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

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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

Establish and Communicate Mission, Vision, Principles, Culture
Headquarters / Staff Analysis and Support – Policies, Structure, Mechanisms
Human Resources Management – manpower selection, apportionment, training, evaluation
Maintenance Management and Support
Logistics Management and Support
Training Infrastructure Management and Support
Financial Management – Resource Allocation

Knowledge Management and Support

Customer Requirements and Risk Assessment
Title 10 Responsibilities and Resource Allocation
Componency Planning and Execution
Deploy Forces
Assess Performance

Supporting Metrics
• Execution Metric (Surge-Ready Forces)
• Investment Metric (Ewave)
• Subordinate Metrics
• Metric Assessment Tools (Earned Value, etc.)

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.)
“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 not 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.)
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

OPERATING COMMANDS

STUDIES & ANALYSIS

MATERIEL ALTERNATIVES

MISSION REHEARSAL VIRTUAL SYSTEMS TRAINING

ANALYSIS MODELS

THEATER/CAMPAIGN MISSION/BATTLE ENGAGEMENT MODELS

ENGINEERING, RAM, TEST BEDS, HW/SWIL, HUMAN-IN-LOOP, VIRTUAL PROTOTYPES, ETC . . .

PMO
- Engineering
- Production
- Logistics
- New Equip. Trng

OPERATING & SUPPORT UNITS

DEFENSE GUIDANCE

FEEDBACK

WARFIGHTING CAPABILITY

DEPLOYMENT

OT&E

DT&E

OPERATIONAL RISK

PROGRAMMATIC RISK

DESIGN

BUILD
SYSTEMS ACQUISITION PROCESS CYCLE

NATIONAL / DEFENSE
INFORMATION INFRASTRUCTURE

LOGISTICS

MISSION WARFIGHTING CAPABILITIES CONTRIBUTIONS

DISTRIBUTED INTERACTIVE SIMULATION

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

EVOLVING TO OPERATIONAL LOGISTICS
A Visualized Framework - STRATEGIC Through TACTICAL
Chairman Joint Chiefs of Staff Manual (CJCSM) 3500.04C – Universal Joint Task List of 01 JULY 2002
ARMY UNIVERSAL TASK LIST

ACCOMPLISH ARMY UNIVERSAL TASK LIST IN TACTICAL ENVIRONMENT

INTELLIGENCE ART 1
- SUPPORT TO SITUATIONAL UNDERSTANDING
- SUPPORT TO STRATEGIC RESPONSIVENESS
- CONDUCT INTELLIGENCE, SURVEILLANCE AND RECONNAISSANCE
- PROVIDE INTELLIGENCE SUPPORT TO EFFECT

MANEUVER ART 2
- PERFORM TACTICAL ACTIONS ASSOCIATED WITH FORCE PROJECTION AND DEPLOYMENT
- CONDUCT TACTICAL MANEUVER
- CONDUCT TACTICAL TROOP MOVEMENTS
- CONDUCT DIRECT FIRES
- OCCUPY AN AREA
- EMPLOY SERE TECHNIQUES

FIRE SUPPORT ART 3
- DECIDE SURFACE TARGETS TO ATTACK
- DETECT AND LOCATE SURFACE TARGETS
- EMPLOY FORES TO INFLUENCE THE WILL AND DESTROY, NEUTRALIZE OR SUPPRESS ENEMY FORCES

AIR DEFENSE ART 4
- PROVIDE SUPPLIES
- PROVIDE MAINTENANCE
- PROVIDE TRANSPORTATION SUPPORT
- PROVIDE SUSTAINMENT SUPPORT
- PROVIDE FORCE HEALTH PROTECTION IN A GLOBAL ENVIRONMENT
- PROVIDE HUMAN RESOURCE SUPPORT
- PROVIDE CONTRACTING SUPPORT
- PROVIDE DISTRIBUTION MANAGEMENT
- CONDUCT TACTICAL MISSION TASKS

MOBILITY/ COUNTERMOBILITY/ SURVIVABILITY ART 5
- PROVIDE INTELLIGENCE SUPPORT TO EFFECT

COMBAT SERVICE SUPPORT ART 6
- PLAN TACTICAL OPERATIONS USING THE MDMP/TLP
- PREPARE FOR TACTICAL OPERATIONS
- EXECUTE TACTICAL OPERATIONS
- SUPPORT THE COMMANDER’S LEADERSHIP RESPONSIBILITIES FOR MORALE, WELFARE, AND DISCIPLINE
- CONDUCT CONTINUOUS OPERATIONS
- DEVELOP AND IMPLEMENT A COMMAND SAFETY PROGRAM
- CONDUCT PUBLIC AFFAIRS OPERATIONS

COMMAND AND CONTROL ART 7
- ESTABLISH COMMAND POST OPERATIONS
- MANAGE TACTICAL INFORMATION
- ASSESS THE TACTICAL SITUATION AND OPERATIONS

TACTICAL MISSION TASKS AND OPERATIONS ART 8
- CONDUCT OFFENSIVE OPERATIONS
- CONDUCT DEFENSIVE OPERATIONS
- CONDUCT STABILITY OPERATIONS
- CONDUCT SUPPORT OPERATIONS
- CONDUCT TACTICAL MISSION TASKS
UJTL
TACTICAL

ACCOMPISH
AIR FORCE TASK LIST IN TACTICAL ENVIRONMENT

PROVIDE AIR AND SPACE SUPERIORITY
AFT 1

- PROVIDE COUNTERAIR CAPABILITIES
- PROVIDE COUNTERSPACE CAPABILITIES

PROVIDE PRECISION ENGAGEMENT
AFT 2

- PROVIDE LEthal PRECISION ENGAGEMENT CAPABILITIES
- PROVIDE NONLETHAL ENGAGEMENT CAPABILITIES
- PROVIDE CSAR CAPABILITIES

PROVIDE INFORMATION SUPERIORITY
AFT 3

- PROVIDE INFORMATION OPERATIONS CAPABILITY

PROVIDE GLOBAL ATTACK
AFT 4

- PROVIDE STRATEGIC ATTACK CAPABILITIES
- PROVIDE COUNTERLAND CAPABILITIES
- PROVIDE COUNTERSEA CAPABILITIES
- PROVIDE SPECIAL OPERATIONS FORCES EMPLOYMENT CAPABILITIES

PROVIDE RAPID GLOBAL MOBILITY
AFT 5

- PROVIDE AIRLIFT CAPABILITIES
- PROVIDE AIR REFUELING CAPABILITIES
- PROVIDE SPACELIFT CAPABILITIES
- PROVIDE AIR EXPEDITIONARY FORCE (AEF) CAPABILITIES

PROVIDE AGILE COMBAT SUPPORT
AFT 6

- PROVIDE COMMAND AND CONTROL

PROVIDE COMMAND AND CONTROL
AFT 7

- MONITOR GLOBAL CONDITIONS AND EVENTS
- ASSESS GLOBAL CONDITIONS AND EVENTS
- PLAN MILITARY OPERATIONS
- EXECUTE MILITARY OPERATIONS

- PROVIDE THE CAPABILITY TO READY THE FORCE
- PROVIDE THE CAPABILITY TO PROTECT THE FORCE
- PROVIDE THE CAPABILITY TO PREPARE THE OPERATIONAL ENVIRONMENT
- PROVIDE THE CAPABILITY TO POSITION THE FORCE
- PROVIDE THE CAPABILITY TO EMPLOY THE FORCE
- PROVIDE THE CAPABILITY TO SUSTAIN THE FORCE
- PROVIDE THE CAPABILITY TO RECOVER THE FORCE

AIR FORCE DOCTRINE DOCUMENT 1-1 of 12 AUGUST 1998
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

• The Goal – Goldratt & Fox

• The Balanced Score Card – Kaplan & Norton

• The Power of Alignment – Labovitz & Rosansky

SEAMLESS DELIVERY OF COMBAT POWER TO THE WAR FIGHTER, COMMANDER FLEET FORCES COMMAND
RELATIONSHIPS OF MEASURES OF MERIT
REAL WORLD CONNECTIONS

• Hierarchical Probabilistic Models for Operational-Level Course of Action Development – Falson, Zhang, and Davis, 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 Security Strategy
- National Military Strategy
- Service Strategies & Mission, Vision
- Service Agency or Command Mission, Vision
- Strategic Campaigns
- Operational Mission & Vision
- Program Office & Division Mission & Vision
- Routine & Daily Operations
In Support of the Objectives of the National Defense Strategy the Armed Forces Conduct Military Activities Globally

National Military Strategy

- Protect
- Prevent
- Prevail

The United States Against External Attacks and Aggression
Conflict and Surprise
Against Adversaries

NDS 2005
Synergy -
Emerging Operational Concepts
Enabled By Information Superiority
And Technological Innovation ...
Fused Through Co-evolution of
DOTMLP-F

Synergism achieved only
through co-evolution of:
Joint Doctrine
Agile Organizations
Joint Training & Education
Enhanced Materiel
Innovative Leadership,
High Quality People, and
Requisite Facilities

Full Spectrum Dominance

Derived From: Joint Vision 2010 Standard Brief
Challenging 21st Century Military and Civilian Security Environment

- Anti-Civilian Terrorism
- Anti-Military Terrorism
- Anti-IGO / NGO Terrorism
- Non-State Actors
- Transnational Actors
- Peacekeeping
- Failed States
- Weapons Proliferation
- Weapons of Mass Destruction
- Information Security

Derived from: Joint Vision 2010/2020 Standard Briefs
## Tools and Metrics

### Fleet Forces Value Chain

#### Enterprise Mission

- **Establish and Communicate Mission, Vision, Principles, Culture**
- **Headquarters / Staff Analysis and Support – Policies, Structure, Mechanisms**
- **Human Resources Management – manpower selection, apportionment, training, evaluation**
- **Maintenance Management and Support**
- **Logistics Management and Support**
- **Training Infrastructure Management and Support**
- **Financial Management – Resource Allocation**

### Knowledge Management and Support

- **Customer Requirements and Risk Assessment**
- **Title 10 Responsibilities and Resource Allocation**
  - Man
  - Train
  - Equip
  - Maintain
- **Componency Planning and Execution**
- **Deploy Forces**

### Supporting Metrics

- **Execution Metric (Surge-Ready Forces)**
- **Investment Metric (Ewave)**
- **Subordinate Metrics**
- **Metric Assessment Tools (Earned Value, etc.)**

### 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
Every Sailor, Soldier, Airman, And Marine is A Warrior
"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
OUR PEOPLE are the Jewel of the Force!

Former SECNAV Danzig

WHAT MAKES RMA?

Revolution in Military Affairs

 DOTMLP-F
 WITHOUT A BASE, THE REST WOULD COLLAPSE

Technology Changes

Organizational Changes

Doctrinal Changes

1

2

3

4

5

6

7

8

9

10

11
Bottom Line: Warfighter Confidence & Affordable, Faster Transition

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