



**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

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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 managers 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

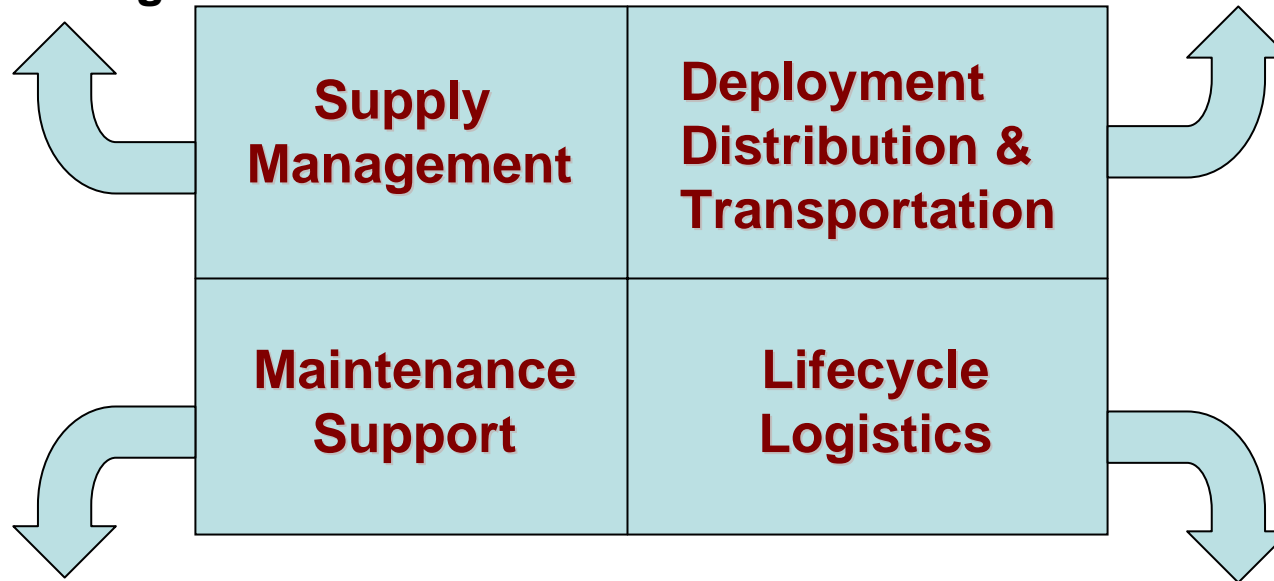
- There are many communities (as there are segments of the medical profession)
- They range from the highly technical to the operational level
- Knowledges, skills and ability requirements change as professionals move from entry level to management
- Defining mobility paths amongst DoD (military & civilian) 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 →
- Accept multiple models →
- Incorporate existing initiatives →
- Competencies defined →
- DLA, APICS, CSCMP
- 3PL's, Outsourcing
- JDDE, HCSP, DLA SCM, Joint Logistics Support
- Supply, Transportation, Planning, Deployment, etc

Supply Chain Management

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

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