

# 10<sup>TH</sup> ICCRTS

THE TENTH INTERNATIONAL COMMAND AND CONTROL RESEARCH AND TECHNOLOGY SYMPOSIUM

— THE —  
FUTURE  
— OF —

COMMAND...  
CONTROL...

10<sup>TH</sup> ICCRTS

THE TENTH INTERNATIONAL COMMAND AND CONTROL RESEARCH AND EDUCATION SYMPOSIUM

# POLICY TRACK

THE

FUTURE

OF

The Challenge of Moving From  
Performance Based Logistics to An  
Operational Logistics Framework

COMMAND...

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CONTROL...

# OUTLINE

- **Take Aways**
- **Why Value Chains – Objective**
- **Edges and Constraints**
- **Model and Joint/Services Unified Task Lists**
- **Countering Constraints and Gaps**
- **Measurement Hierarchy Framework**
- **Realworld Components To Solve ECOGs**
- **Framework Examples and Discussion**
- **Summary and Discussion**

**STIMULATE THINKING AND DISCUSSION –  
OFFER A SHIFT IN FRAMEWORK**

# TAKE AWAYS

- **Challenged to Adjust and Transform - QDR, DoD 5000, JCIDS, and NDS**
- **Deliver Capabilities to The Warfighters as Value Chain**
- **Opportunities for Better Flow Through All Components and Partners**
- **Tools and Methods are Available and Being Used**
- **Opportunities to Leverage Other Sources and Ideas**
- **Developing Larger Understanding of Flow to Address Edges, Challenges, Opportunities, and Gaps (EGOGs)**
- **Can Assist in the Transition to National Security Personnel System**

# WHY VALUE CHAIN - OBJECTIVE

- **Seamless Flow of Materials and Product as Resource Flow**

“In order to lower this cost [static inventory], logistics and transportation providers are investing in faster and more efficient shipping, aviation, rail, and trucking fleets; **constructing seamless chains**; consolidating distribution networks; upgrading tracking, communication, and database technologies. This “**value-chain inventory opportunity**” is a powerful driver of the transportation and logistics revolution.”

Beyond Border Control, *Foreign Affairs*, Flynn (Nov/Dec 2000)

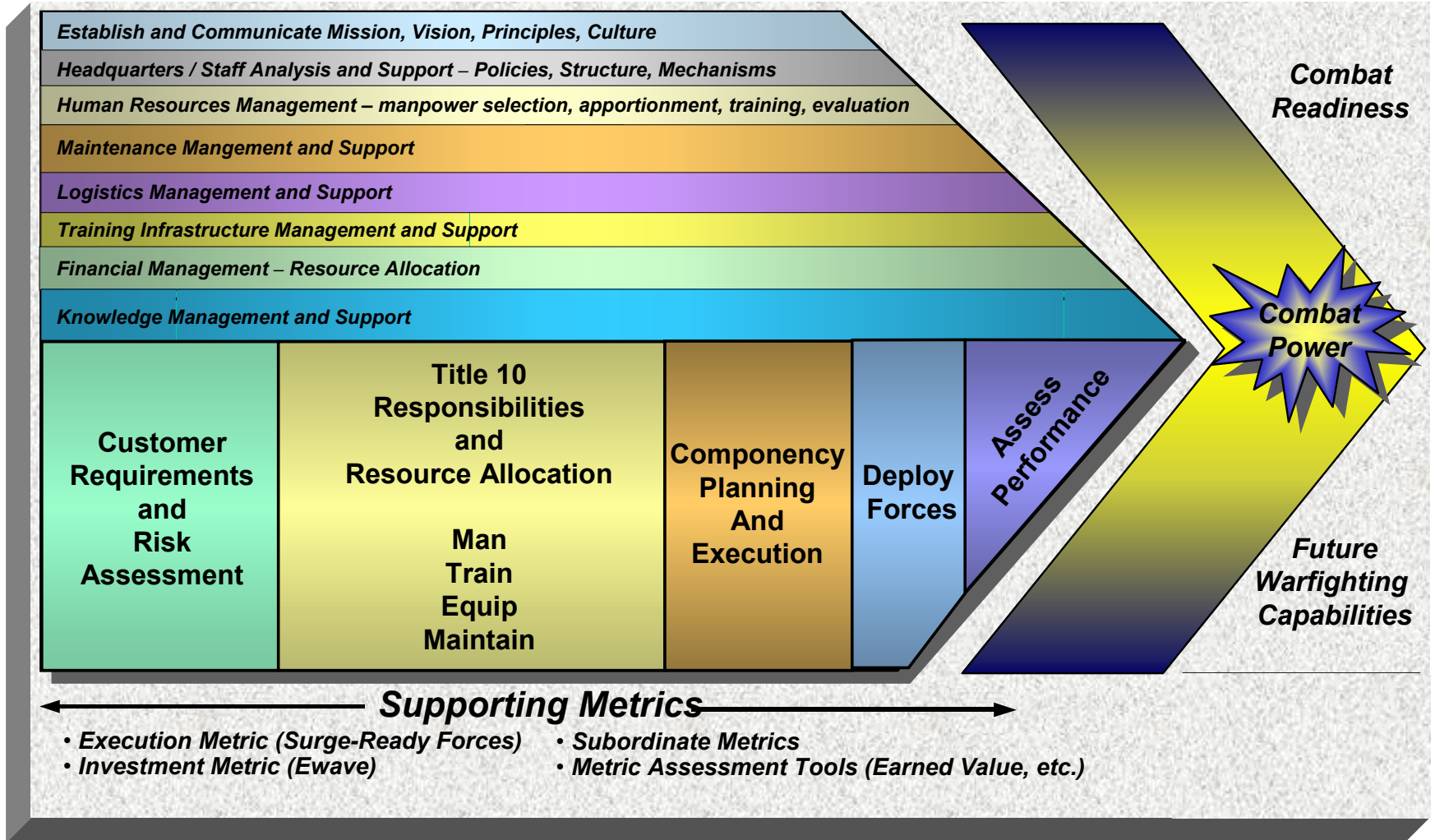
**NUMEROUS CALLS FOR TRANSFORMATION AND  
IMPROVED ALIGNMENT**

**- Paying Attention to the MAIN THING -**

# Tools and Metrics

## Fleet Forces Value Chain

### Enterprise Mission



**Customers: COCOMS and CNO**

**VALUE CHAIN AS A NETWORK OR INFLUENCE NET**

# TWO VIEWS OF EDGES - CONSTRAINTS

- **Power to the Edge – Alberts & Hayes**

**“*Power to the edge* is about changing the way individual, organizations, and systems relate to one another and work. *Power to the edge* involves the empowerment of individuals at the edge of the organization (where the organization interacts with its operating environment) or, in the case of systems, edge devices. Empowerment involves expanding access to information and the elimination of unnecessary constraints. For example, empowerment involved **providing access to available information and expertise and the elimination of procedural constraints previously needed to deconflict elements of the force** in the absence of quality information.” (*Emphasis in source.*)**

**SUPPORTS AGILITY AND EXPEDITIONARY NATURE  
OF U.S. FORCES**



# TWO VIEWS OF EDGES - CONSTRAINTS

- **FMFM-1 – Interfaces and Weak Points – Grey, Commandant USMC**

“we should focus our efforts against a *critical enemy vulnerability*. Obviously, the more critical and vulnerable, the better. But this is by no means an easy decision, since the most critical object may [N]ot be the most vulnerable. In selecting an aim, we thus recognize the need for sound military judgment to compare the degree of criticality with the degree of vulnerability and to balance both against our own capabilities. Reduced to the simplest terms, *we should strike our enemy where and when we can hurt him most.*” (Emphasis in source.)

**DELIVERY OF MISSION WARFIGHTING CAPABILITIES  
PACKAGES AND COMBAT POWER IN ALL FORMS**

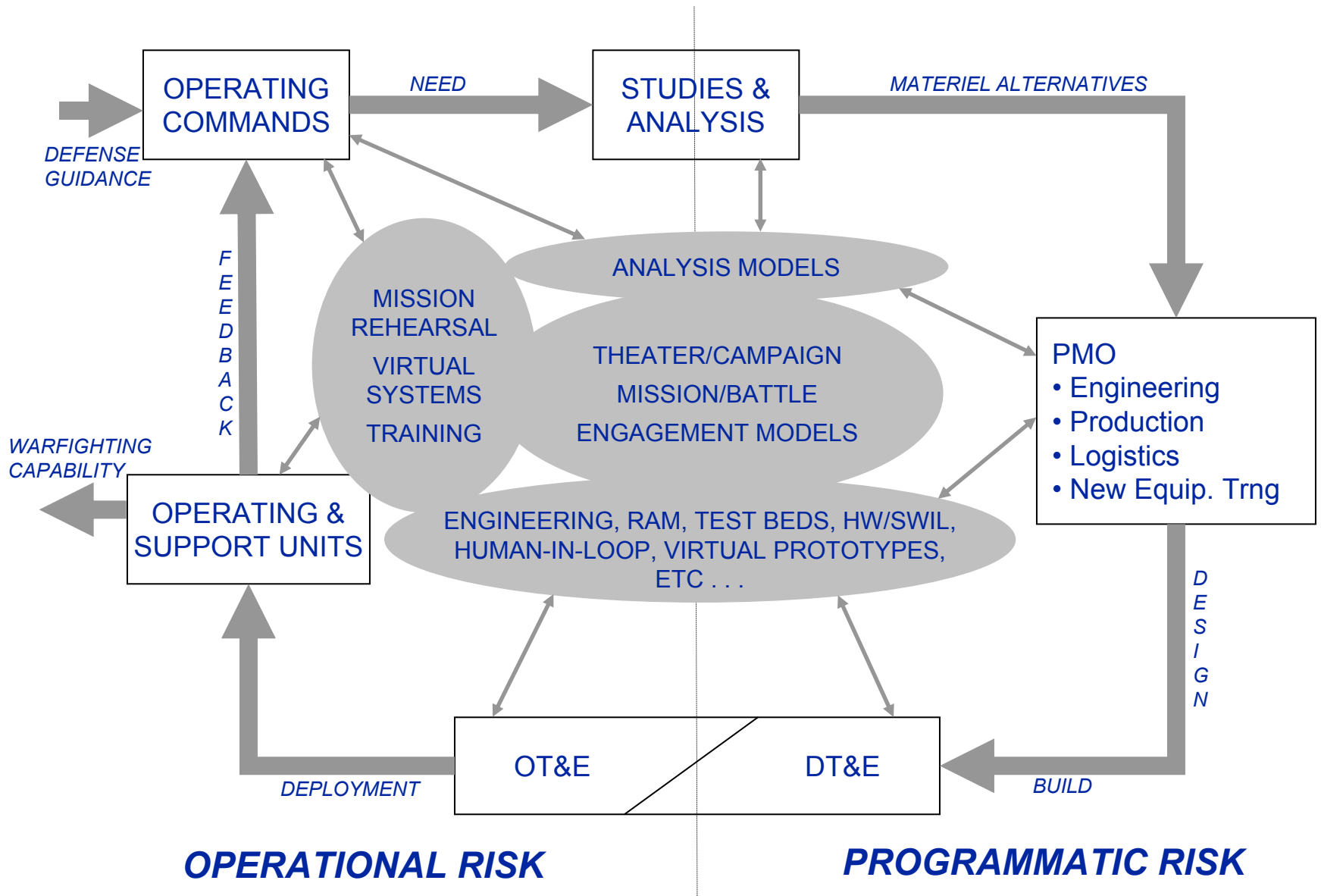


# MODEL & JOINT SERVICES TASK LISTS

- **Systems Acquisition to Operational Logistics**
- **Universal Joint Task List**
- **Services Task Lists (Naval, Army, and Air Force)**
  
- **Doorway to Edges, Challenges, Opportunities, and Gaps (ECOGs)**

**FROM PROGRAM TO  
CAPABILITIES DELIVERY AND VALUE CHAIN NETWORK**

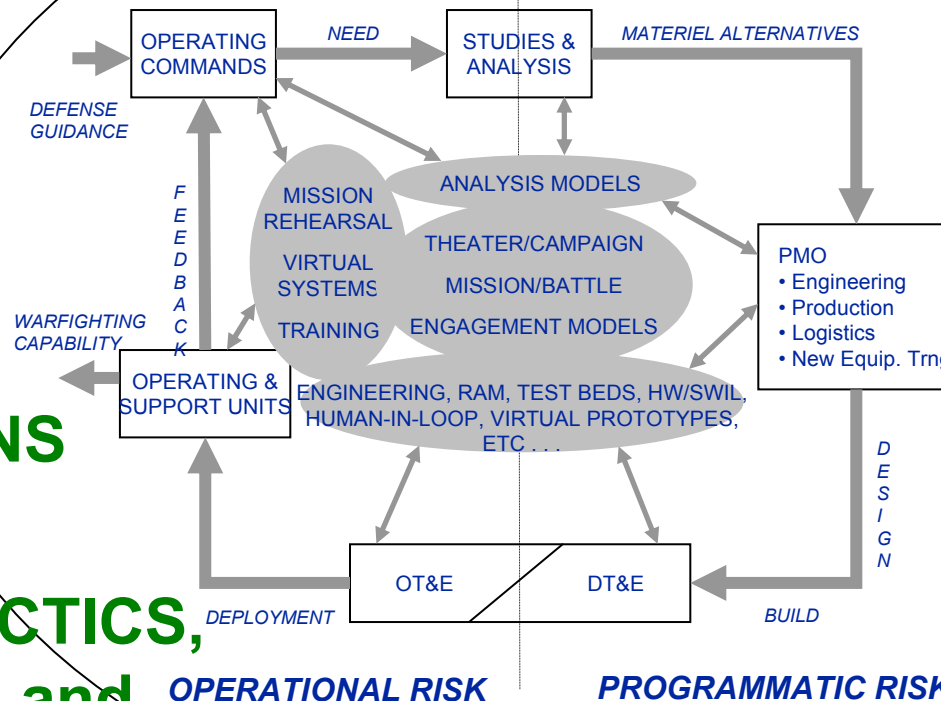
# SYSTEMS ACQUISITION PROCESS CYCLE



# SYSTEMS ACQUISITION PROCESS CYCLE

**NATIONAL / DEFENSE  
INFORMATION  
INFRASTRUCTURE**

**LOGISTICS**



**DISTRIBUTED  
INTERACTIVE  
SIMULATION**

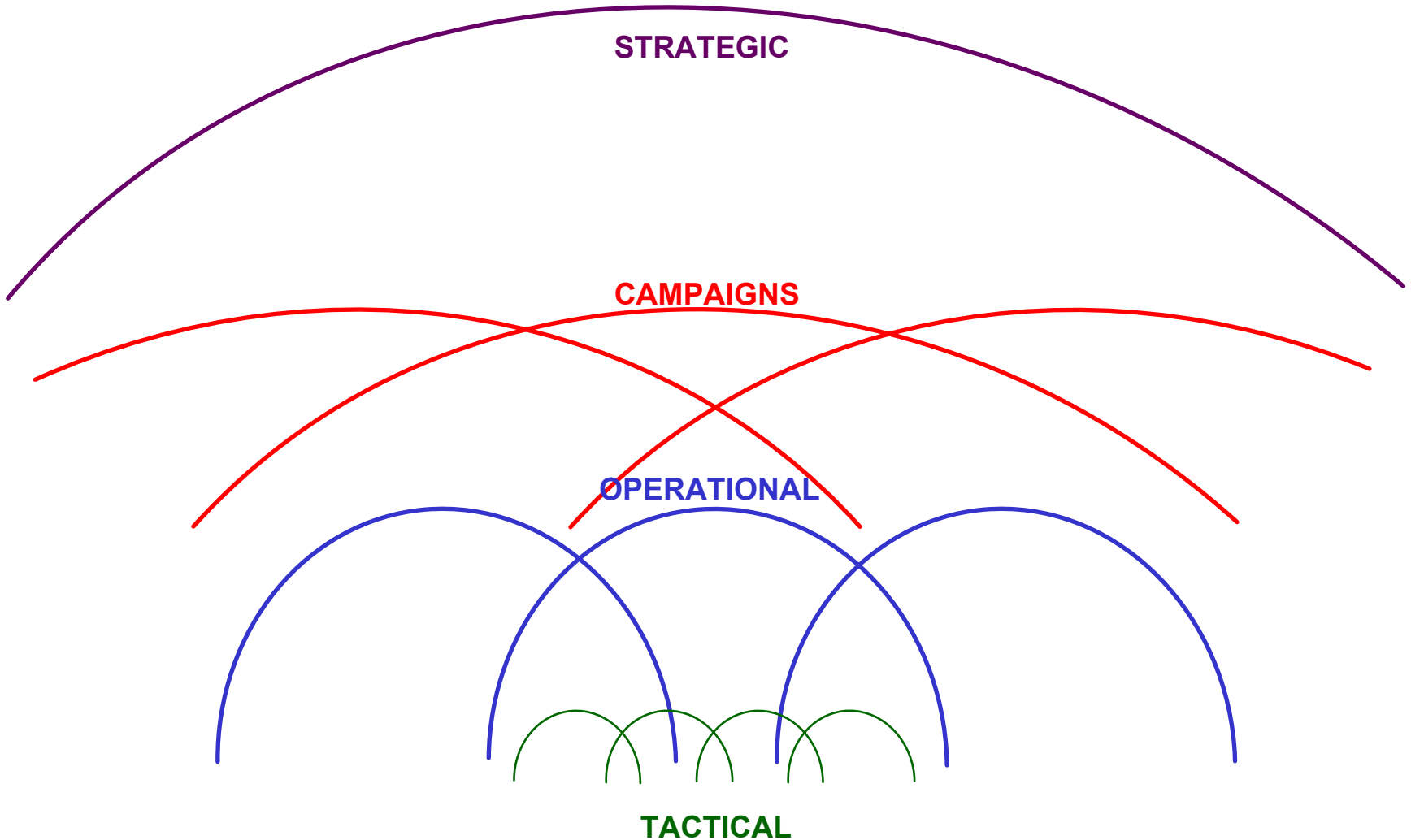
**TRAINING, TACTICS,  
TECHNIQUES, and  
PROCEDURES/  
CONCEPTS OF OPERATIONS**

**MANUFACTURING**

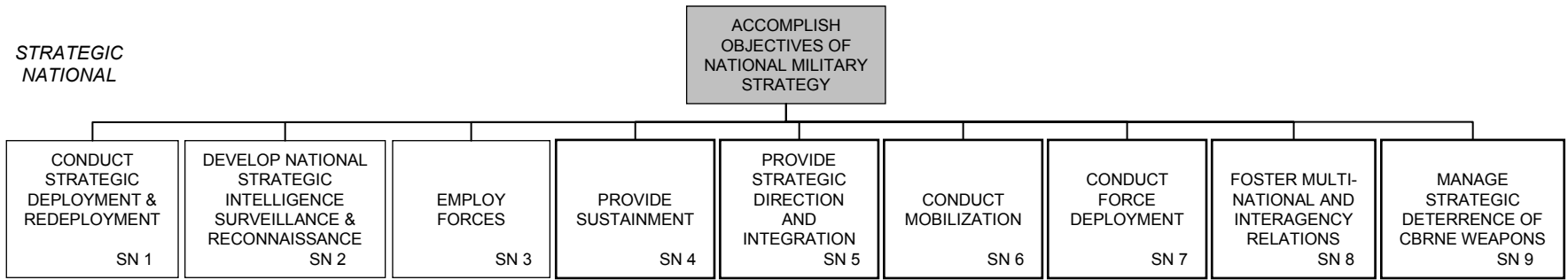
**EVOLVING TO OPERATIONAL LOGISTICS**

**MISSION  
WARFIGHTING  
CAPABILITIES  
CONTRIBUTIONS**

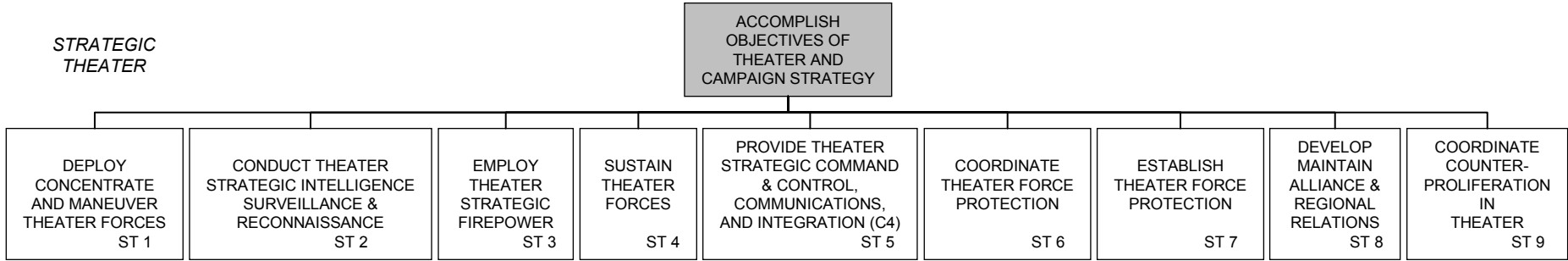
# A Visualized Framework - STRATEGIC Through TACTICAL



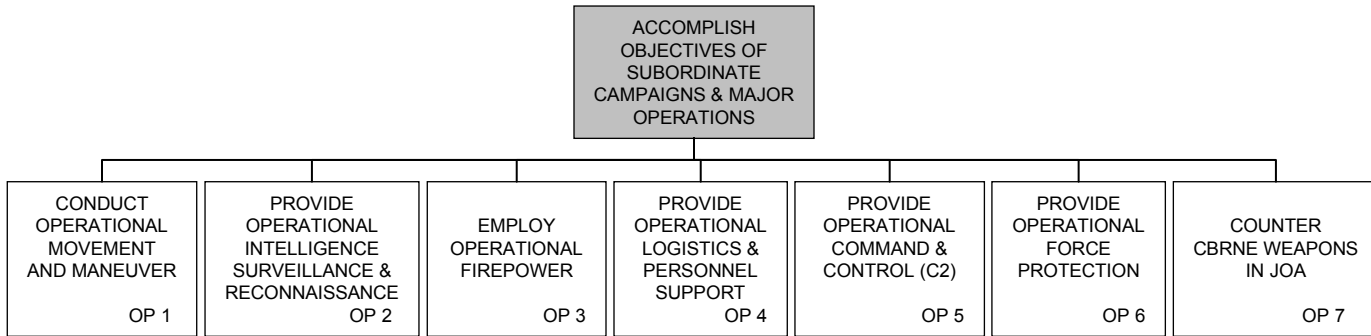
*STRATEGIC NATIONAL*



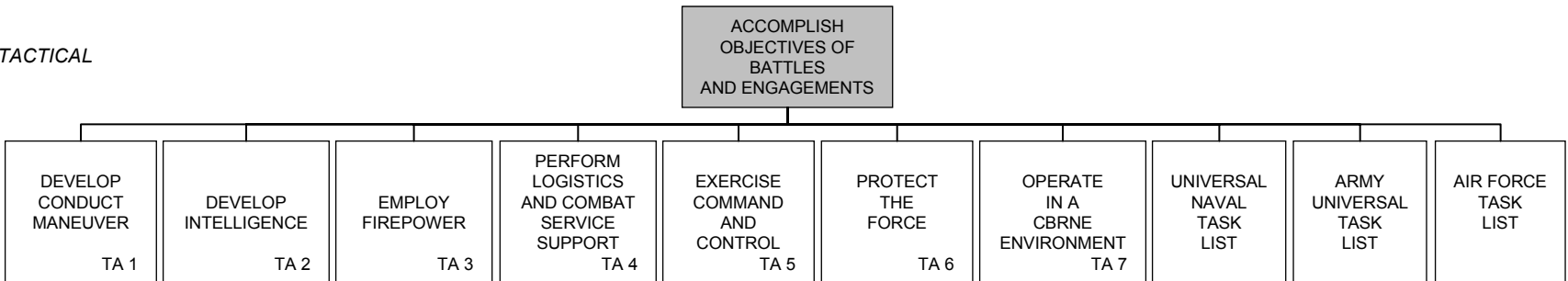
*STRATEGIC THEATER*



*OPERATIONAL*

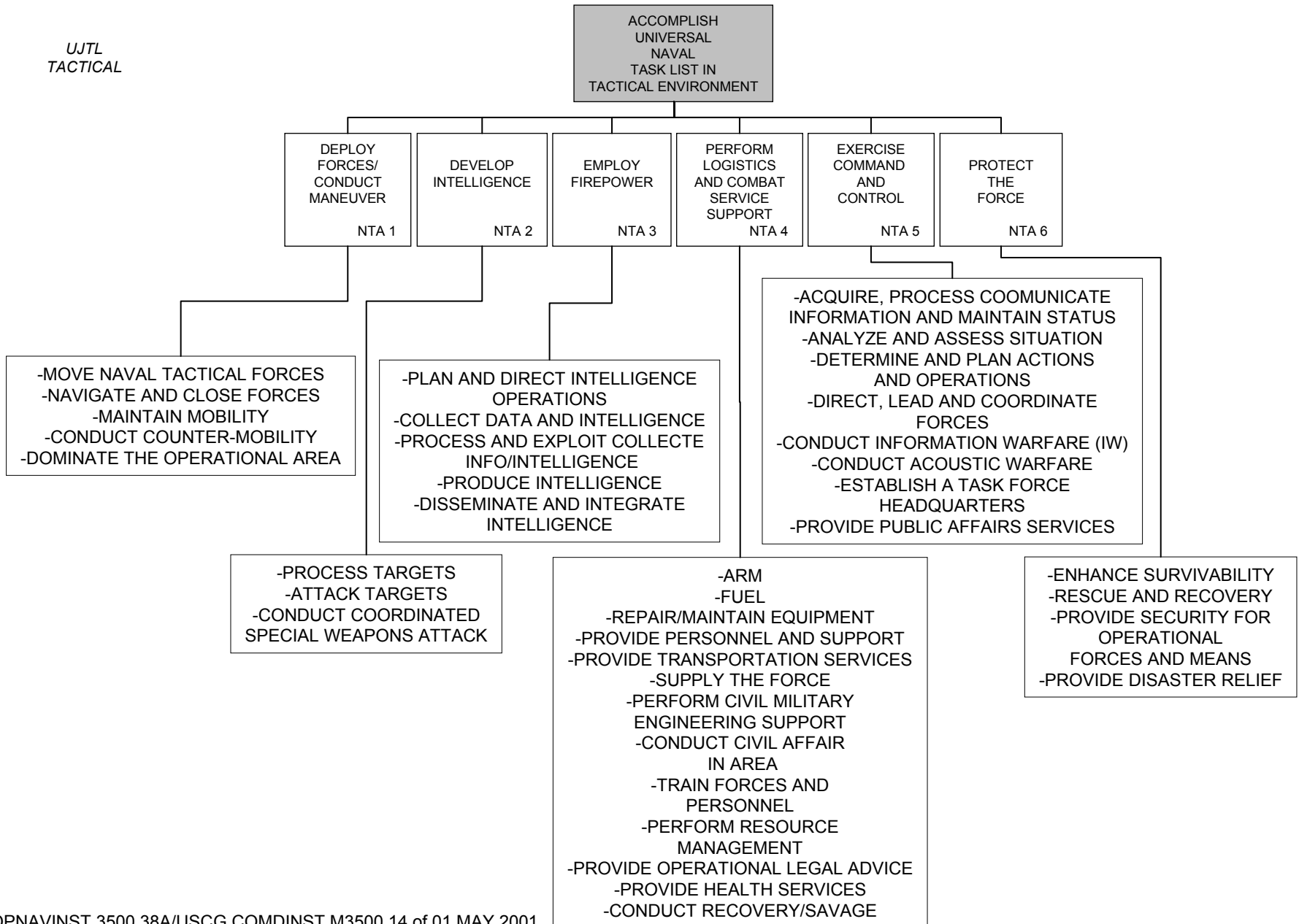


*TACTICAL*



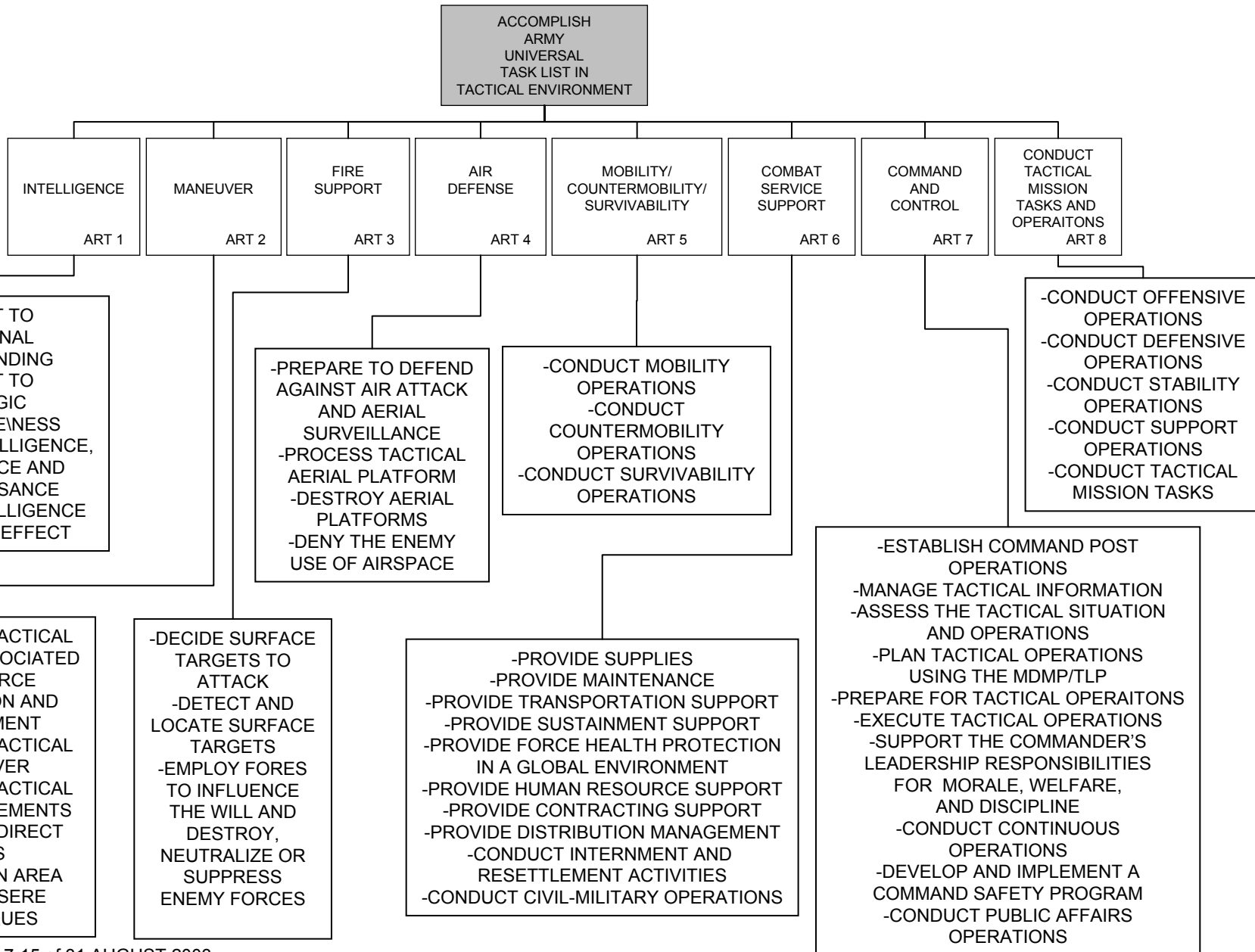
# UNIVERSAL NAVAL TASK LIST

UJTL  
TACTICAL



# ARMY UNIVERSAL TASK LIST

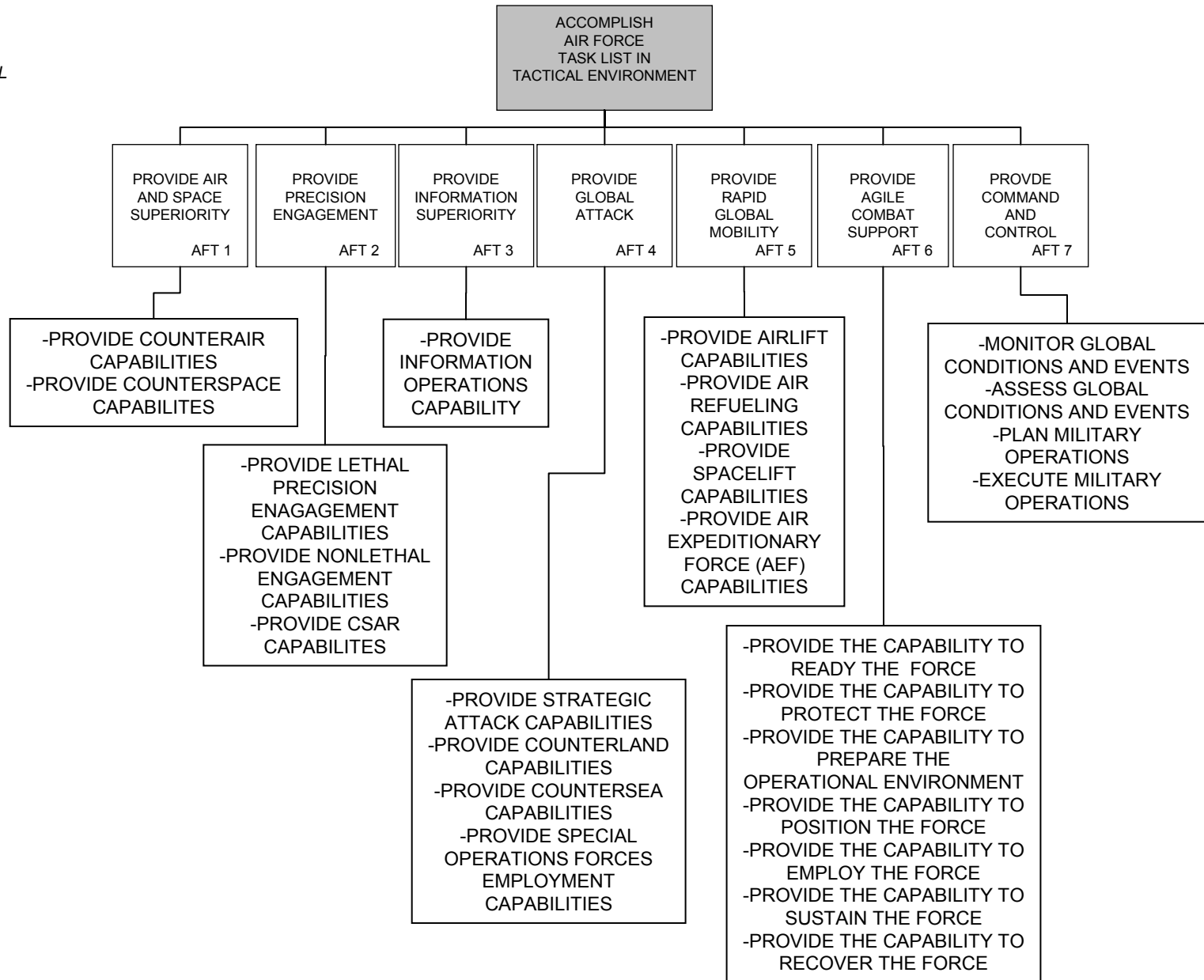
UJTL  
TACTICAL





# AIR FORCE TASK LIST

UJTL  
TACTICAL



# LOGISTICS - DEFINED

**The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, those aspects of military operations which deal with:**

- a. design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel;**
- b. movement, evacuation, and hospitalization of personnel;**
- c. acquisition or construction, maintenance, operation, and disposition of facilities; and,**
- d. acquisition or furnishing of services.**

# COUNTERING CONSTRAINTS AND GAPS

Establish and Communicate Mission, Vision, Principles, Culture

Headquarters / Staff Analysis and Support – Policies, Structure, Mechanisms

Human Resources Management – manpower selection, apportionment, training, evaluation

**• The Goal – Goldratt & Fox**

Logistics Management and Support

Training Infrastructure Management and Support

Financial Management – Resource Allocation

**• The Balanced Score Card – Kaplan & Norton**

**Norton**

Customer Requirements and Risk Assessment

Title 10 Responsibilities and Resource Allocation

Manpower, Training, Equip, Maintain

Componency Planning And Execution

Deploy Forces

Assess Performance

**• The Power of Alignment – Labovitz & Rosansky**

Combat Readiness

Combat Power

Future Warfighting Capabilities

Supporting Metrics

• Execution Metric (Surge-Ready Forces)

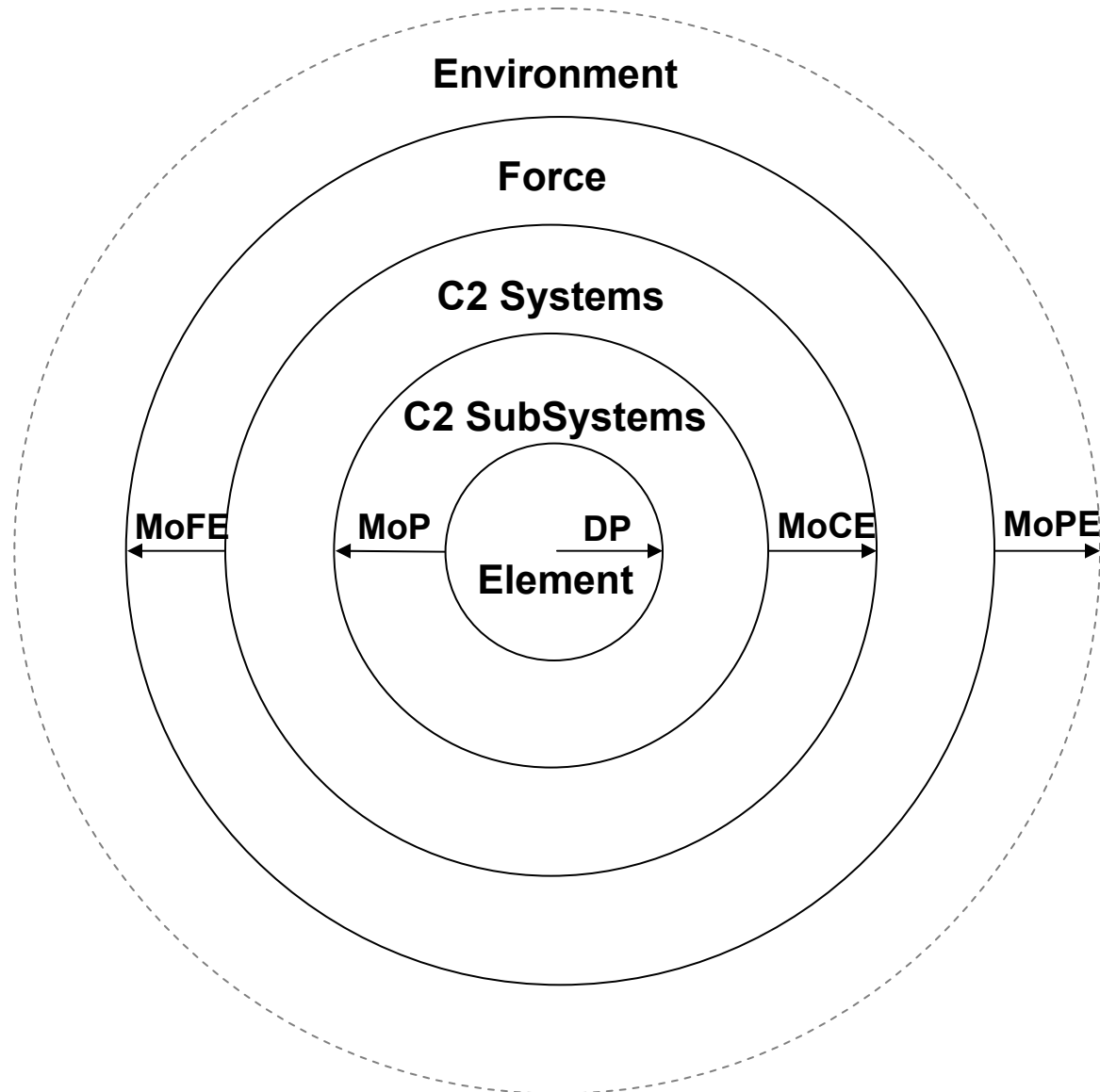
• Subordinate Metrics

• Investment Metric (Ewave)

• Metric Assessment Tools (Earned Value, etc.)

**SEAMLESS DELIVERY OF COMBAT POWER TO THE WAR FIGHTER, COMMANDER FLEET FORCES COMMAND**

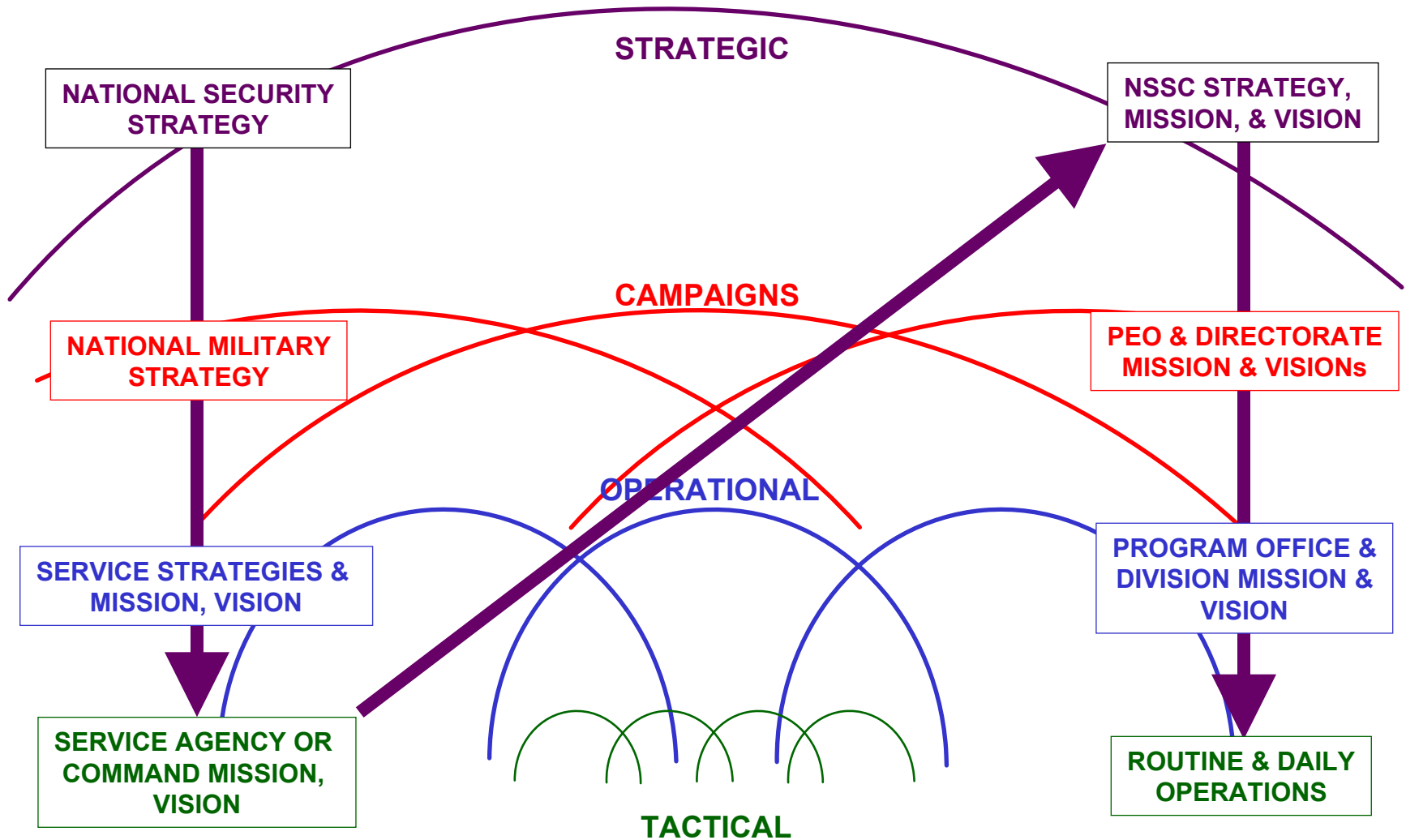
# RELATIONSHIPS OF MEASURES OF MERIT



# A Visualized Framework - **REAL WORLD CONNECTIONS**

- **Hierarchical Probabilistic Models for Operational-Level Course of Action Development – Falson, Zhang, and Davis, 2001**
- **An Architecture for Decision Support in a Wargame – Bienvenu, Wagenhals, Shen, and Levis, 2001**
- **Modeling Support of Effects-Based Operations in War Games – Wagenhals & Levis, 2002**
- **Value Focused Thinking: Guiding C2 Systems Interface Design – Miller, 2004**
- **First Operational Requirements Document (ORD) of the Millennium-Next Generation Aircraft Carrier – Webb, 2000**
- **Blind Man’s Bluff – The Untold Story of American Submarine Espionage – Sontag and Drew, 1999**
- **JV-2010/JV-2020/National Defense Strategy 2005**

# A Visualized Framework - STRATEGIC Through TACTICAL





# National Military Strategy

**Protect**

**The United States Against**

**External Attacks and Aggression**

**Prevent**

**Conflict and**

**Surprise**

**Prevail**

**Against**

**Adversaries**

**NDS 2005**

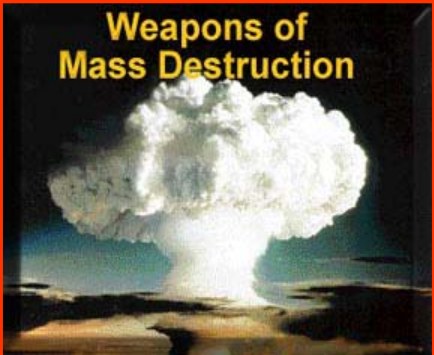
**In Support of the Objectives of the National Defense Strategy the  
Armed Forces Conduct Military Activities Globally**



# Full Spectrum Dominance



# Challenging 21st Century Military and Civilian Security Environment

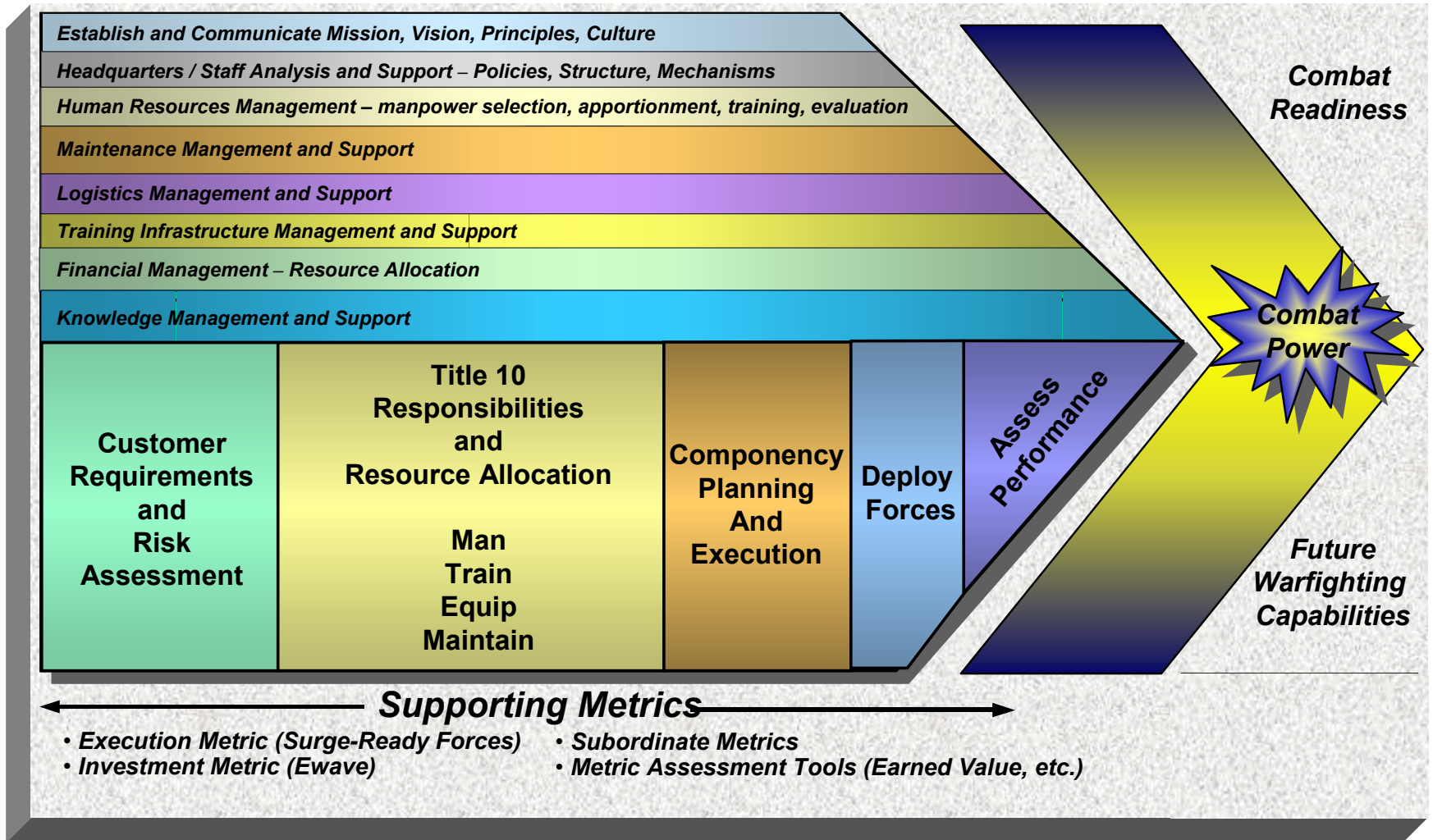




# Tools and Metrics

## Fleet Forces Value Chain

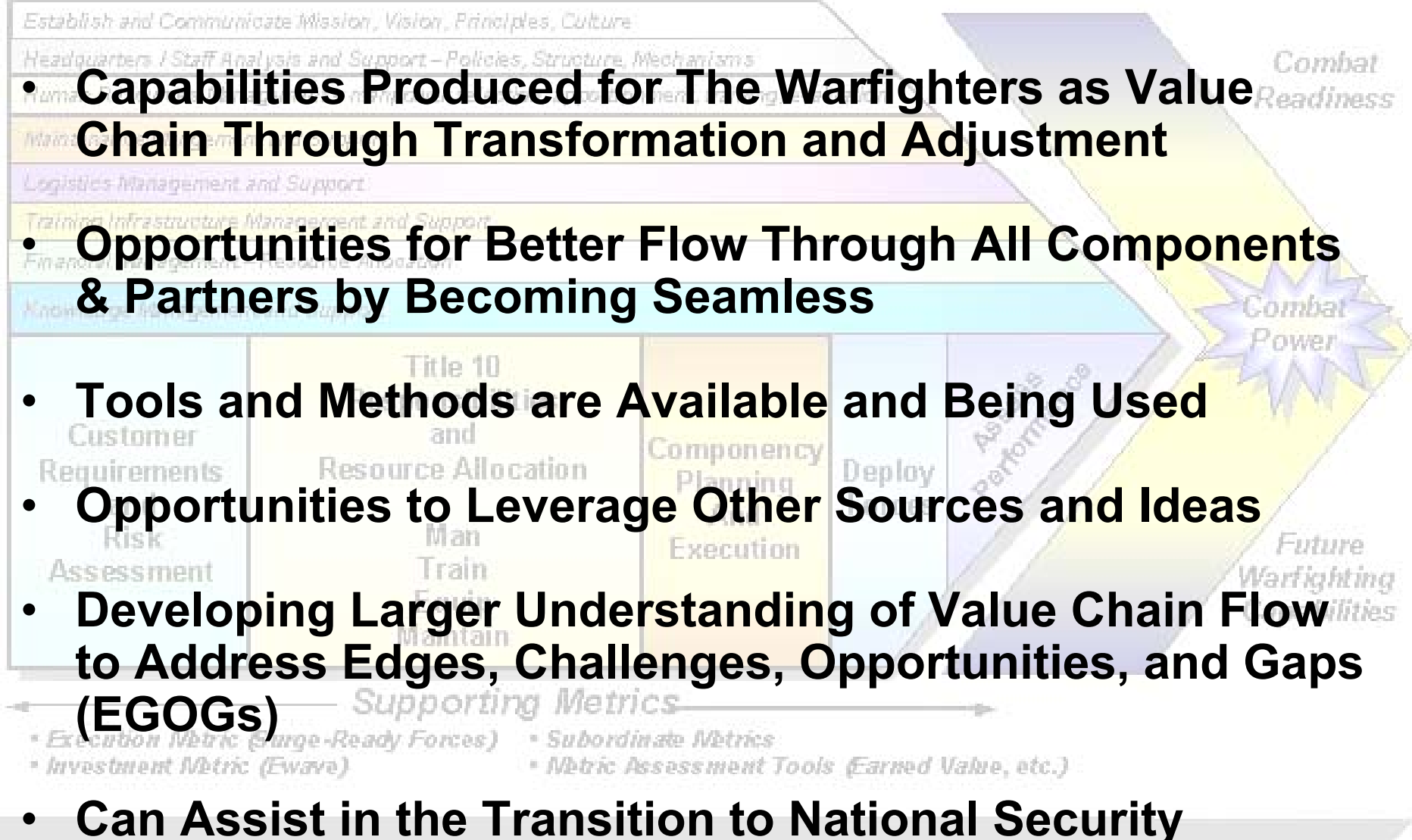
### Enterprise Mission



**Customers: COCOMS and CNO**

# TAKE AWAYS

- **Capabilities Produced for The Warfighters as Value Chain Through Transformation and Adjustment**
- **Opportunities for Better Flow Through All Components & Partners by Becoming Seamless**
- **Tools and Methods are Available and Being Used**
- **Opportunities to Leverage Other Sources and Ideas**
- **Developing Larger Understanding of Value Chain Flow to Address Edges, Challenges, Opportunities, and Gaps (EGOGs)**
- **Can Assist in the Transition to National Security Personnel System Through Seeing The Value Chain**





# Every Sailor is a Sea Warrior



A collage of various military-related images. In the top left, a soldier in camouflage is crouching. Next to it is a large naval ship. To the right, a soldier in a dark uniform is seen from behind. Further right, a military aircraft is in flight. Below these, there's a scene of a control room with several operators. In the center, a tank is shown in a field. To the right of the tank, a person is working at a computer terminal. Below the tank, a soldier is in a field. To the right, a close-up of a soldier's face in a helmet. Further right, another military aircraft is flying. At the bottom, there's a scene of a soldier in a field, a large aircraft carrier, and a soldier in a white uniform. The central text is enclosed in a red-bordered box.

**Every Sailor, Soldier, Airman,  
And Marine is A Warrior**

# Why Warriors?

*...we shall highly resolve that these  
dead shall not have died in vain...*



**REMEMBER SEPTEMBER 11, 2001**

*"We set about making U.S. Forces more agile and more expeditionary. When we say "agile" some people seem to think it means making the military "smaller." It does not. It is the shape of the forces, not the size.. "*

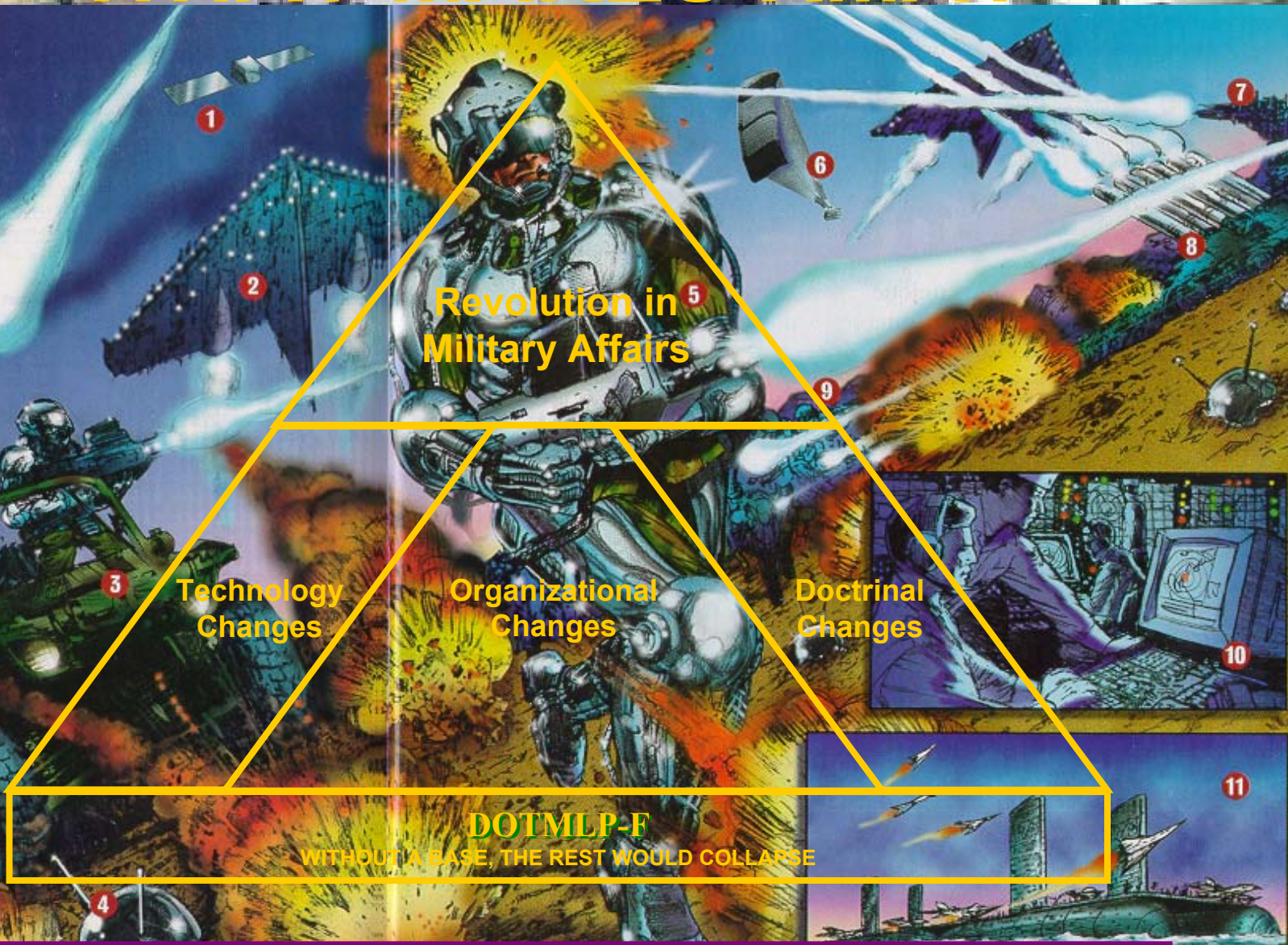
*Defense Secretary Rumsfeld, 17 Feb, 2005.*

**OUR PEOPLE are the Jewel of the Force!**  
Former SECNAV Danzig



# WHAT MAKES RMA?

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n



**OUR PEOPLE are the Jewel of the Force!**  
Former SECNAV Danzig

# Bottom Line: Warfighter Confidence & Affordable, Faster Transition



*Right Materiel, Right Place,  
Right Time, at the Right Cost -*

*All The Time*