC, USN

Commander, Naval Supply Systems Command

Agenda

- **Prosecuting the Global War on Terror**
- **Build the Future Force**
  - **Ship Program**
  - **Aviation Program**
- **Maintain our Warfighting Readiness**
- **Develop and Support our Sailors and Civilians**
  - **Transforming the Workforce and their Processes**
- **Preparing for the Future … Executing the Maritime Strategy**

Prosecuting the Global War on Terror

- **We are a Nation at War**
  - **30% of our ships and 42,000+ Sailors are deployed**
  - **20,000+ Reservists on Active Duty**
    - **More than 41,000+ Naval Reservists have been mobilized and deployed in support of GWOT**
  - **In the CENTCOM AOR**
    - **14,000 Sailors ashore**
    - **17,000 Sailors at Sea**
- **Our OPTEMPO is high**
- **We need…and are committed to Navy reset**
  - **More than $5B allocated in FY07 / 08**

Build the Future Force

- **Build the Future Force**
  - **Ship Program**
    - **CVN 21**
    - **DDG 1000**
    - **Littoral Combat Ship (LCS)**
  - **Aviation Program**
    - **Reduce the average age of the inventory**
    - **Field new Type/Model/Series**
      - **Lightning II Joint Strike Fighter (F-35)**
      - **Osprey (V-22)**
    - **Upgrade avionics**

Maintain our Warfighting Readiness

- **Maintain our Warfighting Readiness**
  - **Expeditionary and Deployable Forces**
    - **Carrier Strike Groups**
    - **Expeditionary Strike Groups**
    - **Navy Expeditionary Combat Command**
  - **Fleet Response Plan**
  - **Aggressive ship / aircraft build plan**
  - **Focus on Depot Maintenance**
  - **Managing OPTEMPO and Reserve Force rotation cycles**

Develop and Support our Sailors and Civilians

- **Transforming the Workforce and Processes**
- **Total Force Concept**
  - **Military**
  - **DoN Civilian**
  - **Contractors**
- **NSPS**
- **Joint skills to operate in a joint world**
- **Building Distance Support applications**

Preparing for the Future

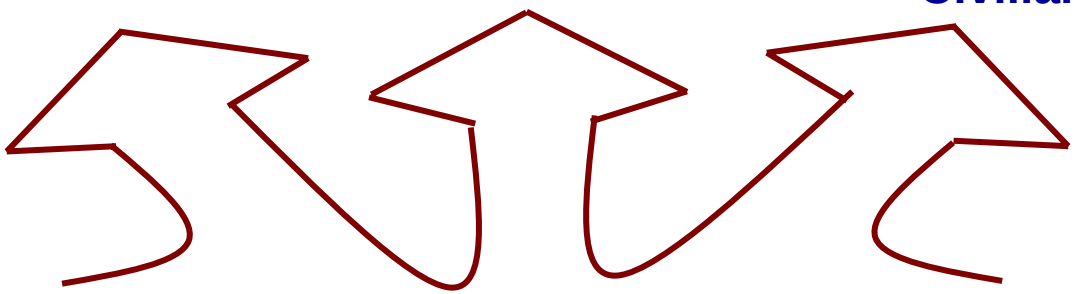
- **Committed to COCOM support**
  - **GWOT**
  - **Joint Exercises**
  - **Theater Security Cooperation and Assistance**
- **Engaged in non-military operations**
  - **Humanitarian Assistance**
  - **Disaster Relief**
- **Developing new business processes**
  - **Navy Enterprise Framework**
    - **Leveraging value streams to deliver Warfighter readiness**
      - **People…Money…Material**
    - **Enterprise Resource Planning**
      - **Integrated business tools**
- **Executing the Maritime Strategy**

NAVSUP's Alignment to CNO's Priorities

Build the Future Force

Maintain Warfighting Readiness

Develop and Support our Sailors and Civilians



Supporting the Warfighter…
Products & Services

- **Enterprise Alignment**
- **Global Logistics Support**
- **Navy ERP & Logistics Systems**
- **Sailor & Family Support**
- **Our People**

NAVSUP Strategic Focus Areas

USTRANSCOM

Integrated Data Environment / Global Transportation Network Convergence (IGC)

24th Annual National Logistics Conference and Exhibition

12 MAR 2008

Vision / Expected Outcomes

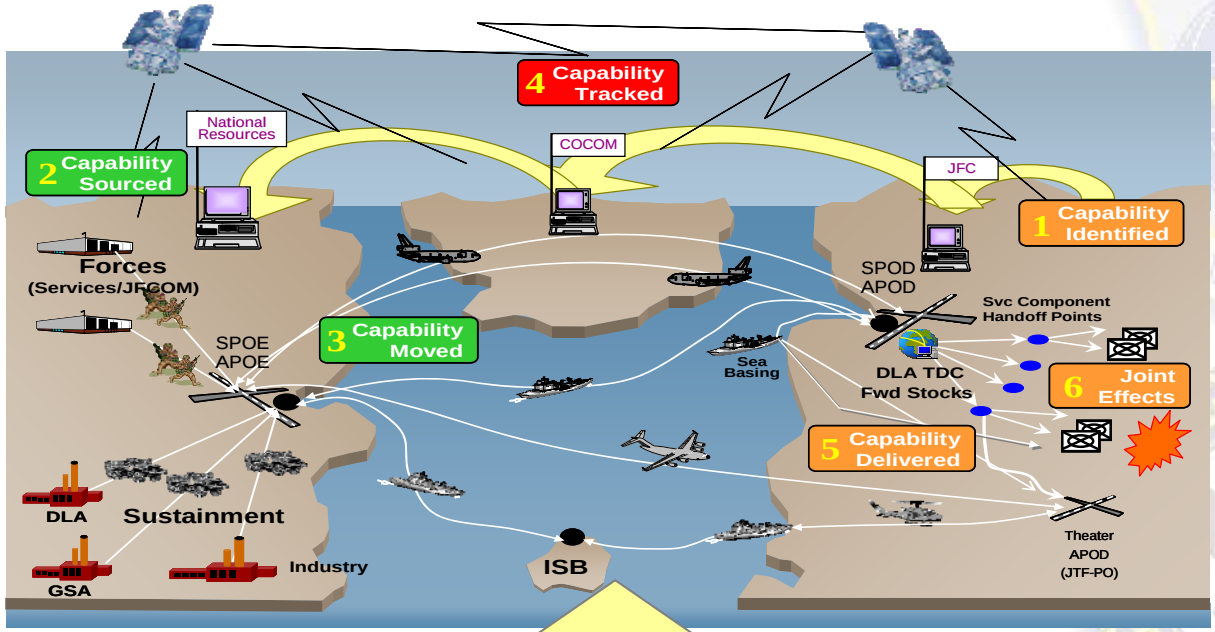
Vision: Provide common integrated data and application services enabling cohesive distribution solutions for the DoD

Enables:

- Common logistics picture
- Distribution visibility
- Material asset & in-transit visibility

Benefits:

- Enhanced delivery of forces & sustainment
- Improved situational understanding
- Near real-time Enterprise Access to logistics and transportation data
- Improved trust and confidence



IDE / GTN Convergence

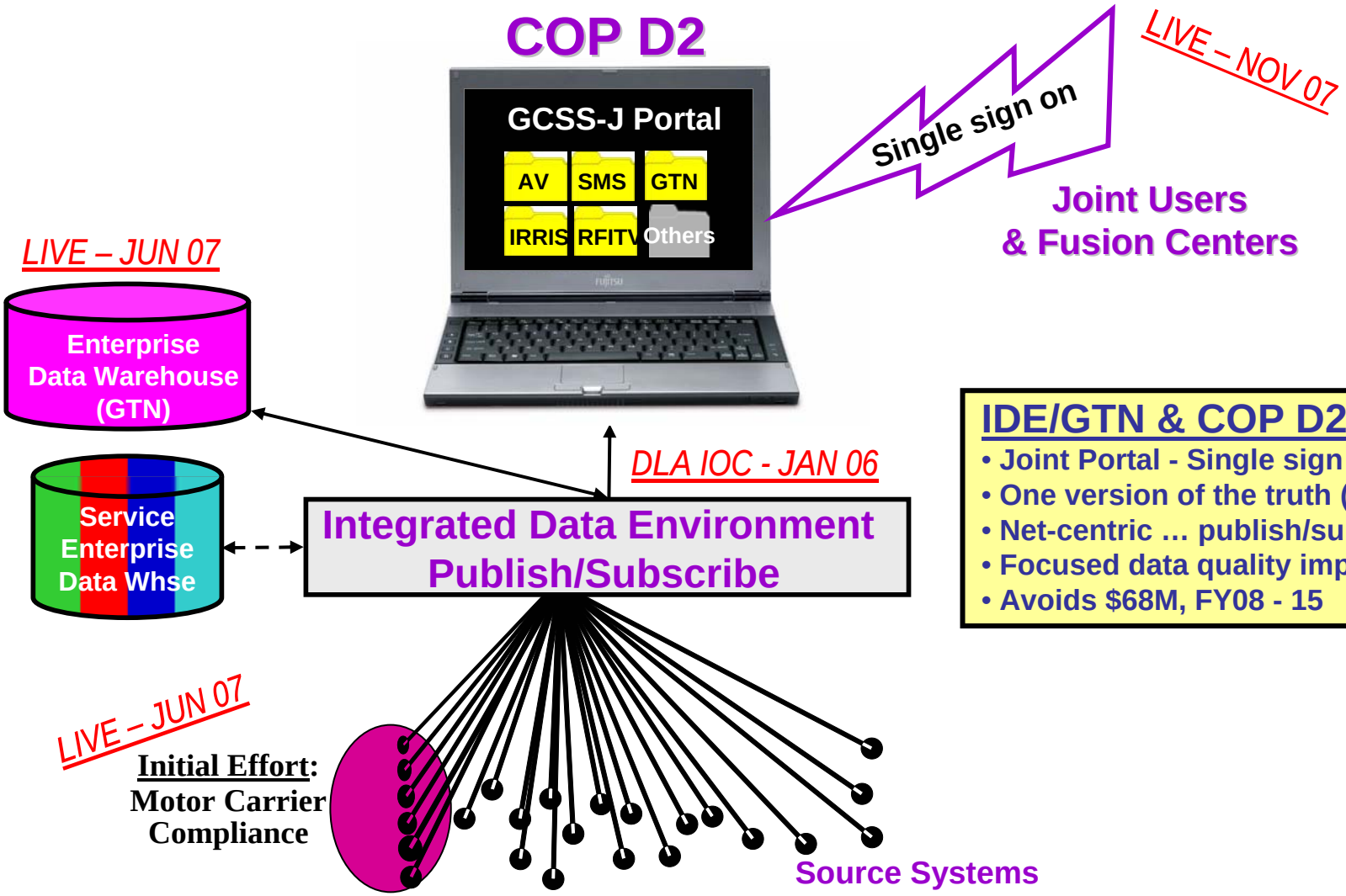
Unity Of Effort

DLA Data
Integrated Data Environment PM

- Business Application Tools
- Logistics Visibility
- Transportation C^2 and ITV Services

USTC Data
Global Transportation Network PM

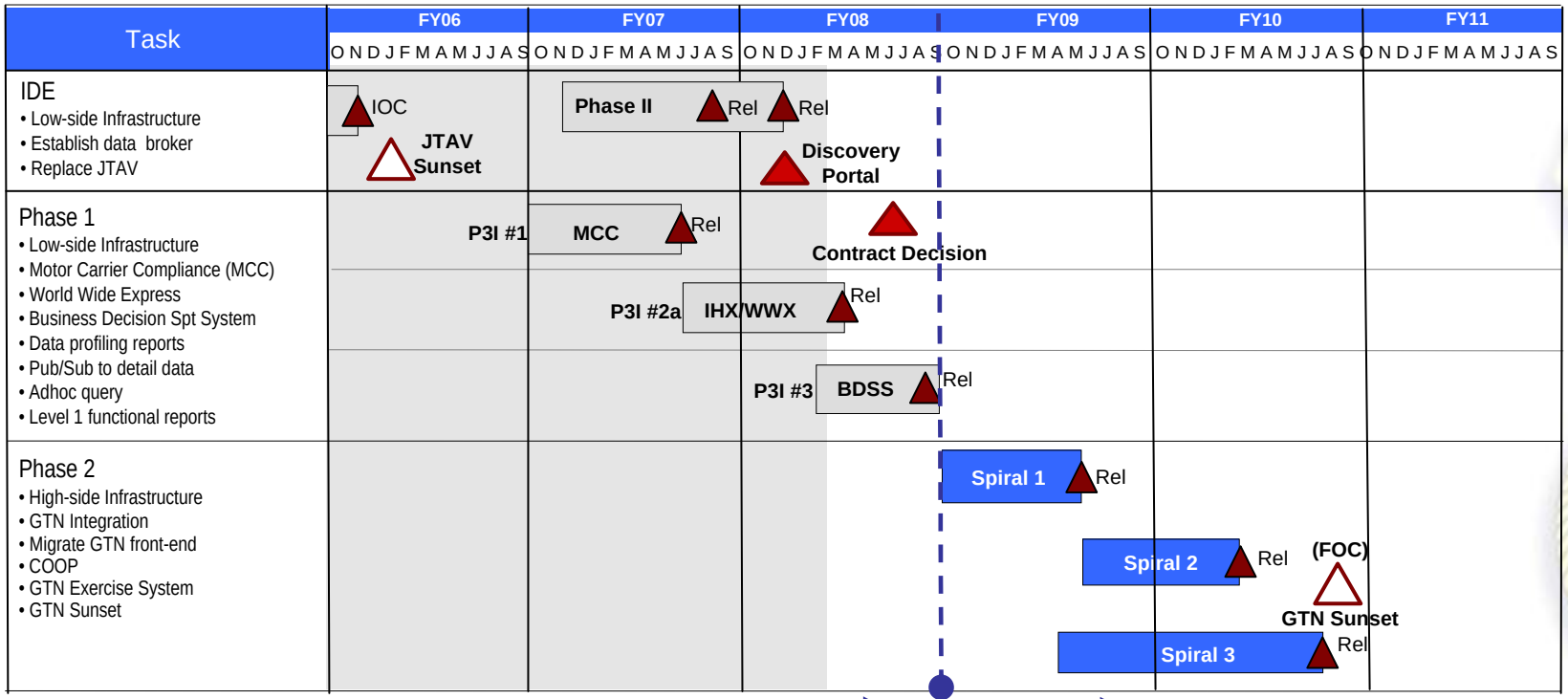
IGC Capability …
Enabling COP Distribution and Deployment (D2)



IDE/GTN & COP D2 Targets:

- Joint Portal - Single sign on
- One version of the truth (data)
- Net-centric … publish/subscribe
- Focused data quality improvements
- Avoids $68M, FY08 - 15

IGC Program Schedule



BDSS – Business Decision Support System
MCC – Motor Carrier Compliance
IHX/WWX – International Heavyweight Express / World Wide Express

Near Term Milestones:

- APR 08: World Wide Express (WWX)
- 3rd QTR FY08: New Contract
- 4th QTR FY08: BDSS Migration
- 1st QTR FY09: Begin IGC Spiral 1

Summary

- Strong collaboration between DLA and TRANSCOM continues; leadership remains committed, engaged and accessible
- DISA is a 3rd partner; nothing works w/o them.
- Leverages existing investment; integrates the components from individual programs of record into a comprehensive capability
- Incremental, evolutionary capability fieldings are working

United States Southern Command



Joint Operational Logistics

Col Edmund Woolfolk
13 March 2008

Overview

- Mission
- Creative Partnering
- Reorganization
- Organization Structure
- Initiatives



Mission

Conduct military operations and promote security cooperation to achieve U.S. strategic objectives

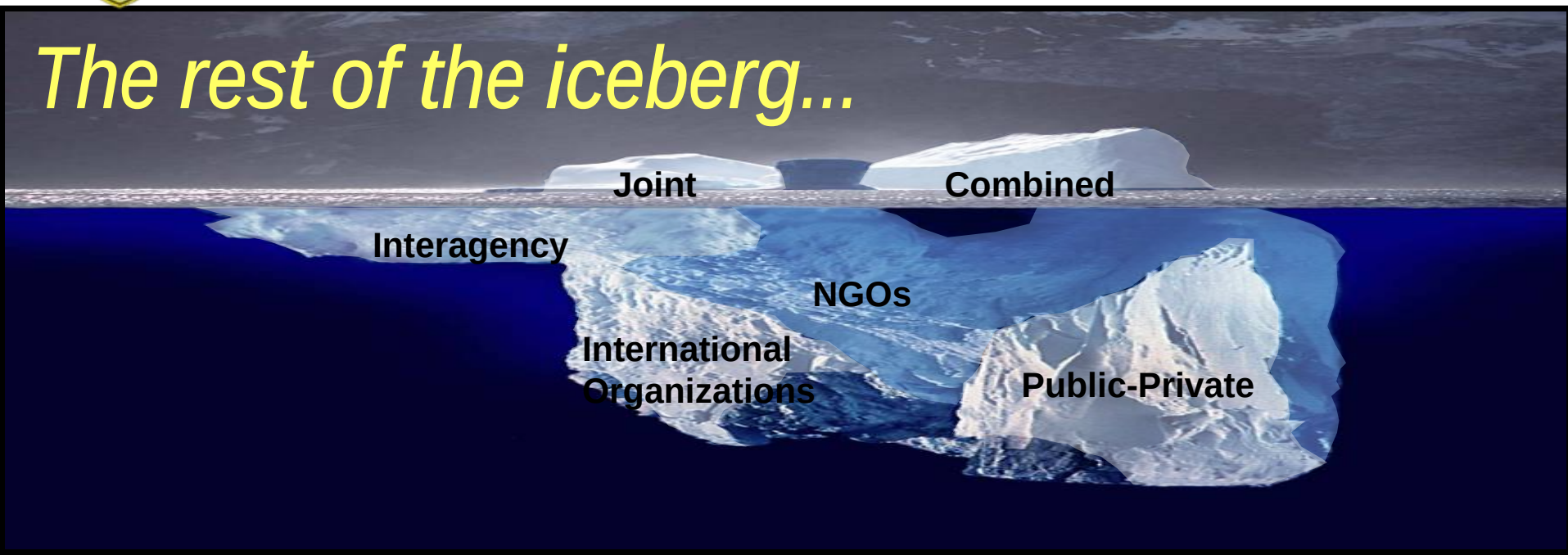


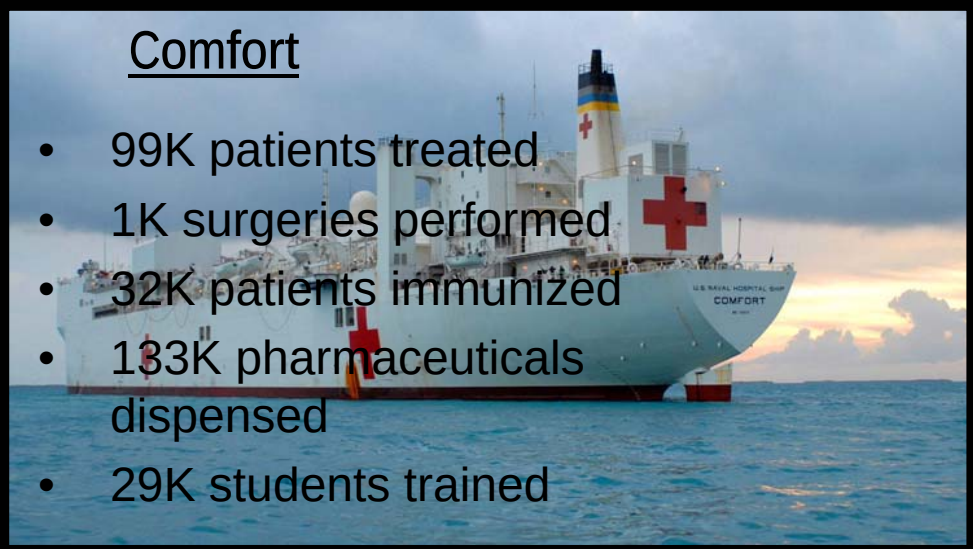
Strategy 2016 Goals

- Hemisphere:
  - Ensure security
  - Enhance stability
  - Enable prosperity
- Southern Command
  - Transform the enterprise

Partnering Vision

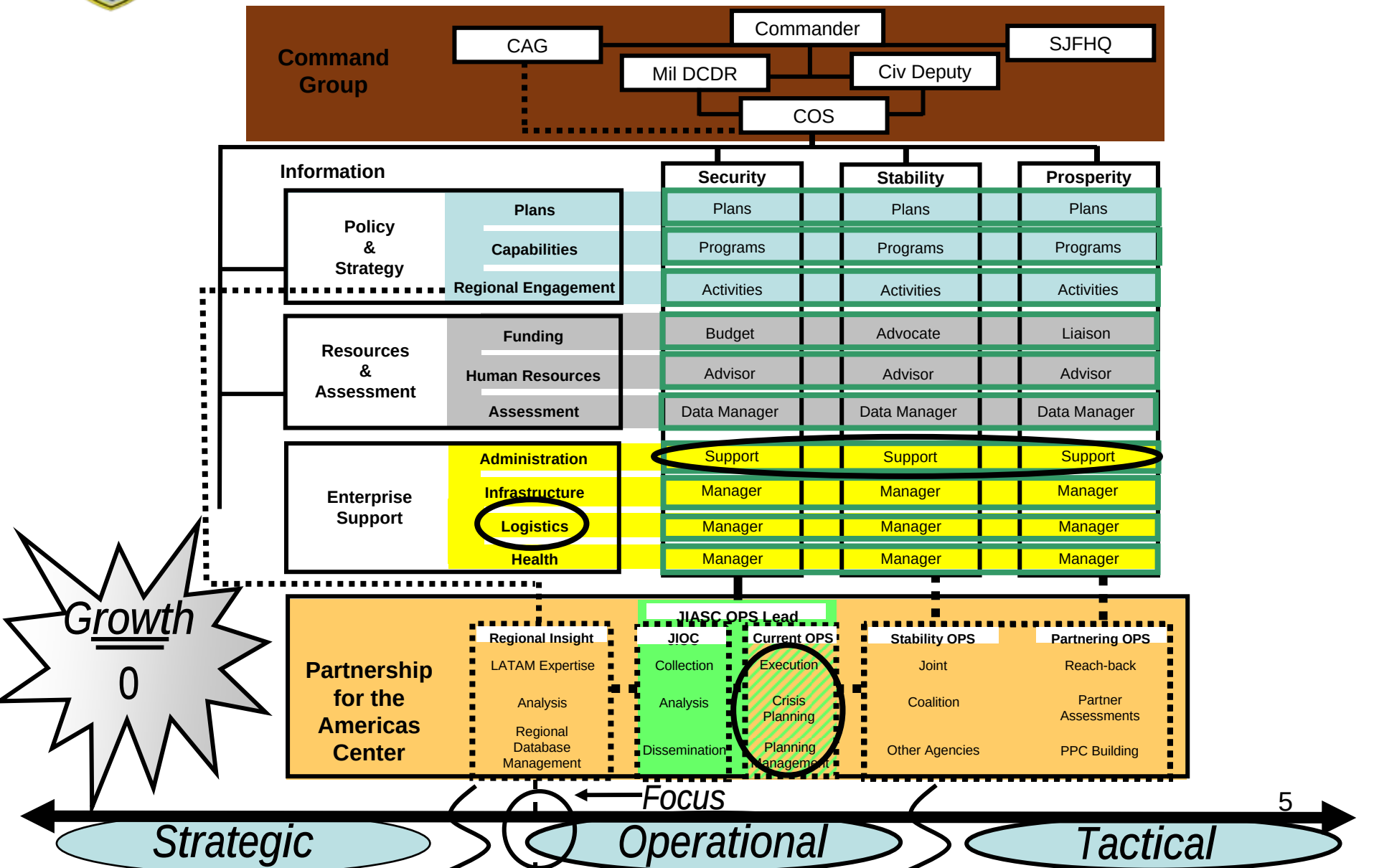
The rest of the iceberg...







Reorganization



Regional and Sub regional **Country** **Mission**

Tools

Where does the COCOM Focus?

Kluges Component Work and Sub-regional Efforts Together

Nests Policies and Programs with DOD while gaining needed authorities to improve effectiveness

Measures effectiveness of Logistical Efforts and makes systemic improvements to the Regional Infrastructure

Coordinates with subordinates, partners, and higher level staffs to ensure a synchronized, multiagency, multinational, and multi-sector response

"In this hemisphere, we are in the business of ideas, not missiles. Our *main battery*, so to speak, is communication." -- Admiral Jim Stavridis

Command South
Homestead, Florida

Cooperative Security Locations

Support to Smart Power Initiatives

USARSO





AFSOUTH





NAVSO

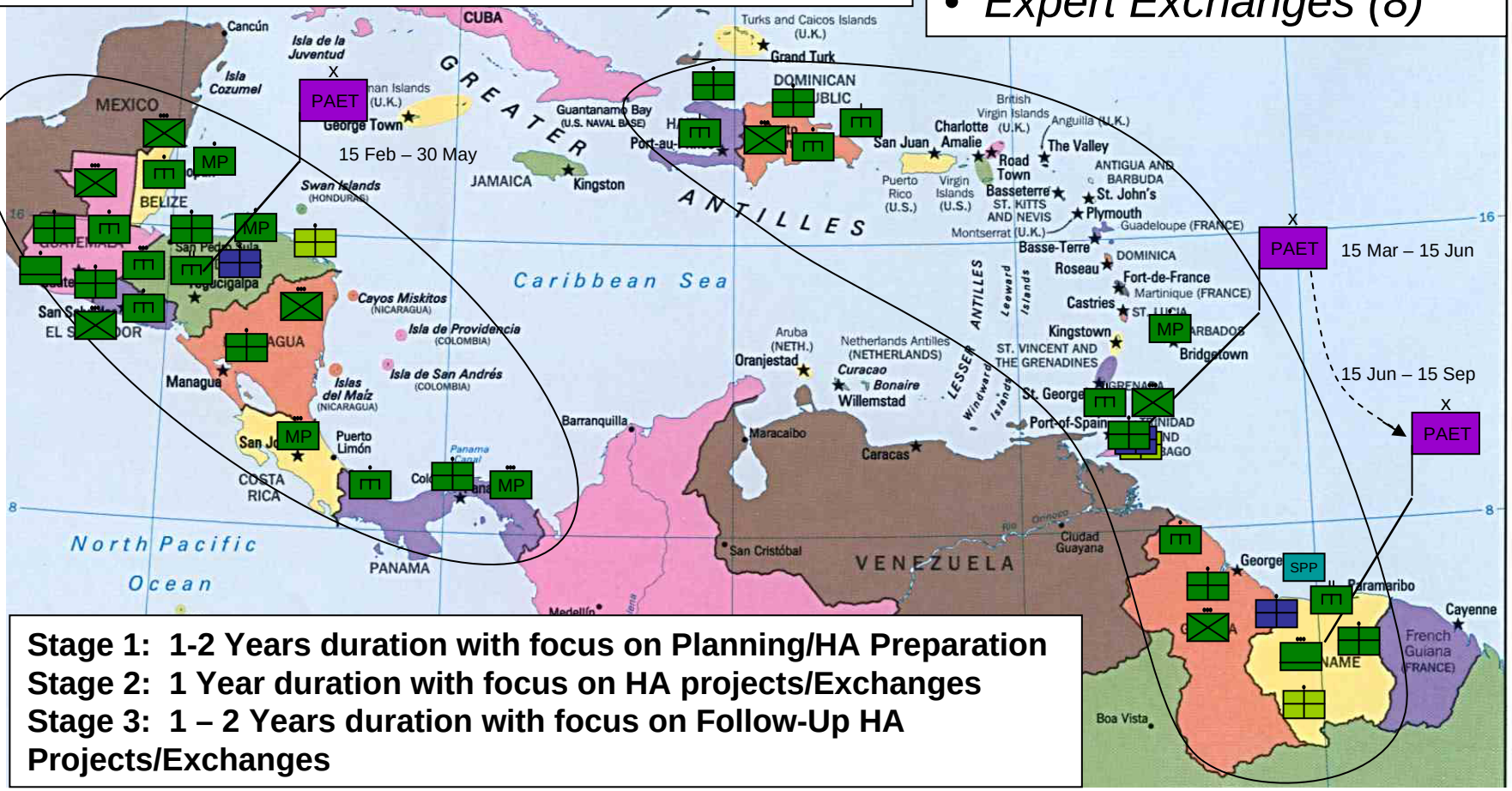
Beyond the Horizon FY08

- Stage 1 Plan & Design (4 Countries)
- Stage 2 Construction (3 Countries)
  - 19 Total Projects (10 New, 9 Refurbish)
- Stage 3 Sustain (3 Countries)
- Country Medical Exercises (9) (3 Army)
- Regional Medical Exercises (7)

- Trade Winds Support (1)
- State Partnership Support (1)

Tentative

- *Unit Exchanges (12)*
- *Expert Exchanges (8)*



Stage 1: 1-2 Years duration with focus on Planning/HA Preparation
Stage 2: 1 Year duration with focus on HA projects/Exchanges
Stage 3: 1 – 2 Years duration with focus on Follow-Up HA Projects/Exchanges

Richard R. Yuse, RTSC President
NDIA / 24th Annual National Logistics Conference & Exhibition

March 11, 2008

Good morning, everybody.

I would like to start by saying that it is a privilege for me to be here sharing my thoughts with 500 of the nation's top logistics experts. Thank you very much for having me.

When I was asked to speak with you today, a number of topics worth addressing rushed to mind. What I ultimately decided on was the notion of partnership-driven precision logistics.

More specifically, I'd like to focus on where the Department of Defense and industry can partner to dramatically improve logistics to our warfighter. These partnerships need to apply
the same focus and technology that was applied to create the precision weapons which are so successful today.

JSOW, JDAM, National and Theater Missile Defense are excellent examples of precision weapon systems. The precision — and the remarkable reliability of those weapons — has been demonstrated in the last 10 years. Why not make logistics the next frontier for precision and reliability?

The fighting force we deploy today is lighter and more agile than ever. The need for precision logistics to support that force is therefore more <u>vital</u> than ever. In other words, precision logistics must replace sheer numbers in terms of enabling what we at Raytheon refer to as, "NoDoubt Mission Assurance."

"NoDoubt" implies a level of commitment that the products we deliver will work — every single time. And again, we believe that precision logistics is critical to achieving the level of Mission Assurance our Warfighters need and deserve.

But reliable precision logistics doesn't just happen by itself. In order to make it a reality, we must first forge a multitude of strong partnerships — both within industry and between industry and government. A foundation of this nature is an absolute necessity and is built upon our shared commitment to the warfighter's mission.

So where does this lead us?

It leads to a government-industry mandate to devote the same commitment, resources, and innovation to precision logistics that historically has been devoted to the design and development of precision weapons systems.

Taking it a step further, it's fair to say that the success of today's fighting force will depend upon — and will be driven by — these new, sharply focused partnerships between government and industry.

The good news is that the government-industry partnership is growing… But we must not rest.

It is paramount that we build on our progress and momentum through:

- **Performance Based Logistics contracts**
- **Public-private partnerships**
- **And other similar DoD-Industry collaborated contracting vehicles.**

That's the only way we'll continue to advance our mission of world-class, NoDoubt precision logistics.

Precision logistics is not complicated to grasp.

It is delivering precisely what is needed, precisely where it is needed, precisely when it is needed.

It is delivering the perfect pass at the key moment in the Super Bowl. For the play to work, the pass route has to be precise. The line has to protect the quarterback. The pump fake has to freeze the safety. And the football has to be delivered at the right time to the right place.

Easy to say, hard to do… And, of course, when it doesn't work… in our business--- lives, not football games, are lost.

Our warfighters must have complete and total assurance— Mission Assurance— that they will have everything they need from every element of the supporting team… exactly when they need it… with 100% reliability.

Otherwise, lives are at risk.

Looking at the continuing evolution of precision logistics, it's easy to see the sharp upward trajectory. For instance, we've made great progress in terms of enriching the logistics chain with information. On D-Day in World War II, there was a virtual information blackout regarding the location and health of assets as they were sent ashore.

By Desert Storm and the Balkan conflicts, we were beginning to experiment with embedded sensors that greatly illuminated the information chain.

Today, less than 20 years later, we're redefined the landscape again. The investments we've made into network-centric information technology will enable us to generate Total Asset Visibility.

We're able to *collect* and *connect* input from a myriad of sensors on the location, health and capability of assets in the logistics tail. We can then place that information in a user-friendly C3 pipeline where it's at the fingertips of commanders.

As an example, the latest model of the Army's workhorse Humvee has roughly 40 sensors installed. When you multiply that by the 125, 000 total Humvees in service … that equals 5 million potentially important pieces of information flowing in at any given moment.

That's impressive!

For the military, it's not just what the information means to the individual Humvee. What's even more significant is what the aggregate data says about the entire fleet of Humvees. Such information could forecast failure modes and potential subcomponent lifecycles … thus identifying the need for predictive maintenance. This can also reduce the costs associated with retrograde, reset, and recapitalization based on accurate asset health status.

In addition, we need to think differently about the possible tactical use of this logistics data or information. The ability to predict individual asset performance for a given mission profile will assist the combatant commander's deployment decision making process.

Of course, the Humvee isn't the only military asset equipped with embedded sensors. All of the helicopters in Iraq also have a health monitoring system aboard.

And in future platforms, sophisticated diagnostics will be embedded in the systems. New systems must be designed and existing systems must be upgraded with embedded diagnostics and onboard self-reporting logistics systems.

But, like anything else, this flood of real-time data introduces some new challenges. And one of those challenges is information overload.

It is critical to be able to minimize the transmission bandwidth required to transmit critical information on asset performance and readiness. It becomes a matter of transmitting information versus data and having the right tools to translate that information and data into knowledge.

There appears to be a data→ information→ knowledge→ wisdom spectrum that DoD and Industry, as a partnership, must navigate, appreciate, understand and then act upon in a proactive sense.

In other words, how do we convert this massive new volume of information into actionable knowledge leading to understanding — which is the science of prognostics… the ability to predict when and where failures will occur. And how we quickly distill it in such a way… that it enhanced decision making?

Making sense of what is extracted from that aggregate collection of available information is paramount. Fortunately, it is absolutely achievable.

Like so many of the other challenges faced by the defense industry, the answer lies in technology.

As General Carl Spaatz of the U.S. Air Force once said …

"Science is the dictator, whether we like it or not … science runs ahead of both politics and military affairs … and science evolves new conditions to which institutions must be adapted."

The advancement of technology is yet another reason why solid government-industry partnerships are absolutely imperative.

Again, we must join forces in order to devote the same effort and resources to precision Mission Support that historically has been devoted to weapons systems like Theater and National Missile Defense.

And we're getting there.

While it's true that our precision logistics capabilities have increased at an incredible rate — with many amazing achievements to our credit — there's still much work to be done.

When it comes to technology, we should take advantage of what the commercial sector already is capable of, such as the ability to track critical parts in real time … wherever they are in the supply chain.

Add to that the sophisticated system health monitoring we need — the type that is capable of producing predictive diagnostics that tell us when critical components are about to fail. And it all comes together as the Total Asset Visibility I mentioned earlier.

As far as investment is concerned, there's still work to be done there as well. Approximately 75 percent of the total cost of a system is in the sustainment phase. This means that life-cycle considerations must be built into system designs, and taken into account in the overall DoD investment policy. This will drive down this sustainment cost and free up monies to develop better warfare capabilities. The

customer must require and fund the inclusion of these improvements in the design phase.

All these efforts recognize sustainment as the big driver in Total Life Cycle Cost. Therefore, it needs to be brought to the same level of visibility within both DoD and Industry as performance is today.

Sustainment must be on a par with what has historically been an acquisition-only perspective of cost, schedule and performance.

Now let's look at industry. What can we do in the years ahead to guarantee the NoDoubt reliability of precision logistics?

- **For starters, industry must bring more commercial best practices into the equation. We need to learn and use what those in the commercial logistics industry have applied to make their customers more successful and profitable.**
- **We need to continue to develop sophisticated prognostic and monitoring capabilities and embed them in the systems we design**
- **We must develop the data management and assessment tools needed to translate the incoming field data into usable information that can be acted upon quickly… AND**
- **We must work to develop and maintain the Government- industry partnerships essential to this endeavor.**

This carries an inherent need for greater transparency and more trust in our partnerships on both sides of the fence.

The key word here is trust. Trust is a non-renewable resource that cannot be broken….. for it is almost impossible to regain.

And it is ... a most critical ingredient of successful government-industry partnerships.

In conclusion ….. The United States' military manages the most complex logistical system in the world. And with the current trend in defense budgets, contracting that includes total ownership cost as well as reliability will become increasingly essential to economic efficiency and military effectiveness.

So it is our job — to design a business model that:

1. **Fosters partnerships …**
2. **Develops contracting practices that ensure that the right technology is embedded in the systems …. and**
3. **Maximizes performance based agreements between contractors and government**

This type of working relationship will ensure that the entire logistics chain is integrated and architected so the required Mission Support outcomes are achieved.

Perhaps one of the most important yet easily overlooked aspect in enhancing this partnership is the need for an educational logistics process common to both parties …plus a common vision for the "loggie" of the future… be it government or industry. Simply, if you can't speak the same "language" how can either party expect to communicate. I note this is the topic of Thursday's session. Industry looks forward to those results.

In summary, we must create truly integrated government-industry teams with a singular objective — to support our military's ever-increasing needs by delivering the finest hardware in the world to the finest fighting force in the world.

No alternatives.

No excuses.
No Doubt.

A final note to our Warfighters: I can certainly speak for industry in thanking them for not only their service, but the ability to manage the most complex logistical system in the world under circumstances that cannot be compared to anything else. We also recognize that it is the training and discipline of the service member who make this happen. Simply, it is the warfighter that compensates for all the deficiencies in the present logistics processes… Factory to Foxhole.

Hopefully, what this forum discusses in the next three days…this NDIA government-industry partnership…will make significant strides in eliminating those deficiencies…

Again, thanks for having me….