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

Optimize the Enterprise

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

Position, Deliver & Sustain operations

- Global Risk and Global Response
- Global Control

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

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IPG 1
5 days, 95% of the time
Who’s Who - Defense Supply Chain

Requirements

DLA/SERVICES
Supply (Materiel) Process Owner
Perfect Order Fulfillment

USJFCOM
Deployment Process Owner
Perfect Capability Fulfillment

SERVICES
Maintenance/Life Cycle Process Owner
Log Readiness At Best Value

USTRANSCOM
Distribution Process Owner
Time-Definite Delivery

Resources

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Defense Supply Chain Outcomes

Performance:

- **Speed**
  - The Core of Responsiveness
  - Not all as fast as possible
  - Define “quick enough” - urgency
  - Customer Confidence
  - Estimate Delivery Dates
  - Be on time – 95%?

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

- **Efficiency**
  - 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

Proces Architecure
Data Architectre
Decision Support

JFC Rqmts

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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...

<table>
<thead>
<tr>
<th>PURPOSE</th>
<th>To deliver an accepted level of readiness at the best possible value to the Services</th>
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| 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.