NDIA 34th Annual Logistics Conference
May 15, 2018

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ASD(L&MR)
AT&L Transforming to A&S and R&E

• Thus Far...
  – Acquisition & Sustainment
  – Research & Engineering
  – Integrate EI&E with L&MR

• 120-Day Timeline to Define A&S

• More to Come...Soon
• The Threat
  – Long-term Strategic Competition with China and Russia
  – Destabilizing Actions of Iran and North Korea
  – Defeating Terrorism

• Attributes
  – Lethal, Resilient, and Agile Joint Force
  – Performing at Affordability and Speed

• Composition
  – Modern, Flexible, and Tailored Nuclear Deterrent
  – Globally-Capable Conventional Force
  – Competent Irregular Force

• Three Lines of Effort
  – Enhance Readiness and Lethality
  – Strengthen Alliances
  – Reform DoD for Greater Performance and Affordability
Sustainment Priorities

• LOE #1: Improve Readiness and Lethality
  • F-35 Sustainment... Improve availability and reduce cost
  • Improve Materiel Availability...Define “the” metric & drive improvement

• LOE #2: Strengthen Alliances
  • Improve weapon system support to our allies & FMS partners
  • Foster improving logistics processes for our allies & FMS partners

• LOE #3: Reform to Enhance Performance & Affordability
  • Create a more effective & efficient sustainment enterprise
    • Both weapon systems and installations
  • Create a more effective & efficient logistics enterprise
Operationalizing Line of Effort #3

Cost

Readiness

Process
Product (ACQ)
Now

Cost

Readiness
My Thoughts on Your Issues of Interest

• Product Support...Up Front and Early
• PBLs...Where Appropriate
• Tech Data...Know What We Need and Buy It
• Intellectual Property...Find a Win/Win
• Supply Chain...Leverage Existing Capabilities
• PDM vs. Modification
• Interim Contractor Support...Define the End State
• Depot Source of Repair Process (DSOR)
• Condition Based Maintenance...Just Do It
Final Thoughts

• Need a Viable Organic and Commercial MRO Capability

• Partnering Needs to Start Early

• Product Support Must Start at Conception

• Sustainment Must Be Performing at Affordability & Speed
## Evaluation of Potential Initiatives

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<th>High Impact on Readiness</th>
<th>Low Impact on Readiness</th>
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<td>IP Data Rights</td>
<td>Maintain Tech Insertion</td>
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<td>Catalog Data Cleanup</td>
<td>PREPO Munitions</td>
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<td>Sustainment KPP/KSAs</td>
<td>Maintain Workforce</td>
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<td>Fund Acceptable Risk</td>
<td>Personal Property</td>
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<td>Munitions Mgt</td>
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<td>Implementation Complexity:</td>
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<td>Low – High – Underway</td>
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<td>High Cost Reduction</td>
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1. Human Resource Management (HRM)
2. Financial Management (FM)
3. Real Property Management
4. Acquisition & Contract Management
5. Logistics & Supply Chain Management
6. Health Care Management
7. Community Services
8. Cyber and Information Technology (IT) Management
9. Test and Evaluation (TE)

Source: Deputy Secretary of Defense Memorandum dated February 2017, “Establishment of Cross-Functional Teams to Address Improved Mission Effectiveness and Efficiencies in the DoD”