



# Joint Logistics & Lifelong Learning

# ***JOE - Attributes***

- **Global dispersion** - Demands a globally-distributed concept of support
  - ✓ Rapid & Precise ***response is the metric***
  - ✓ LOCs will be tenuous; Commercial reliance; a ***lucrative target***
- **Complex** -
  - ✓ Joint, Interagency, Multinational, NGOs all play; ***complicated politically and operationally***
  - ✓ 100s of contractors with a support battalion; multiple supply chains; ***complicated tactically***
- **Uncertain** – Only real ‘known’ is that it will be volatile and messy
- **Costly** –
  - ✓ ***We’re big & expensive; \$170B - \$270B...***
  - ✓ Must become more efficient
- **Law** – Title X gives Services responsibility to train, equip, sustain, but . . .
  - ✓ Gives COCOM the ***directive authority for logistics (DAFL)***

# CCJO - Implications

- Organizations and leaders must approach each challenge as unique –

- ✓ *Context vs. Template*

- Organizations and processes must be able to support across four activities –

- ✓ *Simultaneously sustain engagement, security, combat & reconstruction operations*

- Leaders, organizations and processes must be able to adapt to the situations as they present themselves –

- ✓ *Continuous assessment of the environment*

# *Joint Logistics – “Solution...”*

## *Network the Enterprise*

- **Data Philosophy and Architecture**
- **Process Clarity and Transparency**

Visibility

## *Optimize the Enterprise*

- **Global Processes and Accountability**
- **Supply Chain Synergy – Common outcomes**

Unity of Effort

## *Position, Deliver & Sustain operations*

- **Global Risk and Global Response**
- **Global Control**

Rapid,  
Precise  
Response

**Opening salvo in a discussion that will continue...you have to participate!**

# *Joint Logistics - Imperatives*



## ✓ Unity of effort

- Process definition
- Roles and responsibilities
- Process transparency
- Common output metrics

## ✓ JLE-wide visibility

- Enterprise data architecture
- Authoritative source data
- 24/7 access to network

## ✓ Rapid & Precise Response

- Velocity, Reliability, Visibility
- Efficiency
- Performance tracking
- Process analysis

# ***Joint Logistics - Definition***

## ***What is it?***

***The deliberate or improvised sharing of Service logistics resources . . .  
to support joint force operational requirements,  
enhance synergy, and reduce redundancies and  
costs.***

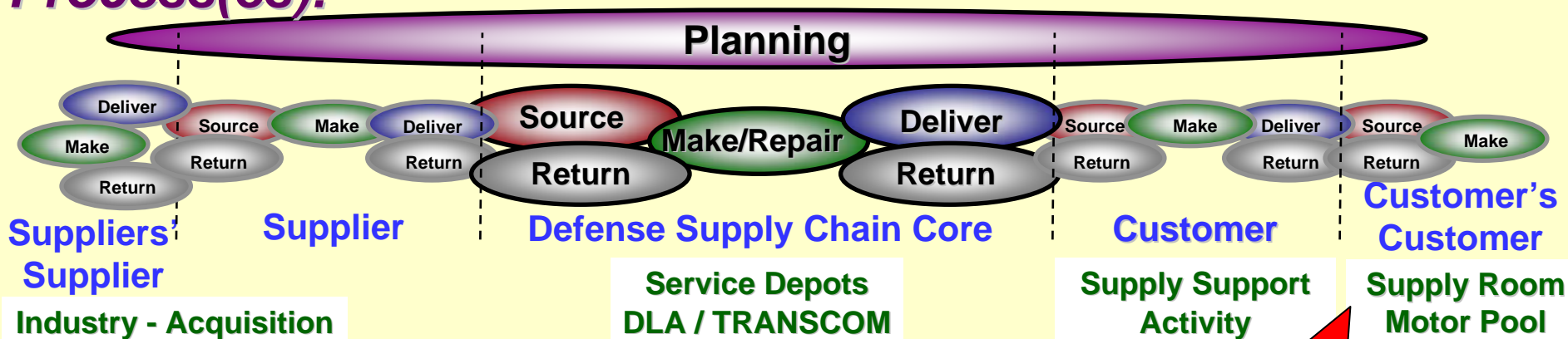
## ***Why do we need it?***

***Because (especially during initial expeditionary operations) the Services, by themselves, seldom have sufficient capability to independently support the JFC.***

# The Defense Supply Chain

**Purpose:** To effectively meet the constantly changing needs of the joint force.”

## Process(es):

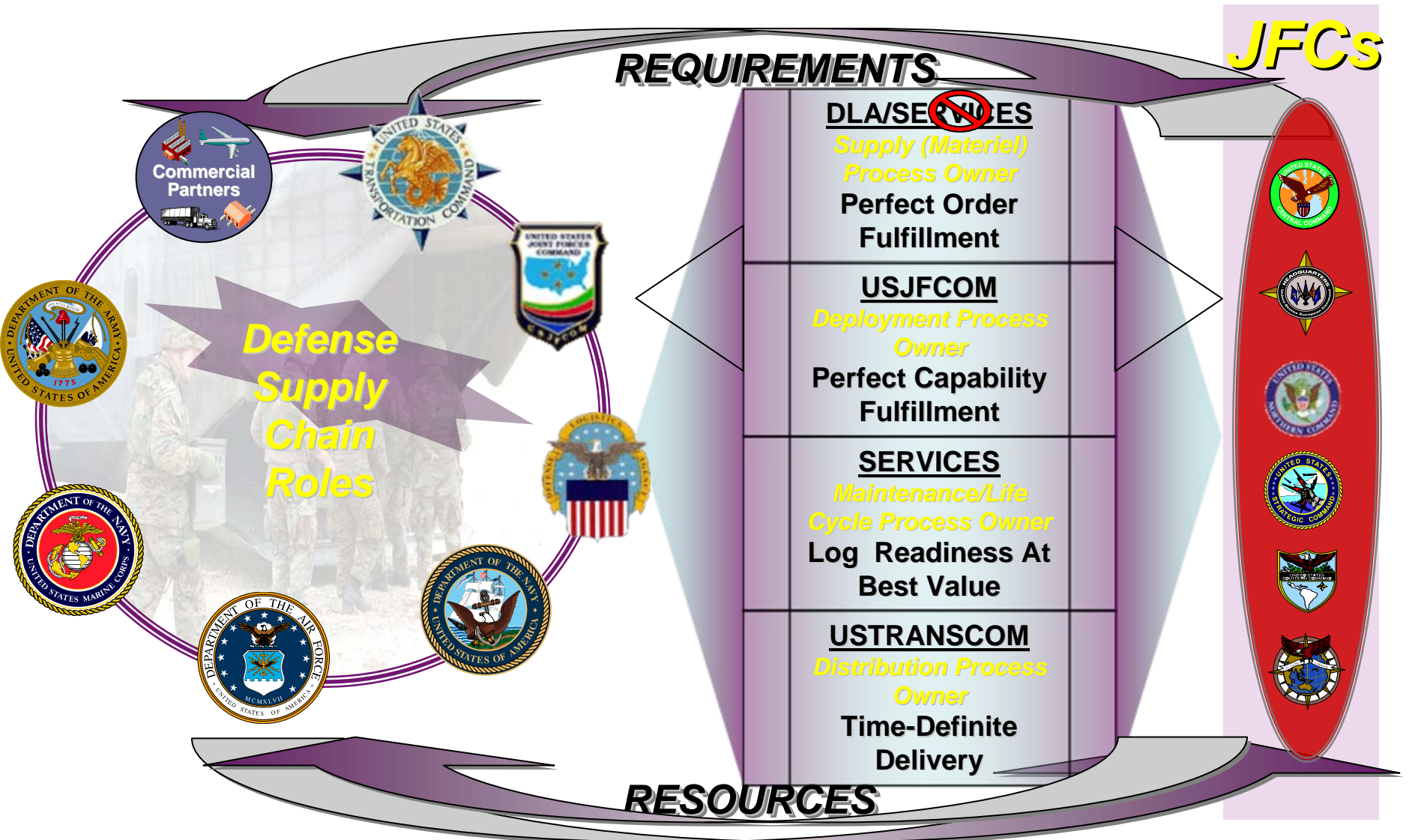


## Outcome?

- Perfect Order Fulfillment
- Best Value

**IPG 1**  
5 days, 95%  
of the time

# Who's Who - Defense Supply Chain





# Defense Supply Chain Outcomes

## Performance:

Speed

- ✓ The Core of Responsiveness
- ✓ Not all as fast as possible
- ✓ Define “quick enough” - urgency

Reliability

- ✓ Customer Confidence
- ✓ Estimate Delivery Dates
- ✓ Be on time – 95%?

Efficiency

- ✓ Drives the logistics footprint
- ✓ Inefficiency = more resources to compensate
- ✓ Strategic metric = Cost per unit of output

- Develop a supply chain PROCESS architecture
  - ✓ Understand relationships, processes, and interfaces
  - ✓ Develop a common lexicon
  - ✓ Measure success at the same point
- Develop a supply chain DATA architecture
  - ✓ Enable data to permeate the enterprise
  - ✓ Enable transparency
  - ✓ Single data entry, multiple use
- Develop a supply chain SYSTEMS architecture
  - ✓ Turn data into information
  - ✓ Enable more effective decision making
  - ✓ Reduce systems redundancy

# *Our People - Our Future . . .*

## **Attributes:**

- Logistics expert . . .
  - ✓ *Grounded in the “core” of Service logistics*
- OK with uncertainty . . .
  - ✓ *Understands that change is the only certainty*
- Has a mature global perspective . . .
  - ✓ *Keen insight into E2E processes & the long view*
- Can make decisions with minimal info . . .
  - ✓ *Distinguish between “must know” and “nice to know”*

## **Development:**

- Service & Joint Individual Training...
  - ✓ *Learning to do*
- Joint Professional Logistics Education...
  - ✓ *Learning to think*
- Joint Experience...
  - ✓ *Learning to be*
- Mentoring, Coaching...
  - ✓ *Building the bench*
- Reflection...
  - ✓ *Learning from within*

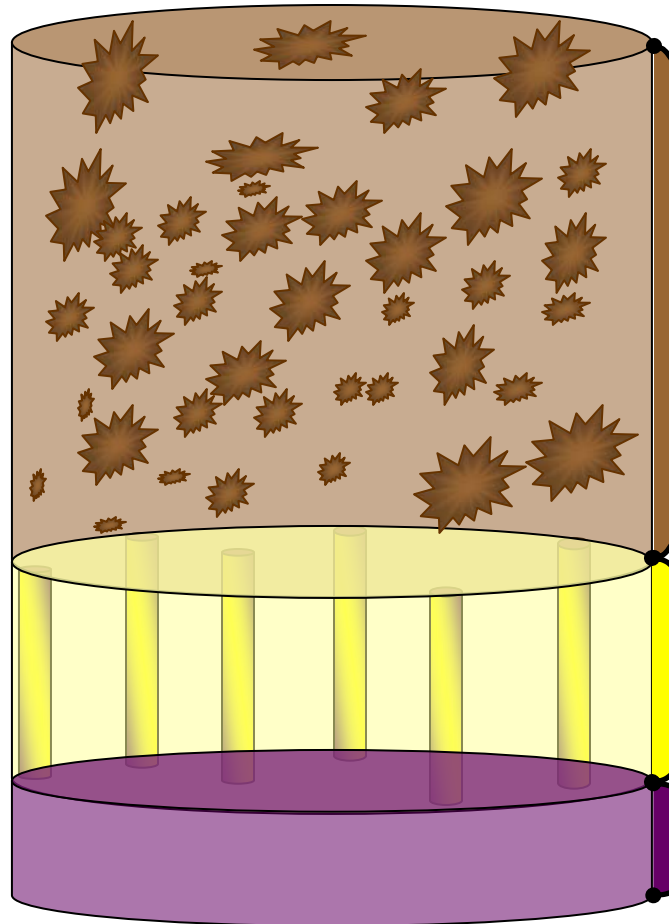
# Logistics Body of Knowledge

## TENETS

- **Contains** the knowledge needed for logistics success
- **Owned** by the logistics community
- **Useful:** relevant
- **Usable:** accessible
- **Comprehensive:** complete
- **Dynamic:** changing

## Knowledge Mgmt:

- *When does 'on line' knowledge become core?*
- *When does core become obsolete?*
- *Who is responsible to 'control'?*



## Virtual Coach

- Research
- Current policies, doctrine, lessons
- History
- Initiatives / best practices

## Tailored Learning

- On line access
- Specialty courses
- Web casts

## Core Requirements

- All practitioners embrace
- Part of formal training & educational continuum
- Logisticians & Non-logisticians

# *You Have to Make a Difference . . .*

- ✓ **Create a *Passion* for Change**
  - *Lead through active participation...*
- ✓ **Span Boundaries**
  - *Cross organizational and cultural aisles*
- ✓ **Build Relationships**
  - *Matrix people and organizations*
- ✓ **Share your vision**
  - *Focus on the future*

# *Joint Logistics and World Hunger...*

- **Optimize the Defense Supply Chain**
  - *Achieve Unity of Effort among the players*
  - *Agree on common metrics focused on the warfighter*
  - *Provide the customer an EDD and meet it*
- **Deliver Enterprise-wide Visibility**
  - *Provide access to real-time, shared information*
  - *Enable Joint Logisticians to plan, execute, and control*
  - *Improve decision making*
- **Establish a Life-Cycle approach to systems readiness**
  - *Link acquisition to sustainment*
  - *Manage our systems as fleets – “cradle to grave”*
  - *Establish life-cycle sustainment metrics in development*



*Let's give him  
Enough and On Time*

# BACKUP SLIDES

# *Delivering JLE-Wide Visibility...*

## What is it?

**Access to logistics requirements, resources & processes  
... Authoritative, 24/7 access ...**

## Why do we Need it?

**To provide the knowledge needed to  
make effective decisions**

## What is the Effect?

**Sustained Logistics Readiness**

## How to Deliver?

### Joint Log Capabilities:

Supply Opns  
Maintenance Opns  
Deployment & Distribution  
Health Service Support  
Logistics Services  
Operational Engineering  
Operational Contracting

*Proce  
ss  
Archit  
ecture*

*Data  
Architect  
ure*

*Decision  
Support*





# *Visibility - Effective Decisions...*

## **What we want . . .**

- Real-time, dynamic access to **authoritative data**
- Tools that are
  - **intuitive** & easy to use;
  - require virtually zero training;
  - and support the way joint logisticians do their work
- Tools that can be easily **tailored by users** via map-based displays & user-defined views
- A world-class application that integrates **logistics planning and execution**

## **How to get there . . .**

- ***Not a new IT system...*** But, a joint application that leverages existing and emerging Service and Agency data sources
- Include functional users in the development process (rather than wait until OT&E) to define requirements and assess progress
- Deliver an agile development process that yields quality products every couple of months ***“Spiral Development”***

# *Life Cycle Systems Philosophy...*

## **PURPOSE**

*To deliver an accepted level of readiness at the best possible value to the Services*

## **GUIDING PRINCIPLES**

### *Link Acquisition and Sustainment . . .*

- Make developmental decisions based on total life-cycle costs
- Charter PMs to become “Fleet Managers” focused on delivering life-cycle readiness at best value to the Department
  - *Measure outcome at the tip of the spear – “objective capabilities”*
  - *Measure readiness as a “cost per unit of availability”*
- Adhere to key performance outcomes focused on sustainment
  - *Reliability, Availability, Maintainability*
  - *Total fully burdened costs*

# ***Life Cycle Systems Readiness...*** ***resetting the force***

## **Today's Issues:**

- There is no assurance that resources (time, funding, & capacity) are integrated in a way that will enable effective Service reset in support of Joint Force “end state” requirements
- There is no assurance that base depot reset requirements are recognized across DOD

## **Discussion Points:**

- Resetting is essential to future Joint Force Readiness
  - Resetting is a continuous requirement for life-cycle systems readiness
  - The depot capacity/funding needed to deliver a given level of readiness at a certain level of OPTEMPO is undetermined
- Depot-level maintenance is essential to resetting operations
  - All depot maintenance is not conducted in Depots
  - Depot operations are being primarily funded out of supplemental dollars
- A consistent baseline resource stream, driven by reliable requirements forecasting is required to deliver effective depot operations
  - “Surge” requirements above the baseline should be driven by OPTEMPO above programmed levels

**End State: Time, capacity and funding balanced and integrated to sustain joint force readiness.**

