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14. ABSTRACT The AF Supply Executive Board chartered a Seamless Supply Council with AFLMA as an advisory member. The Seamless Supply Council has in turn formed a Seamless Supply Core Integrated Product Team (IPT) chaired by HQ SSG/LGS. The Core IPT formed several sub-IPTs to address specific issues/areas. AFLMA was asked to assist each of these IPTs. The Module 1 IPT was set up to work issues associate with the management of items where AFMC is the source of supply. This report documents some of the efforts of this group to date.									
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DEPARTMENT OF THE AIR FORCE  
AIR FORCE LOGISTICS MANAGEMENT AGENCY

LETTER REPORT

AF Seamless Supply IPT (Module 1: AF Managed Items)

PROJECT MANAGER: CMSgt Robert K. Ohnemus

AFLMA PROJECT NUMBER: LS199822901

December 1999

**BACKGROUND:** The AF Supply Strategic Plan calls for "A US Air Force supply system that is mission-centered, agile, flexible, integrated, and customer-focused. It provides mission-oriented information, materiel, and services with minimal infrastructure, manpower, and costs. The system moves information and assets *seamlessly* between suppliers and customers in all operational environments." In order to help realize this vision, the AF Supply Executive Board (AFSEB) chartered a Seamless Supply Council chaired by HQ USAF/ILSP and endorsed by HQ USAF/IL and HQ AFMC/CC.

The mission of the Seamless Supply Council is to "develop a Seamless Supply concept of operations reflecting a shared business process, with consistent business rules, tied together with an integrated technical architecture whose foundation is based on shared data across the supply chain resulting in two people asking the same question getting the same answer." Based on this mission and the vision statement outlined in the AF Supply Strategic Plan, the Council tasked the Logistics Management Institute (LMI) to develop a whitepaper suggesting how to transition to seamless supply. Based on the results of LMI's analysis, the Seamless Supply Council formed a Seamless Supply Implementation IPT (a.k.a., the Seamless Supply Core IPT) and appointed HQ SSG/LGS as the chair. The Core IPT formed several sub-IPTs to address specific issues/areas outlined in LMI's proposal. LMI (Dr. Doug Blazer) briefed the concept to the AFSEB and several modules were approved for implementation. The module breakout used by LMI was then used to form several sub-IPTs to address specific issues. The Seamless Supply Council asked AFLMA to assist each of these IPTs as advisory member and active participant. The AFLMA commander concurred and several consulting projects were opened to support the Seamless Supply effort (one per sub-IPT). CMSgt Rob Ohnemus was appointed the AFLMA POC for sub-IPT 1 that deals with the processes involved in managing items where AFMC is the primary source of supply.

**PROBLEM STATEMENT:** The AF Supply Executive Board chartered a Seamless Supply Council with AFLMA as an advisory member. The Seamless Supply Council has in turn formed a Seamless Supply Core IPT chaired by HQ SSG/LGS. The Core IPT formed several sub-IPTs to address specific issues/areas. AFLMA was asked to assist each of these IPTs. The Module 1 IPT was tasked to concentrate on making the processes involved in managing AF managed items as seamless as possible.

**OBJECTIVES:** Assist the AF Seamless Supply IPT(s) as requested/needed.

**METHODOLOGY:** Attend all scheduled meetings and assist as necessary. Minor (less than 16 man-hours per occurrence) data collection and analytical efforts were conducted under this consulting effort. Major efforts were conducted as separate individual efforts.

**ANALYSIS/RESULTS:** The Seamless Supply Module 1 IPT met for the first time 9-10 Sep 98 at the Computer Sciences Corporation (CSC) facility in Dayton, Ohio. The module 1 lead, Mr. Aaron Sigriz from AFMC/LGI led the meeting. Representatives from AFMC, AMC, ACC, AFCA, AFLMA, CSC, DRC, LMI, LMFS, SSG, and the Air Staff were present. This meeting set the stage for future module 1 IPT efforts. Several initiatives were discussed, but because of an apparent "window of opportunity" to make some changes in the Stock Control System (SCS) due to the ongoing technical refresh, the team initially focused on what was considered "low hanging fruit" (relatively minor changes that could be made with minimal effort but pay large dividends). For instance, the team defined how wholesale systems could and should be changed to use retail data from the SBSS as the "source of truth" in lieu of computing their own factors using different business rules and relying on incomplete individual transaction history reports. In other words, the requirements, repair, and redistribution systems should all use the same values for common measurements (for example, order and ship times, repair cycle times, etc.) and these values should be based upon what is computed in the SBSS. In response to the team's proposals, CSC wrote a whitepaper detailing how each of the team's initial recommendations could be implemented. At a core IPT meeting in Oct 98 at SSG, it soon became clear that there were few short term initiatives that could be implemented because of the need to coordinate wholesale and retail changes together and the non-existent funding stream to pay for changes. However, the IPT did not let this deter their efforts as they continued to pursue implementation of some issues and further define more complex issues.

The module 1 IPT did not formally meet again until April 99, but the issues raised by this sub-IPT were still worked informally by team members and results were discussed in depth at a core IPT meeting at SSG in Jan 99. By this time, CMSgt Ohnemus was the acting IPT 1 lead because the previous team lead resigned from federal service. The team finalized its efforts on the short term initiatives, chalked up some victories, and then shifted focus to defining more intermediate or long term initiatives instead of just patching the current systems. At this Jan 99 meeting the team prepared for a presentation of their initiatives to the Seamless Supply Council/65<sup>th</sup> AFSEB in Feb 99. CMSgt Ohnemus presented the teams actions to date at the Feb 99 meeting. Minutes for those meetings are available at the HQ USAF/ILS website: <http://www.il.hq.af.mil/ils/supply/mainseb.html>

The next formal module 1 IPT meeting was hosted by the AFLMA on 6-7 Apr 99. CMSgt Ohnemus led the meeting and designed it to bring the new IPT 1 lead, Mr. Bill Maynor from AFMC/LGI, up to speed. Once all the players were on a level playing field, the focus was shifted to what the team should pursue next. The primary tasking out of this meeting was to focus integrating equipment items into the spares process. Mr. Maynor took the lead on this and organized a separate group to address the issue. Other key issues were concentrating on improving the accuracy, reliability and timeliness of the interfaces between wholesale and retail systems. As a result of this meeting, LMI (Dr. Blazer) outlined five key phase II initiatives: on-line RAMPS reporting, on-line requisitioning, on-line reconciliation of

due-ins (MOV) and intransits, on-line redistribution orders, and global data requirements. Mr. Bill Maynor briefed these initiatives to the Seamless Supply Council/66<sup>th</sup> AFSEB in Aug 99 and won approval to pursue them. (Note: The briefing and minutes for the meeting are also available at the HQ USAF/ILS website.) Further defining these phase II initiatives has now become the focus of Seamless Supply IPT 1. SSG is leading the requirements definition necessary to document the system changes necessary to make these critical seamless initiatives a reality.

**CONCLUSIONS AND RECOMMENDATIONS:** AFLMA participation on the Seamless Supply IPTs is a must. AFLMA personnel provide a unique perspective on the issues and we have the resources needed to help define and understand key issues. Recommend that this consulting project be closed to fully document the past year's IPT efforts and a new consulting effort be opened to support Seamless Supply efforts in the next year. The IPT 1 lead, Mr. Bill Maynor, AFMC/LGI and the Core IPT lead Major Sheppard, HQ SSG/ILS have agreed to closing this project, with a stipulation that a follow-on project be opened. The new AFLMA project number is LS 199926300. Since the individuals Seamless Supply sub-IPT efforts are now at a point where they are beginning to overlap, this new project will cover all AFLMA participation in future Seamless Supply IPT efforts, vice having separate projects for each module.

**DISTRIBUTION:** Refer to attached Standard Form 298.