26th Annual National Logistics Conference & Exhibition

“Defense Logistics in an Era of Change: Strategically Focused, Operationally Engaged, and Committed to Professional Development”

Miami, FL

12 – 15 April 2010

Agenda

Tuesday, April 13, 2010

"JOINT AND COALITION LOGISTICS: STRATEGICALLY FOCUSED FOR EFFECTIVENESS AND EFFICIENCY"

Moderator: LTG Kathleen Gainey, USA, Director for Logistics J4, The Joint Staff
Panelists:
- RADM Kathleen Dussault, SC, USN, Director, Supply, Ordnance and Logistics Operations Division, Office of the Chief of Naval Operations (OPNAV N41)

Luncheon Speaker
- BrigGen Mike Dana, USMC, Director of Logistics & Engineering, J4, NORAD and USNORTHCOM
- Col Alex Vohr, USMC, Director of Logistics, J4, USSOUTHCOM

Panel Discussion: “Logistics and the Interagency”

Wednesday, April 14, 2010

“DEPARTMENT, SERVICE AND AGENCY LOGISTICS: ENGAGING THE CHALLENGES AND INITIATIVES OF FORCE PROVIDERS AND SUSTAINERS”

“Joint Logistics Leadership Fireside Chat”

Panelists:
- LTG Kathleen Gainey, USA, Director for Logistics J4, The Joint Staff
- RADM Kathleen Dussault, SC, USN, Director, Supply, Ordnance and Logistics Operations Division, Office of the Chief of Naval Operations (OPNAV N41)

Luncheon Speaker
- VADM Alan Thompson, SC, USN, Director, DLA

Panel Discussion: “Weapons Systems Life Cycle Support”
Moderator: Mr. Randy Fowler, Assistant Deputy Under Secretary of Defense, Materiel Readiness

Panel Discussion: “Logistics Information Technology - The Most Critical Enabler, from Industry to the Warrior and Back Again”
Moderator: Mr. John Erb, Vice President, Integrated Services and Support, GDIT
Panelists:
- Mr. Keith Seaman, Defense Business Systems Acquisition Executive
- Mr. Gary Motsek, Assistant Deputy Under Secretary of Defense, Program Support
- MG Jim Chambers, USA, Commanding General, U.S. Army CASCOM

**Thursday, April 15, 2010**

“COMMITTED TO LOGISTICS PROFESSIONAL DEVELOPMENT AND EDUCATION”

**Keynote Speaker**
- Mr. Frank J. Anderson, Jr., President, Defense Acquisition University

**Panel Discussion:** “Logistics Workforce Education and Human Capital Initiatives: The Impact on People, Processes and Readiness”

**Moderator and Presenter:** LTG “Chris” Christianson, USA (Ret), Director, Center for Joint and Strategic Logistics, National Defense University

**Panelists:**
- MG Robert Williams, USA, Commandant, U.S. Army War College
- Mr. Abe Zwany, Senior Vice President, Human Capital Leadership and Management, Booz Allen Hamilton
Defense Logistics in an Era of Change: Strategically Focused, Operationally Engaged, and Committed to Professional Development

Panel Topics:

- Joint Logistics Leadership Fireside Chat
- Logistics Future - Emerging Concepts, Evolving Plans and their Operational Impact
- Effective Joint Logistics Operations: Planning, Deployment, Defensive, Offensive and Stability Operations
- Logistics and the Interagency
- Department, Service and Agency Logistics: Engaging the Challenges and Initiatives of Force Providers and Sustainers
- Weapons Systems Life Cycle Support
- Logistics Workforce Education and Human Capital Initiatives: The Impact on People, Processes and Readiness
The war on terrorism continues, and the economic crisis of 2008 and 2009 has had a significant effect on the entire Nation, and especially the Department of Defense.

The Nation is focused on national economic recovery. In the meantime, the Congress has decreed the weapons systems reform act, and the department is trying to ensure maintenance of effectiveness while increasing the efficiency of those very systems across the life cycle. The logistics systems that support virtually every system in the inventory, as well as the individual commodities that our war-fighters need around the world must be properly managed and maintained. Our military force is shifting from Iraq, which will hopefully become a peace keeping and training operation, to Afghanistan, which is a combination of terrorists elimination and nation building that is dependent on many contributions from U.S, allied, and coalition forces.

As our forces shift from Iraq to Afghanistan, we must ensure they have the required support. Logistics continues to be a significant contributor not only to the success of operations, but to the balance between efficiency and effectiveness. Supporting a new focus, and being prepared for what’s next, such as January’s catastrophic earthquake in Haiti is always a challenge when the requirement is not well defined, but such is the lot of the logistician whether in government or commercial business.

Understanding the ramifications of change, learning the lessons that have been taught on the field of battle, conducting the humanitarian operations and educating a force not only in its basic competencies but in the joint, unified, and multi-agency world is a significant challenge that our logistics leadership continues to face on a daily basis. Supporting this effort requires a willingness to change and evolve, not only in our military forces, but also in all the commercial sectors that support them. Our logistics capabilities must continue to be increasingly dynamic with greater interoperability, infused with new ideas, processes, and systems to support our operational personnel, regardless of whether they are in military uniform or not. The continuing efforts to align the educational processes of our logistics capabilities require the consistent energy and commitment that have been reflected throughout the defense department the past several years. The increased emphasis on small business interoperability in the market causes us to examine our relationships for the good of the clients we serve.

Our 2010 theme, “Defense Logistics in an Era of Change: Strategically Focused, Operationally Engaged, and Committed to Professional Development” again follows on the themes of previous years enabling us to examine performance, and measure the outputs that are needed by the operators around the world. To focus us, each day of the conference will feature a theme that will hopefully cause all of us to increase our awareness and need for interoperability across the government and commercial logistics world.

During the conference, three national-level awards for logistics excellence will be presented. Established in 1956 with a focus on industry, the Edward M. Greer Award stimulates thought and action of benefit to industry and the public by encouraging solutions to troublesome maintenance and integrated logistics support planning techniques. The Logistician Emeritus Award, established in 1980, will again be presented to an individual in government who has demonstrated outstanding competence and has made a substantial contribution in the field of national security logistics. Again this year we are honored to present the DoD Award for Supply Chain Operational Excellence on behalf of the Office of the Secretary of Defense (AT&L).

NDIA’s Annual National Logistics Conference & Exhibition is one of the premier national-level forums for exchanging ideas and sharing insights into improving the support to our nation’s warfighters across the spectrum of military operations. The conference brings together the senior logistics policy officials and senior practitioners attracting high-caliber government and industry participants. This conference presents yet another opportunity for logistics leaders to address their policy and resource allocation challenges in terms of today’s urgent challenges. In addition, the expanded exhibit forum will again highlight the best cutting-edge technologies being developed to support our war fighters in an efficient, interoperable manner.

You have an important role on the war fighter's logistics team that consists of industry, government, and academia from both domestic and a growing number of international organizations. We share a mutual goal by seeking effective and efficient solutions to exceed the needs of our deserving customers in harm’s way: Soldiers, Sailors, Airmen, Marines and Coast Guardsmen.

Our sponsor, the National Defense Industrial Association, Logistics Management Division, supported by the Office of the Secretary of Defense (Acquisition, Technology and Logistics) and the Logistics Directorate, J-4, The Joint Staff, is committed to bringing you a world-class forum for an exchange of ideas that will help make your organizational and business strategy a reality. Please join us by actively participating as we share information with this focus throughout the event, then share knowledge and enthusiasm by bringing it back to your organizations.
CANCELLATION POLICY
All cancellations received will incur a $75 cancellation fee. No refunds for cancellations received after 4/2/10.
Substitutions welcome in lieu of cancellations! Cancellations and substitutions must be made in writing to kseymour@ndia.org.

PROMOTIONAL PARTNERSHIP OPPORTUNITIES
Increase your company or organization’s exposure at this premier event by becoming a Promotional Partner! With a Promotional Partnership of $5,000, you will receive your organization’s name on the back cover of the onsite brochure, a 350-word organization description in the onsite brochure, main podium recognition throughout the conference, signage at all events including the opening reception, and a hotlink on the conference website to your organization’s website. For information, please contact Sam Campagna, Assistant Vice President of Operations, at (703) 247-2544 or scampagna@ndia.org.

ATTIRE
Conference attire is business for civilians and Class A uniform for military. In addition, your identification badge, received upon conference check-in, must be worn at all times.

SPECIAL NEEDS
NDIA supports the Americans with Disabilities Act of 1990. Attendees with special needs should contact Kelly Seymour, Meeting Planner, NDIA, at (703) 247-2583 or kseymour@ndia.org prior to April 2, 2010.
MONDAY, APRIL 12

7:00 am  Depart Hyatt for Golf Outing at Normandy Shores Golf Course - Miami Beach
Pre-Registration is required (see form attached)
Normandy Shores Golf Course is located 8.5 miles from the Hyatt Regency Miami. Transportation to/from
the golf course will not be provided, however, if you need assistance in finding transportation, please contact
Kelly Seymour at (703) 247-2583 or kseymour@ndia.org. The cost to rent clubs is not included in the
registration fee, you will have to contact Normandy Shores directly to reserve them at (305) 868-6502.

9:00 am - 7:00 pm  Registration
5:30 pm - 7:00 pm  Exhibit Hall Open
Welcome Reception

TUESDAY, APRIL 13

“JOINT AND COALITION LOGISTICS: STRATEGICALLY FOCUSED FOR EFFECTIVENESS
AND EFFICIENCY”

7:00 am  Continental Breakfast in Exhibit Hall
Registration Open

8:00 am  Welcome Remarks
▶ VA DM Gordon Holder, USN (Ret), Senior Vice President, Booz Allen Hamilton; NDIA Logistics Management
Division and Conference Chairman

8:10 am  Welcome Remarks
▶ MG Barry Bates, USA (Ret), Vice President, Operations, National Defense Industrial Association

8:15 am  Government Keynote
▶ Honorable Dr. Ashton Carter, Under Secretary of Defense for Acquisition, Technology & Logistics

8:35 am  Industry Keynote
▶ Mr. Dan Johnson, President, General Dynamics Information Technology

8:55 am  Combined Q & A

9:15 am  Break in Exhibit Hall

10:00 am  Panel Discussion
Moderator: LTG Kathleen Gainey, USA, Director for Logistics J4, The Joint Staff
Panelists:
▶ Dr. Janine Davidson, Deputy Assistant Secretary of Defense for Plans
▶ Mr. Alan Estevez, Principal Deputy Assistant Secretary of Defense for Logistics and Materiel Readiness
▶ RADM Kathleen Dussault, SC, USN, Director, Supply, Ordnance and Logistics Operations Division, Office of
  the Chief of Naval Operations (OPNAV N41)

12:00 pm  Luncheon Speaker
▶ BrigGen Mike Dana, USMC, Director of Logistics & Engineering, J4, NORAD and USNORTHCOM
▶ Col Alex Vohr, USMC, Director of Logistics, J4, USOUTHCOM
1:30 pm  Afternoon Kickoff
  ▶ LTG Kathleen Gainey, USA, Director for Logistics J4, The Joint Staff

1:45 pm  Panel Discussion
  “Effective Joint Logistics Operations: Planning, Deployment, Defensive, Offensive and Stability Operations”
  
  Moderator: MG Ken Dowd, USA, J4, USCENTCOM
  Panelists:
  ▶ RDMl Andy Brown, SC, USN, J4, USEUCOM (Invited)
  ▶ MG Mike Lally, USA, Director Operations and Plans J3, USTRANSCOM
  ▶ Maj Gen Jeff Mason, United Kingdom MOD (Invited)
  ▶ LTG Bobby Dail, USA (Ret), President, Supreme Group USA

3:00 pm  Break in Exhibit Hall

3:30 pm  Panel Discussion
  “Logistics and the Interagency”
  
  Moderator: CAPT Randy Onders, SC, USN, Multi-National Division Chief, JCS J4
  Panelists:
  ▶ Brig Gen Rick Martin, USAF, AFRICOM
  ▶ RDMl Tom Ostebo, USCG, Assistant Commandant for Logistics and Engineering
  ▶ Ms. Sharie Bourbeau, Deputy Under Secretary for Management, Department of Homeland Security
  ▶ Mr. William Moser, Deputy Assistant Secretary of State for Logistics Management
  ▶ Ms. Susan Reichle, Deputy Assistant Administrator for Democracy, Conflict and Humanitarian Assistance, USAID
  ▶ Mr. Eric Smith, Assistant Administrator, Logistics Management Directorate, FEMA

5:30 pm - 7:00 pm  Reception in the Exhibit Hall

WEDNESDAY, APRIL 14
“DEPARTMENT, SERVICE AND AGENCY LOGISTICS: ENGAGING THE CHALLENGES AND INITIATIVES OF FORCE PROVIDERS AND SUSTAINERS”

ALL EXHIBITORS ARE ENCOURAGED TO ATTEND THE MORNING KEYNOTE AND JOINT LOGISTICS FIRESIDE CHAT PANEL.

7:00 am  Continental Breakfast in Exhibit Hall
  Registration Open

8:00 am  Government Keynote
  ▶ VADM Kevin McCoy, USN, Commander, Naval Sea Systems Command

9:00 am  Break in Regency Ballroom Foyer
9:30 am  “Joint Logistics Leadership Fireside Chat”

Moderator: VADM Gordon Holder, USN (Ret), Senior Vice President, Booz Allen Hamilton; NDIA Logistics Management Division and Conference Chairman

Panelists:
- LTG Kathleen Gainey, USA, Director for Logistics J4, The Joint Staff
- RADM Kathleen Dussault, SC, USN, Director, Supply, Ordnance and Logistics Operations Division, Office of the Chief of Naval Operations (OPNAV N41)
- MG Bob Radin, USA, Deputy G4
- Lt Gen Loren Reno, USAF, Deputy Chief of Staff for Logistics, Installations and Mission Support
- LtGen Frank Panter, USMC, Deputy Commandant, Installations and Logistics
- VADM Mark Harnitchek, USN, Deputy Commander, USTRANSCOM
- VADM Alan Thompson, SC, USN, Director, DLA
- Mr. Alan Estevez, Principal Deputy Assistant Secretary of Defense for Logistics and Materiel Readiness

12:00 pm  Luncheon Speaker

- VADM Alan Thompson, SC, USN, Director, DLA

2:00 pm  Panel Discussion

“Weapons Systems Life Cycle Support”

Moderator: Mr. Randy Fowler, Assistant Deputy Under Secretary of Defense, Materiel Readiness

Panelists:
- RDML Dave Baucom, USN, Deputy Assistant Secretary of the Navy for Acquisition & Logistics Management
- BrigGen James Kessler, USMC, Commander, Marine Corps Logistics Command
- RDML Vince Griffith, USN, Commander, Defense Supply Center Richmond
- Mr. Lou Kratz, Vice President, Logistics & Sustainment, Lockheed Martin Corporation

3:30 pm  Break in Exhibit Hall

4:00 pm  Exhibit Hall Closes

4:00 pm  Panel Discussion

“Logistics Information Technology - The Most Critical Enabler, from Industry to the Warrior and Back Again”

Moderator: Mr. John Erb, Vice President, Integrated Services and Support, GDIT

Panelists:
- Mr. Keith Scaman, Defense Business Systems Acquisition Executive
- Mr. Gary Morsek, Assistant Deputy Under Secretary of Defense, Program Support
- MG Jim Chambers, USA, Commanding General, U.S. Army CASCOM
- Mr. Joe Sifer, Senior Vice President, Information Technology, Booz Allen Hamilton

6:15 pm  Board the Lady Windridge for the Dinner Boat Cruise
THURSDAY, APRIL 15
“COMMITTED TO LOGISTICS PROFESSIONAL DEVELOPMENT AND EDUCATION”

7:00 am  Continental Breakfast in Regency Ballroom Foyer
Registration Open

8:00 am  Keynote Speaker
Mr. Frank J. Anderson, Jr., President, Defense Acquisition University

8:40 am  Panel Discussion
“Logistics Workforce Education and Human Capital Initiatives: The Impact on People, Processes and Readiness”

Moderator and Presenter: LTG “Chris” Christianson, USA (Ret), Director, Center for Joint and Strategic Logistics, National Defense University
Panelists:
- MG Robert Williams, USA, Commandant, U.S. Army War College
- Mr. Joe Andraski, President and CEO, Voluntary Interindustry Commerce Solutions (VICS) Association
- Dr. Chris Caplice, Executive Director, Massachusetts Institute of Technology, Center for Technology and Logistics
- Mr. Abe Zwany, Senior Vice President, Human Capital Leadership and Management, Booz Allen Hamilton

10:30 am  Break in Regency Ballroom Foyer

10:45 am  Closing Keynote Speaker
Gen Duncan McNabb, USAF, Commander, USTRANSCOM

12:00 pm  Luncheon and Award Presentations
- Mr. Paul Peters, Assistant Deputy Under Secretary of Defense for Supply Chain Integration
  Presentation of the following award:
  The DoD Supply Chain Operational Excellence Award
- Gen Duncan McNabb, USAF, Commander, USTRANSCOM
  Presentation of the following awards:
  The Edward M. Greer Award
  Recipient: Mr. Joe Davis, General Manager, Saddle Butte Systems
  The Logistician Emeritus Award
  Recipient: LTG Robert Dail, USA (Ret), President, Supreme Group, USA

1:30 pm  Closing Comments and Adjourn
VADM Gordon Holder, USN (Ret), Senior Vice President, Booz Allen Hamilton; NDIA Logistics Management Division and Conference Chairman

**PLEASE NOTE THAT THE AGENDA IS SUBJECT TO CHANGE.
PLEASE CHECK WWW.NDIA.ORG/MEETINGS/0730 FOR THE LATEST UPDATES**
EXHIBIT INFORMATION

NDIA invites you to take advantage of the tremendous opportunity to demonstrate your organization's products and services to a specialized community by exhibiting at this year's event!

Exhibit Personnel Registration:
Each exhibiting organization will be entitled to two complimentary registrations. Complimentary registrations will allow admittance to all conference and exhibition events including receptions, meal functions, and sessions.

Dinner Cruise:
Exhibitors, don't miss out on this popular event! Network with industry and government attendees on the Windridge Yacht on Wednesday, April 14, 2010. Registered exhibitors may attend free of charge, but must fill out the cruise registration form found on the conference website: www.ndia.org/meetings/0730. You must be a registered exhibitor for your separate dinner cruise registration to be processed.

Exhibit Rate Includes:
- All scheduled meal events including lunches, breakfasts, etc.
- Two complimentary full conference registrations
- Conference attendee roster (onsite)
- Company profile online
- 24-hour security
- Fabric back and side walls
- 7” x 44” ID sign for booth
- Full access to social networking functions

Exhibit Questions?
Please contact Dennis Tharp, Exhibits Manager, with all exhibitor inquiries at (703) 247-2584 or dtharp@ndia.org.

Exhibit Hours:
Monday, April 12:
5:30pm - 7:00pm Opening Reception

Tuesday, April 13:
7:00am - 7:00pm

Wednesday, April 14:
1:30pm - 4:00pm (note exhibit hall is closed in the morning)

Cost to Exhibit:
NDIA Corporate Members*: $24.50/sq.ft.
Non-Members: $29.50/sq.ft.

*Rate applies to bona-fide government organizations

Reserving Booth Space:
To view, schedule, and reserve booth space in real time, please visit:
http://exhibits.ndia.org/0730
AWARDS

During the conference, the Edward M. Greer, the Logistician Emeritus Award, and the DoD Award for Supply Chain Operational Excellence will be presented. Nominations for the Greer and Emeritus awards will be accepted until February 1, 2009. Nominations should be sent to Sam Campagna at scampagna@ndia.org and must contain the individual's accomplishments and rationale for the nomination.

The Edward M. Greer Award
The Greer Award is presented annually to an industry individual in recognition of noteworthy contributions or meritorious service to the Department of Defense in the area of integrated logistics support engineering and its implementation in maintenance and product support. The award was established in 1956 by Greer Hydraulics, Inc., to stimulate thought and develop programs which will benefit industry and the public. The award program encourages solutions to troublesome maintenance problems or to the development of integrated logistics support planning techniques to be employed in their solution. The award is presented in honor of its originator, Edward M. Greer.

The Logistician Emeritus Award
The Logistician Emeritus Award is presented to an individual who has demonstrated outstanding competence and has made a substantial contribution in the field of national security logistics while serving in a governmental position. The award was established by the Logistics Management Division in 1980 as a means of recognizing deserving individuals.

DoD Award for Supply Chain Operational Excellence
The Assistant Secretary of Defense for Logistics and Materiel Readiness (ASD(L&MR)) is partnering with the Supply-Chain Council and the National Defense Industrial Association (NDIA), to sponsor the tenth annual Department of Defense (DoD) Award for Supply Chain Operational Excellence to recognize projects that demonstrate significant improvements in supply chain management. The DoD Award for Supply Chain Operational Excellence provides a showcase for innovative management and technology tools we are using to improve our supply chain efficiency and effectiveness in order to enhance our support to the warfighter. The award honors organizations that have made exceptional progress through innovative development or adoption of the best supply chain practices. Last year, the United States Transportation Command received the award for its Supply Chain Operations Reference (SCOR) model base Distribution Process Owner (DPO) Strategic Opportunities (DSO) to improve the efficiency of the DoD-wide distribution processes.

Logistics Emeritus Award Winners

Edward M. Greer Award Winners
2008 George Pearl, SAIC
2007 Eric Stange, Accenture
2006 John Berner, Lockheed Martin Corporation
2005 Joseph Grossou, Lockheed Martin Corporation
2004 David Spong, Boeing Integrated Defense Systems
2003 Hyman L. Shulman, Rand Corporation
2002 Timothy M. Raupp, Oshkosh Truck Corporation
2001 Carl M. Alberg, American Systems Engineering Corporation, LLC
2000 James C. Retelli, The Boeing Company
1999 Jack D. Garrison, Lockheed Martin Corporation
1996 Curtis B. Barton, Raytheon Company
1995 W. B. "Zim" Zimmerman, Lockheed Martin
1994 John B. Tiller, Raytheon Company
1993 R. Noel Longmuerme, Westinghouse Electronics Systems Group
1992 William E. Rogers, Martin Marietta (Posthumously)
1991 Donald B. Hall, Logistics Management Engineering, Inc.
1990 Russell A. Van de Steeg, Hughes Aircraft
1989 Thomas H. Roberts, Lockheed Electronics Company
1988 Harold B. Stromfelz, Northrop Grumman
1987 Edwin L. Cuell, Westinghouse Electronics Corporation
1986 Siegfried Goldstein, Siegfried Enterprises, Inc.
1985 Ralph H. Shaprio, Hughes Aircraft Company
1984 Richard L. Hale, Westinghouse Electric Corporation
1983 Ernest H. Manuel, IIT Corporation
1982 Vernon E. Teig, McDonnell Aircraft Corporation
1981 Richard D. Webster, Westinghouse Electric Corporation
1980 Joseph R. Garafolo, Hughes Aircraft Company
1979 George Beck, Jr., Westinghouse Electric Corporation
1978 Barry J. Shillito, Teledyne, Inc.
1977 Walter C. Klas, McDonnell Douglas Astronautics
1976 Paul M. Boyer, Westinghouse Electric Corporation
1975 Donald R. Earles, Raytheon Company
1974 Edwin R. Fallon, Jr., Logistics Management Engineering
1973 Reynold R. Gardner, Hughes Aircraft Company
1972 John W. Breehl, Grumman Aerospace Corporation
1971 John E. Losee, McDonnell Douglas Corporation
1970 James L. Carpenter, Jr., Martin Marietta Corporation
1969 Fred T. Carlson, The Boeing Company
1968 Jay E. Reddicks, Hughes Aircraft Company
1967 Richard H. Hagland, Collins Radio Company
1966 Robert N. Johns, Hughes Aircraft Company
1965 Douglas Aircraft Company, Inc.
1964 A. C. Martin, Westinghouse Electric Corporation
1963 North American Aviation, Inc.
1962 Dr. E. T. Ferrans, General Precision, Inc.
1961 P. N. Jansen, Sr., The Boeing Company
1960 Hughes Aircraft Corporation
1959 B. Edelman, Western Electric Company

Logistics Emeritus Award Winners

2009 LTG C.V. Christianson, USA (Ret)
2008 LTG John J. Casick, USA (Ret), MPRI
2007 VADM Keith W. Lippert, USN (Ret)
2006 Gen John W. Handy, USAF (Ret)
2005 VADM Gordon S. Holder, USN (Ret)
2004 LTG Charles S. Mahan, Jr., USA (Ret)
2003 LTG Roy E. Beauchamp, USAF (Ret)
2002 LTG Mike McDuffie, USA (Ret)
2001 Mr. James B. Emahauser, DoD (Retired)
2000 Maj Gen John E. Phillips, USAF (Ret)
1999 Mr. Eric A. Orvini, DASA (Logistics)
1998 GEN William G. T. Tirtle, Jr., USA (Ret)
1998 Mr. Richard G. Bruner, Former Executive Director, DLA
1987 Maj Gen Monroe T. Smith, USAF (Ret)
1986 Mr. Edwin Greiner, US Army Materiel Command
1985 ADM Isaac C. Kidd, Jr., USN (Ret)
1984 RADM Duncan P. McGillivray, USN (Ret)
1983 Maj Gen Graham W. Ryder, USAF (Ret)
1982 Maj Gen Martin C. Fulcher, USAF (Ret)
1981 Lt Gen George Rhodes, USAF (Ret)
1980 LTG Joseph M. Heiser, USA (Ret)
Golf Outing Registration Form

Join your fellow government and industry colleagues for a day of golf!

Date: Monday, April 12, 2010
Depart Hyatt: 7:00 a.m.
Tee-Off: 8:30 a.m.
Cost: $140 (greens fees, carts, awards, and refreshments)
Location: Normandy Shores Golf Course - Miami Beach
2401 Biarritz Drive, Miami Beach, FL 33141

Name ____________________________ Signature ____________________________
Organization __________________________________________________________
Organization Address _____________________________________________________
City ___________________________ State ___________________________ Zip
Phone __________________________________________________________________
E-mail __________________________________________________________________
☐ I will need to rent clubs from Normandy Shores Golf Course (Club rental is excluded from the registration cost)

Your handicap is _____________ . If you do not have a USGA handicap, please list your best score for 18 holes during the last 12 months: ___________. Teams of 4 will be created at random. However, every attempt will be made to accommodate your requests for team players. Below, please list any individuals with whom you wish to be teamed.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

You must be registered for the conference in order to register for the golf outing. Payment in full must accompany registration.

If paying by credit card, please fax this form with payment information filled out to the right, to:

NDIA - Kelly Seymour
703-522-1885

If paying by check, please mail this form with payment to:

NDIA - Kelly Seymour
Event 0730
2111 Wilson Blvd., Suite 400
Arlington, VA 22201

Payment Options
☐ Check (Payable to NDIA - Event #0730)
☐ Cash
☐ Government PO/Training Form # _____________
☐ VISA
☐ MasterCard
☐ American Express
☐ Diners Club

If paying by credit card, you may return by fax to (703) 522-1885.
Credit Card Number

Exp. Date __/____

Signature ____________________________ Date _____________

Questions: Kelly Seymour, Meeting Planner
(703) 247-2583 / kseymour@ndia.org

Mail to: NDIA - Event #0730
2111 Wilson Boulevard, Suite 400
Arlington, VA 22201

Fax to: (703) 522-1885

Registration for the golf tournament is due no later than April 2, 2010
EVENT #0730 ➤ NDIA REGISTRATION FORM

NATIONAL LOGISTICS CONFERENCE & EXHIBITION ➤ HYATT REGENCY MIAMI
MIAMI, FLORIDA ➤ APRIL 12-15, 2010

NATIONAL DEFENSE INDUSTRIAL ASSOCIATION ➤ 2111 WILSON BOULEVARD, SUITE 400 ➤ ARLINGTON, VA 22201-3061
(703) 522-1820 ➤ (703) 522-1885 FAX ➤ WWW.NDIA.ORG

3 WAYS TO SIGN UP:
1. Online with a credit card at www.ndia.org
2. By fax with a credit card - Fax: (703) 522-1885
3. By mail with a check or credit card

NDIA Master ID/Membership # ___________________________ Social Security # ___________________________
(if known - hint: on mailing label above your name) (Last 4 digits - optional)
Prefix (e.g. RADM, COL, Mr., Ms., Dr., etc.) ___________________________
Name: First ___________________________________________ MI ______ Last _____________________________
Military Affiliation (e.g. USMC, USA (Ret.), etc.) ___________________________
Nickname ___________________________
(For meeting badges)
Title ___________________________________________
Organization _______________________________________
Street Address _______________________________________
Address (Suite, P.O. Box, Mail Stop, Building, etc.) ___________________________________________
City ___________________________ State ___________ Zip _____________ Country ____________
Phone ___________________________ Ext. ____________ Fax ___________________________
E-Mail ___________________________________________

Signature* ___________________________________________ Date ____________

PREFERRED WAY TO RECEIVE INFORMATION
Conference Information
Subscriptions
Alternate Street Address
Alternate Address (Suite, P.O. Box, Mail Stop, Building, etc.) _______________________________________
City ___________________________ State ___________ Zip _____________ Country ____________
Signature* ___________________________________________ Date ____________

CONFERENCeregistration Fees
Early Regular Late
(Dec/12/1/10/2/20-4/3/10/4/2/10)
Government/Academia1 $715 $790 $865
Industry NDIA Member and affiliates (AFEI, NTSA, PSA, WID) $815 $900 $985
Industry non-NDIA member2 $895 $985 $1085
☐ Yes! Sign me up for the Dinner Cruise (no additional charge) $75 Guest fee for Dinner Cruise

Guest Name ___________________________________________
All cancellations received will incur a $75 cancellation fee. No refunds for cancellations received after 4/2/10. Substitutions welcome in lieu of cancellations! Cancellations and substitutions must be made in writing to kseymour@ndia.org.

1 Includes a free three-year NDIA membership subscription to National Defense magazine for military and government employees.
☐ No, do not sign me up for the free government membership.

2 Registration fees for non-NDIA (or affiliate) members include a one-year non-refundable NDIA membership —$15.00 will be applied for your 12 month subscription to National Defense magazine.

PAYMENT OPTIONS
☐ Check (Payable to NDIA - Event #0730) ☐ Government PO/Training Form # ___________________________
☐ VISA ☐ MasterCard ☐ American Express ☐ Diners Club ☐ Cash

If paying by credit card, you may return by fax to (703) 522-1885.
Credit Card Number ___________________________ Exp. Date ____________

Signature ___________________________________________ Date ____________

BY COMPLETING THE FOLLOWING, YOU HELP US UNDERSTAND WHO IS ATTENDING OUR EVENTS.

PRIMARY OCCUPATIONAL CLASSIFICATION. Check ONE.
☐ Defense Business/Industry
☐ R&D/Laboratories
☐ Army
☐ Navy
☐ Air Force
☐ Marine Corps
☐ Coast Guard
☐ DOD/MOD Civilian
☐ Government Civilian (Non-DOD/MOD)
☐ Trade/Professional Assn.
☐ Educator/Academia
☐ Professional Services
☐ Non-Defense Business
☐ Other ___________________________________________

CURRENT JOB/TITLE/POSITION. Check ONE.
☐ Senior Executive
☐ Executive
☐ Manager
☐ Engineer/Scientist
☐ Professor/Instructor/Librarian
☐ Ambassador/Attaché
☐ Legislator/Legislative Aide
☐ General/Admiral
☐ Colonel/Navy Captain
☐ Lieutenant Colonel/Commander/Major/Lieutenant Commander
☐ Captain/Lieutenant/Ensign
☐ Enlisted Military
☐ Other ___________________________________________

Year of birth _________________________ (optional)

QUESTIONS, CONTACT:
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E-MAIL: KSEYMOUR@NDIA.ORG
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NDIA - EVENT #0730
2111 WILSON BOULEVARD
SUITE 400
ARLINGTON, VA 22201
FAX TO: (703) 522-1885
Across the globe
America’s Warfighters rely on DLA for logistics support
in obtaining fuel and service supplies and equipment

food

supplies and equipment
This Is Our Mission And Our Challenge
As It Is Yours, Our Industry & Military Partners
Together, we make it possible
For America’s Warfighters
To make it happen!
Doing What’s Right For The Armed Forces and DoD
America’s
Combat Logistics Support Agency
Visit us on Facebook! www.facebook.com/dla.mil
Panel Discussion

“Logistics Workforce Education and Human Capital Initiatives: The Impact on People, Processes and Readiness”
Panelists

- **LtGen Chris Christianson**, USA (Ret)
  Director, Center for Joint and Strategic Logistics, National Defense University; Moderator

- **MG Bob Williams**, USA
  Commandant, US Army War College, Carlisle, PA

- **Mr. Joe Andrasky**
  President & CEO, Voluntary Interindustry Commerce Solutions (VICS), Lawrenceville, NJ

- **Dr. Chris Caplice**
  Executive Director, Massachusetts Institute of Technology Center for Technology and Logistics, Cambridge, MA

- **Mr. Abe Zwany**
  Senior Vice President, Booz Allen Hamilton, McLean, VA
Learning, Education and Development...

**What should we teach?**

*What to know…When to know?*

- Meet customer defined outcomes
- Non-linear trends/trajectories
- Adaptive, learning adversaries
- Shortened cycle times
- Strategy is not a blueprint...
- Tight tolerances invite failure…avoid mechanistic patterns

*Tension between genuine education, institutional agenda & culture…*
Learning, Education and Development...

**How should we teach**… *how do students best learn?*

- Value of peer evaluations over that of instructors...
- Integration of social networking in to the learning environment
- Simulations, active learning, blended environments work best
- Create necessary tension – student led learning...

**Faculty**… *critical to creating effective learning*

- Caution against predictability
- Develop an appreciation for the importance of considering options that you don’t approve of
- Develop an understanding of the purpose of politics
- Create the strategic and joint learning conditions necessary to a broad perspective.

*Investing in our faculty may be the most important task of all*
United States Army War College

Logistics Workforce Education and Human Capital Initiatives

MG Robert Williams
15 April 2010
• Logisticians must understand the organizations whom they support

• Logisticians must be masters of their craft at tactical and operational level

• Integration and synchronization are HARD

• Logisticians must recognize primacy of effectiveness over efficiency

• Senior logisticians must bring clarity to “Seamless,” “assured access,” “just in time,” “enhanced support,” “interdependent” . . . What do these slogans really mean in the context of full spectrum operations?
Keeping the Pace of Change

From Textbooks and Notebooks to Kindle and IPAD

Operational Support (April 09 to Mar 10)

- Over 93 engagements
- 24 Country Visits
- 9 Combatant Commands
- 40 Agencies Supported
- 3 Theater Operations
- Continued relationships between Saudi, Kazak, and Afghan War Colleges

Direct Combatant Command Support

- CSL – AFRICOM
- CSL – SOUTHCOM
- CSL – EUCOM
- CSL – PACOM
- PKSOI – JFCOM
- DNSS - CENTCOM

Teaching Strategy Conference
And professional Writing

How do you maintain relevant curriculum inside the 21st Century pace of change?
United States Army War College

Logistics Workforce Education and Human Capital Initiatives

Backups
MG Robert Williams
15 April 2010
USAWC prepares selected military, civilian, and international leaders for the responsibilities of strategic leadership in a joint, interagency, intergovernmental, and multinational environment.

- **Educates** current and future leaders on the development and employment of land power
- **Supports** the operational and institutional force
- **Conducts research, and publishes** to inform thought on national security and military strategy
- **Supports** the Army’s strategic communication efforts
United States Army War College

Our Focus

Transforming an Incoming Professional Who Has...

• Had relatively **limited** and well-defined **responsibilities**
• Worked in a structured environment
• Dealt primarily with problems for which there was usually a best **solution** or a clear set of options
• Been an **executor** of policy
• Succeeded based on capacity to **apply skills**
• Had primarily a **single-service** and unilateral orientation
• Communicated both verbally and in writing in a concise and direct manner
Into a Graduate

Who Will…

• Hold positions of broad scope and great responsibility
• Work in highly volatile, uncertain, complex, ambiguous environments
• Deal with problems which have no clear-cut solutions
• Be an executive who innovates and initiates policy
• Succeed based on spirit of cooperation
• Be involved in joint, interagency, intergovernmental, and multinational organizations and issues
• Communicate complex concepts effectively and persuasively, both verbally and in writing
**Globalization**

Top 1% of world population owns 40% of wealth

...Interconnected world economies and opportunities

...The ‘have-nots’ know it

60% will live in urban areas by 2030

...Africa, Middle East, Central Africa have 40-50% Youth Bulge

**Shifting Demographics**

~25 nations possess, stockpile or develop ... 3770 tons of enriched uranium ... al Qaeda religious duty

**Weapons of Mass Destruction**

~25 nations possess, stockpile or develop ... 3770 tons of enriched uranium ... al Qaeda religious duty

**Climate Change**

Arctic sea ice melted by 2040 ...

Desertification at 70,000Km²/yr ...

1.4B confront environmental fragility

**Failed / Fragile States**

Account for 77% of conflict ...

Fragile states have 4 times terror problems ...

28 of 51 African states high risk

**Uncertain Natural Resource Availability**

World food cost up 45%, shortages of rice, wheat & maize ...

... triple digit oil prices ...

450M face severe water shortage
And the Focus of Support is Timeless
Leaders who:

- **Understand** context
- **Act** within the understanding
- **Assess and adapt** based on enemy and environment
- **Consolidate** tactical and operational opportunities into strategic aims
- **Transition** among the forms of operations

But is this enough?
Leaders who:
• Achieve decisiveness and clarity in the land of options and latitude
• Are comfortable within the civil military relationship
• Routinely use information in an analytical fashion
• Are critical thinkers from continual practice

Attributes:
• Self Aware
• Negotiators
• Ethical
• Resilient
United States Army War College

Logistics Workforce Education and Human Capital Initiatives

MG Robert Williams
15 April 2010
Opening Lecture: Dr. Richard Immerman, Temple University
Edward J. Buthusiem Family Distinguished Faculty Fellow
Topic: "The Intellectual and Emotional Qualities Needed by Those Working in the Current National Security Environment"

Morning Panel: Is the Senior Service College Approach in Need of Radical Reform in Order to Serve Effectively in the Post-9/11 Environment?
Panelists: Dr Andrew Bacevich, Boston University
          Dr John Nagl, President, Center for a New American Security
          Dr Mark Grimsley, OSU Professor and Harold K. Johnson Chair

Afternoon Panel: What are the Core Elements of a Curriculum on Contemporary Strategy, and What are the Best Methods of Teaching Them?
                Dr Richard Betts, Arnold A. Saltzman Professor of War and Peace Studies, Columbia University
                Dr Richard Shultz, Professor of International Politics, Tufts University
                Dr Thomas Keaney, Executive Director of the Philip Merrill Center for Strategic Studies, School of Advanced International Studies, Johns Hopkins University
USAWC Social Media Presence

**Blogs**

- [DIME Blog](http://www.carlisle.army.mil/DIME/blog/)

**You Tube**

- [US Army War College](http://www.youtube.com/user/usarmywarcollege)

**Twitter**

- [ArmyWarCollege](http://twitter.com/ArmyWarCollege)

**Facebook**

- [US Army War College](http://www.facebook.com/USAWC)
“It’s About Performance”

Remarks to the Logistics Workforce Education and Human Capital Initiatives Panel

Abe Zwany, Officer
Booz Allen Hamilton

April 15, 2010
To be successful, the Defense Logistics Community of Practice should focus on two essential tenets

- It’s about PERFORMANCE
  - Goal Oriented
  - How we leverage “People” and “Knowledge” affects “Performance”

- Today’s People Practices, Learning Technologies, and Information/Communications Capabilities make it possible to get the …
  - Get the Right Stuff, to the
  - Right Person, at the
  - Right Time, in the
  - Right Way, at the
  - Right Place

We can meet the demand for knowledge to get the job done
To be successful, the Defense Logistics Community should focus on two essential tenets

- **It’s about PERFORMANCE**
  - Goal Oriented *(Focus on Outcomes)*
  - How we leverage “People” and “Knowledge” affects “Performance” *(Integrated, Holistic Perspective)*

- **Today’s People Practices, Learning Technologies, and Information/Communications Capabilities make it possible to get the …**
  - Right Stuff *(Requirements)*, to the
  - Right Person *(On Demand)*, at the
  - Right Time *(When Needed; Even at the Point of Performance)*, in the
  - Right Way *(Tailored; Based on Competencies; Education, Training, Performance Support)*, at the
  - Right Place *(At Any Place on the Planet)*
Challenges: Why aren’t we doing better? What’s the problem?

- **Culture** – it’s hard to change / need to adopt an integrated perspective
  - Individuals must be able to receive knowledge and act
  - Organizations must be able to facilitate

- **Infrastructure** – it was built with differing objectives in mind

- **Tools** – we need to build new integrated support systems
  - Should we provide knowledge, or the tools to access and use knowledge?

- **Investment** – it costs money to change (and we have to continue to operate under the old paradigm while preparing to change)

- **Measurement** – we need to continually evaluate results to ensure we are headed in the right direction

- **Technology** – the rapid pace of change may call for Communities of Practice that facilitate peer-to-peer interactions, social networking, etc.

- **Leadership** – it takes vision and courage to lead change
Aligning Acquisition & Sustainment Outcomes

Learn.
Perform.
Succeed.
"Workforce size is important, but quality is paramount."

Dr. Ashton Carter
1. Rebalance the acquisition total force – grow the organic acquisition workforce 15% by 2015 —126,000 to 147,000
   - 9,887 new positions
   - 10,000 in-sourced contract services positions
2. Strategically grow to improve acquisition capabilities and capacities -- strengthen organic core
   - Technical capabilities – to include Life Cycle Logistics
   - Business functions-- contracting, pricing and cost estimating
3. Improve DoD’s oversight capability to improve acquisition outcomes
4. Assess workforce competencies
5. Strategically reshape DAW training
Functional communities within the Defense Acquisition Workforce are part of larger DoD communities.

The Defense Acquisition Workforce (15K) includes:
- Requirements
- Test & Evaluation
- Cor/Cotr

The Science, Technology, Engineering, and Mathematics (STEM) Workforce includes:
- Systems ... Engineering
- Production, Quality & Manufacturing
- S&T Manager
- Facilities Engineering
- IT
- T&E

The Program Management Workforce includes:
- Business (CE & FM)
- Financial Audit

The Logistics Workforce (615K) includes:
- Contracting Purchasing Property
- Life Cycle Logistics (15K)
- Maintenance Support
- Supply Management
- Deployment/Distribution/Transportation

Functional communities within the Defense Acquisition Workforce are part of larger DoD communities.
# Defense Acquisition Workforce

As of 30 Sep 09

<table>
<thead>
<tr>
<th>Career Fields</th>
<th>ARMY</th>
<th>NAVY/USMC</th>
<th>AIR FORCE</th>
<th>Defense Agencies</th>
<th>FY09 TOTAL</th>
<th>FY08 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auditing</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3,777</td>
<td>3,777</td>
<td>3,638</td>
</tr>
<tr>
<td>Business, Cost Est., &amp; Fin. Mgt</td>
<td>2,771</td>
<td>2,286</td>
<td>1,845</td>
<td>360</td>
<td>7,262</td>
<td>7,085</td>
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<tr>
<td>Contracting</td>
<td>8,391</td>
<td>5,516</td>
<td>7,443</td>
<td>6,305</td>
<td>27,655</td>
<td>25,680</td>
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<tr>
<td>Information Technology</td>
<td>1,843</td>
<td>1,240</td>
<td>966</td>
<td>309</td>
<td>4,358</td>
<td>3,934</td>
</tr>
<tr>
<td>Life Cycle Logistics</td>
<td>7,952</td>
<td>4,784</td>
<td>1,989</td>
<td>127</td>
<td>14,852</td>
<td>13,361</td>
</tr>
<tr>
<td>Production, Quality &amp; Manufacturing</td>
<td>1,930</td>
<td>2,064</td>
<td>389</td>
<td>4,640</td>
<td>9,023</td>
<td>9,138</td>
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<tr>
<td>Program Management</td>
<td>3,452</td>
<td>4,598</td>
<td>4,461</td>
<td>911</td>
<td>13,422</td>
<td>12,871</td>
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<tr>
<td>SPRDE</td>
<td>10,412</td>
<td>18,328</td>
<td>7,248</td>
<td>1,339</td>
<td>37,327</td>
<td>35,017</td>
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<tr>
<td>Test and Evaluation</td>
<td>2,235</td>
<td>2,833</td>
<td>3,630</td>
<td>194</td>
<td>7,892</td>
<td>7,420</td>
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<tr>
<td>Other</td>
<td>1,370</td>
<td>5,323</td>
<td>203</td>
<td>639</td>
<td>7,535</td>
<td>7,825</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>40,356</td>
<td>46,972</td>
<td>27,174</td>
<td>18,601</td>
<td>133,103</td>
<td>125,879</td>
</tr>
</tbody>
</table>
Workforce Lifecycle Model - LC LOGISTICS

Years to Retirement Eligibility (YRE) - DAW Civilians (FY09)

Career Lifecycle Groups by Years to Retirement Eligibility

Source: AT&L HCI Generated from HCU/RAND Analysis using DMDC data; CSRS and FERS employees only
Life Cycle Logistics Workforce FY09 Gains

**Future Career Group Gains** - 16 to 30+ Years to Retirement
- Internal: 314
- External: 824

**Mid Career Group Gains** - 6 to 15 Years to Retirement
- Internal: 353
- External: 455

**Senior Career Group Gains** - 5 or less years to retirement or retirement eligible
- Internal: 232
- External: 85

Approximately 9% of these Life Cycle Logistics career field gains transferred from another acquisition career field; primarily Program Management.

Approximately 65% of Life Cycle Logistics external hires have military experience.

Source: AT&L HCI generated from HCI/RAND analysis using DMDC data; analysis on civilians under FERS and CSRS.; does not include administrative gains.
Life Cycle Logistics Workforce FY09 Gains

<table>
<thead>
<tr>
<th>Number of Civilians</th>
<th>Future Career Group Losses</th>
<th>Mid Career Group Losses</th>
<th>Senior Career Group Losses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Internal</td>
<td>External</td>
<td>Internal</td>
</tr>
<tr>
<td></td>
<td>212</td>
<td>260</td>
<td>163</td>
</tr>
</tbody>
</table>

Source: AT&L HCI generated from HCI/RAND analysis using DMDC data; analysis on civilians under FERS and CSRS.; does not include administrative losses.

Approximately 21% of these Life Cycle Logistics career field losses transferred to another acquisition career field; primarily to program management.

<table>
<thead>
<tr>
<th>Loss - Left DOD</th>
<th>Loss - Remains in DOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>19%</td>
<td>81%</td>
</tr>
<tr>
<td>12%</td>
<td>88%</td>
</tr>
</tbody>
</table>

288 Retirements
Total Logistics Graduates (Classroom & Web) FY01 – FY09

More than Five-Fold Student Increase without Sacrificing Classroom Training Opportunities
### DAU Industry Logistics Course Graduates
(1,946% Increase Since FY01)

<table>
<thead>
<tr>
<th>Course</th>
<th>FY01</th>
<th>FY02</th>
<th>FY03</th>
<th>FY04</th>
<th>FY05</th>
<th>FY06</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOG 101</td>
<td>133</td>
<td>298</td>
<td>326</td>
<td>488</td>
<td>658</td>
<td>862</td>
<td>931</td>
<td>1,278</td>
<td>1,313</td>
<td>6,287</td>
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<tr>
<td>LOG 102</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>445</td>
<td>484</td>
<td>542</td>
<td>698</td>
<td>831</td>
<td>3,001</td>
</tr>
<tr>
<td>LOG 200</td>
<td>0</td>
<td>12</td>
<td>15</td>
<td>43</td>
<td>98</td>
<td>153</td>
<td>185</td>
<td>224</td>
<td>284</td>
<td>1,014</td>
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<tr>
<td>LOG 201</td>
<td>0</td>
<td>12</td>
<td>12</td>
<td>7</td>
<td>26</td>
<td>28</td>
<td>61</td>
<td>49</td>
<td>66</td>
<td>267</td>
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<tr>
<td>LOG 203</td>
<td>16</td>
<td>31</td>
<td>56</td>
<td>68</td>
<td>48</td>
<td>91</td>
<td>185</td>
<td>137</td>
<td>162</td>
<td>794</td>
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<tr>
<td>LOG 204</td>
<td>1</td>
<td>5</td>
<td>8</td>
<td>5</td>
<td>6</td>
<td>61</td>
<td>209</td>
<td>278</td>
<td>309</td>
<td>882</td>
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<tr>
<td>LOG 205</td>
<td>13</td>
<td>10</td>
<td>11</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>34</td>
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<tr>
<td>LOG 210</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>LOG 235</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>131</td>
<td>212</td>
<td>299</td>
<td>284</td>
<td>247</td>
<td>251</td>
<td>1,424</td>
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<td>LOG 236</td>
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<td>36</td>
<td>35</td>
<td>37</td>
<td>73</td>
<td>42</td>
<td>51</td>
<td>274</td>
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<tr>
<td>LOG 304</td>
<td>0</td>
<td>2</td>
<td>8</td>
<td>3</td>
<td>12</td>
<td>9</td>
<td>16</td>
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<td>0</td>
<td>89</td>
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<td>LOG 350</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>Totals</td>
<td>169</td>
<td>370</td>
<td>436</td>
<td>782</td>
<td>1,540</td>
<td>2,024</td>
<td>2,490</td>
<td>2,993</td>
<td>3,288</td>
<td>14,092</td>
</tr>
</tbody>
</table>
# Life Cycle Logistics
## Learning Asset Delivery Quality Indicators

<table>
<thead>
<tr>
<th>Category</th>
<th>FY07</th>
<th></th>
<th>FY08</th>
<th></th>
<th>FY09</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All DAU</td>
<td>LOG Courses</td>
<td>All DAU</td>
<td>LOG Courses</td>
<td>All DAU</td>
<td>LOG Courses</td>
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<tr>
<td>Instructor</td>
<td>6.57</td>
<td>n=2,991</td>
<td>6.60</td>
<td>n=3,517</td>
<td>6.63</td>
<td>n=4,334</td>
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<tr>
<td>Environment</td>
<td>6.06</td>
<td>n=2,944</td>
<td>6.12</td>
<td>n=3,841</td>
<td>6.16</td>
<td>n=4,278</td>
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<td>Courseware</td>
<td>5.88</td>
<td>n=14,243</td>
<td>5.90</td>
<td>n=15,527</td>
<td>5.91</td>
<td>n=20,127</td>
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<td>Online Delivery</td>
<td>5.78</td>
<td>n=11,265</td>
<td>5.83</td>
<td>n=11,276</td>
<td>5.80</td>
<td>n=15,802</td>
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<tr>
<td>Learning Eff</td>
<td>5.92</td>
<td>n=14,196</td>
<td>5.95</td>
<td>n=15,465</td>
<td>5.95</td>
<td>n=20,033</td>
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<td>Job Impact</td>
<td>5.80</td>
<td>n=14,247</td>
<td>5.84</td>
<td>n=15,536</td>
<td>5.84</td>
<td>n=20,145</td>
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Other Inst

<table>
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<tr>
<th>0.00</th>
<th>5.24</th>
<th>5.25</th>
<th>5.59</th>
<th>5.60</th>
<th>7.00</th>
</tr>
</thead>
</table>

| 0.00 | 5.24 | 5.25 | 5.99 | 6.00 | 7.00 |
Life Cycle Logistics Functional IPT

Meets quarterly – advises Life Cycle Logistics Functional Leader on career field competencies, DAWIA certification & workforce training requirements

Key
- Leadership Team
- DAU Reps
- DACM Reps
- Service Staff Functional Leads
- Functional Reps
Shaping the Future Enterprise Logistician

• Emphasis on “fully qualified”

• Diversified experience to achieve acquisition success – The Enterprise Logistician

• DAU committed to improving caliber of both civilian AND military Defense Acquisition Workforce members

• Crucial balance between recruitment & training
  – "Adding 10,000 people each with one year's experience is different than adding 500 people with 20 years' experience" -- Norm Augustine, 25 Feb 10

• Life Cycle Logistics workforce expanding
  – FY05-09 +2,360 (19%); FY08-09 +1,500 (11%); by FY15 20,000?
Shaping the Future Enterprise Logistical
Aggressive Life Cycle Logistics Roadmap (FY10-13)

Level I Certification

- 2 Continuous Learning Modules: PBL & Designing for Supportability
- ACQ 101: Fundamentals of Systems Acquisition Management (25 hrs, on-line)
- LOG 101: Acquisition Logistics Fundamentals (30 hrs, on-line)
- LOG 102: Systems Sustainment Management (28 hrs, on-line)
- LOG 103: Reliability, Availability & Maintainability (26 hrs, on-line)
- Knowledge based:
  - GS 5-9 & E7-O3
  - Experience: 1 yr

Level II Certification

- ACQ 201: Intermediate Systems Acquisition (4.5 days classroom)
- ACQ 202: Intermediate Systems Acquisition (4.5 days classroom)
- LOG 200: Intermediate Acquisition Logistics (35 hours, online)
- LOG 201: Intermediate Acquisition Logistics (40 hours, online)
- LOG 206: Intermediate Systems Sustainment (25 hours, on-line)
- Application/case based:
  - GS 9-12 & E7-O4
  - Experience: 2 yrs

Level III Certification

- LOG 300: Performance Based Life Cycle Product Support (8.5 days classroom)
- LOG 350: Enterprise Life Cycle Logistics Management (8.5 days classroom)
- Case/scenario based:
  - GS 13-14 & E7-O5
  - Experience: 4 yrs

FY10

- New Cert Courses
- Level I “Core Plus” Courses & CL Modules
  (See DAU catalog for details)

FY11

- New Cert Courses: PBL & Designing for Supportability
- Level II “Core Plus” Courses & CL Modules
  (Includes LOG 204 CM Course)
  (Plus future LOG 215 Tech Data Mgt Course)

FY12

- Level III “Core Plus” Courses & CL Modules
  (See DAU catalog for details)
  (Plus future 400 Level PSM Training)

FY13

- New Cert Courses
- Level II “Core Plus” Courses & CL Modules
  (Continued)

P = Prerequisite
Shaping the Future Enterprise Logistician

- Professional development of executive level, strategic-thinking logisticians who can function successfully across DoD enterprise
  - Focus on supporting warfighter & achieving best value life cycle systems readiness
  - Logistics is NOT a PM’s “only discretionary account” -- cannot simply “worry about sustainment later”
  - DoD needs “Enterprise Logisticians” with broadly diverse understanding
    - across the DoD logistics domain of maintenance, supply, transportation/distribution, life cycle logistics, AND
    - Across the DoD acquisition domain of life cycle logistics, program management, systems engineering, business, and others

- DAU leverages Performance Learning Model (PLM) to raise the professional development bar for the Life Cycle Logistian
Summary

Objective: “Agile, timely, precise, cost-effective support to the warfighter

• Fully Qualified vs. Fully Certified
• Partnering with NDIA and AIA logistics committees
• Established DAU Chair at Industrial College of the Armed Forces (ICAF)*
• Evolving Strategy to Embed DAU Life Cycle Logistics Training into ICAF Senior Acquisition Course Portfolio
• DoD Logistics Human Capital Strategy Implementation – Collaboration

DAU is an Important Part of the TEAM

*April 28, 2010
RADM Kathleen Dussault
OPNAV N41
Director, Supply, Ordnance And Logistics Operations Division
U.S. Navy Vision for Joint Logistics

Guide And Focus Navy’s Engagement in Joint Logistics

Optimal alignment and integration of Navy and its logistics capabilities within the Joint Logistics Environment (JLE)
Fleet of the Future

- Minimally manned – crew of 40
- Ashore Support Infrastructure – logistics and maintenance
- Mission Package provides “plug and fight” flexibility to the JTF Commander

Presents affordability and support challenges…
Navy’s Total Ownership Cost Challenges

1. Life Cycle Costs are set early in an acquisition program
   - Understanding & influencing the cost drivers is essential
   - Need to increase the focus on TOC at every decision point

2. The majority of the 2020 Battle Force exists today
   - 222 of today’s 285 ships are required in 2020
   - Platforms must achieve their Expected Service Life

3. Life cycle costs of next generation systems must be more fully understood
   - Increased fidelity of sustainment strategies is essential
   - The F-35 Challenge is representative of the future
Questions?
NDIA
26th Annual National Logistics Conference

Joint Staff J4/JLE Strategic Timeline

Years

1 - 2

~3 - 4

~5 - 8

~8 → 20

Joint Staff J4 Guidance

Joint Staff J4 Strategic Plan

Compass/
Joint Logistics
Enterprise Strategic
Plan

Joint Logistics
White Paper

Future doctrine driving what we do today
Purpose:
Common framework for providing logistic support to joint operations in the 2016-2028 timeframe and guides development of future logistic capabilities.
NDIA

26th Annual National Logistics Conference

The Earthquake: According to the U.S. Geological Survey, the most powerful earthquake (7.0 magnitude) to hit Haiti in a century struck 12 January 2010 shortly before 1700 and was centered about 10 miles southwest of Port-au-Prince. According to witnesses, it was felt strongly in eastern Cuba, more than 200 miles away. The quake took place about 6 miles underground, according to the USGS. At least 10 aftershocks followed, including two in the magnitude 5.0 range, the USGS reported.

Logistics Impact: Major damage to the Port-au-Prince seaport, loss of air control tower/perimeter roads at the airport and major building collapse severely complicated initial search & rescue and relief delivery efforts. Thousands of injured Haitians and displaced/missing AMCITs required 24/7 medical & long term recovery team efforts.
HAITI EARTHQUAKE

200,000 killed (GoH)
300,000 injured (GoH)
800,000 to 1,000,000 displaced
2,000,000 in need of food assistance
3,000,000 affected

All figures are approximate. Commune population figures are as of 2003.

SOURCES: OCHA (01.28.10), GoH/IHSI

PORT-AU-PRINCE*
30-40% destroyed
Commune population: 704,776
Metro Population estimate: 2,000,000

* Population movements indicated include only individuals utilizing GoH-provided transportation and do not include people leaving Port-au-Prince utilizing private means of transport.
Mission and Objectives

**Mission:** Conduct Foreign Humanitarian Assistance and Disaster Relief (FHA/DR) in support of U.S. Government efforts in Haiti, in order to mitigate near term human suffering and accelerate recovery.

**Objectives:**

- Provide direct, urgent humanitarian relief support to the government & people of Haiti
- Provide security in support of humanitarian relief to the government & people of Haiti
- Provide sustaining support to the government & people of Haiti
- Prevent deterioration of general security within Haiti
- Provide logistics enabling support to international relief efforts
- Evacuate American citizens as required
- Be prepared for mass casualties and mass migration
- Prevent misperceptions regarding USG relief and support effort
Transportation Challenges
Overcoming Obstacles
Air Flow

- Total sorties into Port-au-Prince: 3,982 (DOD 868//Non 3,114)
- Total AMCITs evacuated: 16,412
- Commercial air flights resumed 19 February
- Slot allocation controlled by GoH as of 16 March

US Gov: 28%
US Civ: 38%
UN/Intl: 34%
Maritime Flow

Port-au-Prince (North and South Piers)
• 85,000 Twenty-foot Equivalent Units (TEUs) in CY 2009
• Average of 233 TEUs a day in CY 2009
• Target capacity is 700 TEUs a day
(numbers as of 14 Mar 10)
Saving Lives, Easing Suffering

DoD:
- 1,019 Medical Personnel
- USNS COMFORT
- 1,025 Total Surgeries
- 9,752 Patients treated

Interagency Partners:
- 227 PAX HHS/FEMA Disaster Medical Assistance Teams
- 103 PAX USAID DART Teams
- 29,870 Patients treated by HHS
Food and Water Distribution

HIGHLIGHTS:

- 31Mar: Last day of “Structured Relief”
- GoH approved an extension of Phase II food distro beyond 31 March

Families Given Food on 31 Mar (by Distribution Point):
As reported by NGOs

<table>
<thead>
<tr>
<th>Distribution Point</th>
<th>Families Given Food</th>
</tr>
</thead>
<tbody>
<tr>
<td>9, 11, 14, 21</td>
<td>15,230</td>
</tr>
<tr>
<td>16</td>
<td>700</td>
</tr>
<tr>
<td>18</td>
<td>2530</td>
</tr>
<tr>
<td></td>
<td>30 MAR</td>
</tr>
<tr>
<td></td>
<td>31 MAR</td>
</tr>
<tr>
<td></td>
<td>30 &amp; 31 MAR</td>
</tr>
</tbody>
</table>

DoD Food and Water Distribution

To Date:
Food: 2.3 million meals
17.5 million pounds of bulk food
Water: 2.6 million bottles

USAID Food and Water Distribution

Food Cluster Plan: WFP and NGOs implementing partners are continuing general food distributions and transitioning towards food-and-cash for work
Public Private Cooperation

Collaboration and Integration

- Worked with business and NGO partners to bolster relief efforts
- Coordinated donation of supplies (medical, water, food, engineering equipment) worth $36.2 million
- Augmented mission with 184 NGO medical specialists and translators (36,064 man hours)
- 3,800 lbs of general medical supplies delivered via FedEx to Missionaries of Charity
- Partnerships with leading medical schools and associations
- First time American Red Cross responded to a foreign disaster
- 1 million meals from Salvation Army
- 175,000 lbs general supplies via FedEx to Haiti Medical Mission
- 18 pallets of general supplies
- 1,462 pallets of bottled water
- 500 cases of water delivered by Spirit Airlines
- 11 pallets via FedEx to Sow a Seed

In-Kind Donations Brokered

**Transportation:**
- $1.8 million pro bono private sector flights and services
- Transported relief supplies /rescue workers
- SATCOM for portable FAA tower at Port au Prince

**Medical Supplies and Services:**
- > $30 million value (>250,000-lbs, including pharmaceuticals)
- 83 Creole translators on USNS Comfort
- 101 NGO medical professionals on USNS Comfort

**Water:**
- $2.8 million in bottled water
- 2 wells: 1,960,000 gallons daily
- Purification systems: servicing > 150,000 people daily

**Equipment & General Supplies:**
- $1.5 million construction equipment (backhoes, graters, forklifts)
- > 1,000,000 lbs of supplies (tents, blankets, food etc.)
Shelter

SHELTERS NUMBERS AT A GLANCE

1,300,000 People require shelter in Port-au-Prince
259,266 Tarps distributed by UN
  • 63% of basic shelter needs met
230 International and Haitian engineering professionals conducting housing habitability assessments in Port-au-Prince
16 March Brazilian MINUSTAH engineers began preparation of Tabarre Issa camp
12 April MINUSTAH to transfer 2,500 IDPs to Tabarre Issa
15 April Rainy Season Starts
1 June Hurricane Season Starts
Debris Removal
Mission Utilization

Number of SM Involved in HA

- Transport
- Engineer
- Security
- Resupply
- Medical
- Assess
- MiTam
- Total HA/DR
Humanitarian Assistance Observations

- HA/DR mission the Interagency & DoD support role
- Overseas Humanitarian, Disaster & Civic Aid (OHDACA)
- DoD-an expensive solution!
- Interagency Capabilities/listen to OFDA

Defining Success/Operational Design

- Challenges in identifying requirements
- Define End State
- Mission Creep
- Perception Management
Competing Movements in a Logistics Operation
SC/J4 Lessons Learned

Pre-Earthquake Staff Sub-Directorate
- Internal/External Communication
- Staffing Limitations – Assumed Risk
  - JLOC
  - SDDOC

J-Code Migration Under Fire
- Inadequate Manning – Slow RFF Process
- Medical/Engineering/Contracting
- Interagency integration
- Ops/Log Planning (Future Ops)
- Joint Staff Assistance
- Log Community Coordination

Reserve Mobilization vs Volunteerism
Accountability/JOPES Discipline
Battle Rhythm
Success Stories

- USTC Rapid Port openings (Air/Sea)
- Repatriation of US Citizens
- JLOTS Employment
- Contract Support
- Mortuary Affairs
- Crowley Barge
- WFP Food Surge
- USS Comfort
- COCOM support
Accomplishments

**Airport**
- Reorganized and operated the Airfield
- 3,952 sorties to Hispaniola (as of 24 MAR)
- 18,351 Short Tons
- 27,000 Passengers
- 16,412 AMCITs & 400 adoptees evacuated
- 120/122 missing AMCIT cases completed; 30 remains evacuated to Dover (28 AMCITs, 2 non-US) (42 total transported to date)
- CAA resumed Haitian control of airspace

**Shelter**
- Supported distribution of Emergency Shelter for 811K people
- Engineering Assessments of 2,043 structures and 283 acres
- 87 blocks of rubble removed in Port au Prince

**Secure Environment for HA/DR Operations**

**Sea Port**
- Reopened damaged port
- Doubled port capacity
- 8867 TEU off loaded; 10.3K ST
- Enabled APN to assume security, cargo, and scheduling of port operations
- Repair of South pier in progress – 94% done
- Coast Guard installed Navigational Aid

**DOD Medical Support**
- 9,758 patients treated
- 1,464 admissions, 8,288 outpatients; 1,025 surgeries
- 255 MEDEVACS
- 75 tons of medical supplies distributed
- 5 Search and Rescue operations

**Partnership Collaboration**
- Coordinated donations of humanitarian supplies worth $36.2 million pro bono private sector.
- Augmented the mission with 184 NGO medical specialists and translators (36,064 man hours)
- Military planning support for USAID, IGO, NGO
- Strengthening Relationships with the GoH, MINUSTAH, UN, NGOs, IGOs

**HA/DR**
- Sustainable support system confirmed across affected population
- Service Members provided:
  - 2.3M meals
  - 17M pounds of bulk food
  - 2.6M bottles of water

As of 31 MAR 10
Logistics and the Interagency: Whole-of-Government Initiative

13 April 2010
Where We Are

Phase I: Build the trust and momentum needed across agencies

Phase II: Solve more complex, systemic issues as we move forward
Achieved in 6 Months

Quick Win #1: Ready for Action (S/CRS & USAID)
- Eliminated undue travel and customer wait time

Quick Win #2: Shopping Smart (All)
- Connected federal-wide interagency contracts with people who need them

Quick Win #3: Open Kimono (DHS & TRANSCOM)
- Set clear expectations with customers on DOD airlift and distribution capacity and cost

Quick Win #4: Making Deals (DHS & DLA)
- Set agreements for supplies and services that Homeland Security and DOD will exchange

Quick Win #5: Concierge Service (DOS)
- Created information sharing capability for interagency partners taking care of DOD members abroad
Why Did it Work?

- Leaders owned initiatives…and personally acted for results
- Involved action officers (DIALOG and QW Teams)
- Honest, timely communication
- Main goal was to build trust
- Project outcomes were meaningful
Where We Are Going

Expand the sphere of interagency partners and complexity of issues over time

Cultural transformation: seamless partnership across US government logistics
# Today’s Panel

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brigadier General Rick Martin</td>
<td>Africa Command, Deputy Director for Operations and Logistics</td>
</tr>
<tr>
<td>Ms. Sharie Bourbeau</td>
<td>Department of Homeland Security, Deputy Under Secretary for Management</td>
</tr>
<tr>
<td>Mr. Will Moser</td>
<td>Department of State, Deputy Assistant Secretary of Logistics Management</td>
</tr>
<tr>
<td>Ms. Susan Reichle</td>
<td>USAID, Dep. Ass’t. Admin, Bureau of Democracy, Conflict, Humanitarian Assistance</td>
</tr>
<tr>
<td>Rear Admiral Tom Ostebo</td>
<td>US Coast Guard, Assistant Commandant for Engineering and Logistics</td>
</tr>
<tr>
<td>Mr. Chris McGoff</td>
<td>The Clearing, Inc., Founder and Lead Strategic Consultant</td>
</tr>
</tbody>
</table>
As Is → Strategy → To Be

Environment

Stake
QUESTIONS
We Want to Hear From You

Share your thoughts about whole-of-government logistics:

• 13 April at NDIA Conference 1700-1800
• 14 April at NDIA Conference 0900-0930
• Google Site: http://groups.google.com/group/whole-of-government-logistics
• Email Us At: whole-of-government-logistics@googlegroups.com
RADM Kathleen Dussault
OPNAV N41
Director, Supply, Ordnance And Logistics Operations Division
JLE Initiative

The Challenge
- Navy Construction Force units deploying to AFG experienced steep learning curve under Army support

The Team
- OPNAV N41
- Army G4
- NECC
- 1NCD

The Solution
- Phase 1: Army Mobile Training Team
- Phase 2: NCR Annex D
- Phase 3: Structured Pre-deployment Training
Navy Engagement in Joint Logistics

**Network the Enterprise**
- Data Philosophy and Architecture
- Process Clarity and Transparency

**Optimize the Enterprise**
- Global Processes and Accountability
- Support Network Synergy; common outcomes

**Position, Deliver & Sustain Operations**
- Global Risk and Global Response
- Global Control

Maritime Support to JFC Freedom of Action
CNO Quote:

“Total ownership costs are part of my requirements and acquisition decisions – we will not buy a ship if it is unaffordable today and we will not buy it if it will be unaffordable over its lifetime.”

Chief of Naval Operations, Admiral Gary Roughead

(CNO quote from Remarks as delivered at the Surface Navy Association Symposium Banquet, January 14, 2010. Secretary quote from statement before the Senate Appropriations Subcommittee on Defense, March 17 2010.)
Questions?
Building the Joint Logistics Enterprise

Multinational Partners

Integrated Joint Logistics Processes

National Security Strategy

Aligning and Coordinating
Weapon System
Life Cycle Support
Panel Line-Up

• Mr. Randy Fowler – Assistant Deputy Under Secretary of Defense (Materiel Readiness) – Moderator
• RDML Vince Griffith – Commander, Defense Supply Center Richmond
• RDML Dave Baucom – Deputy Asst. Secretary of the Navy (Acquisition & Logistics Management)
• BrigGen James Kessler – Commander, Marine Corps Logistics Command
• Mr. Lou Kratz – Vice President, Logistics and Sustainment, Lockheed Martin Corporation
DoD Product Support Assessment

Assessment Purpose

- Recommends to senior leadership improvement of existing weapon system sustainment strategy
- Encompasses operational, acquisition, and sustainment communities
- Complements Weapon System Acquisition Reform Act with perspectives attentive to life cycle management and sustainment
- Provides recommendations to improve weapon system readiness and control life cycle cost

- Senior Steering Group strongly endorsed report and way ahead
- Final report signed by USD(AT&L) on November 12, 2009
- Implementation Teams Underway
- Thanks to NDIA for participation along the journey!
DoD Weapon System Acquisition Reform
Product Support Assessment

**Product Support Business Model:**
Provide Program Managers a model template for a weapon system support strategy that drives cost-effective performance and capability for the Warfighter across the weapon system life cycle and enables most advantageous use of an integrated defense industrial base.

**Industrial Integration Strategy:**
Align and expand the collaboration between Government & Industry that produces best value partnering practices.

**Supply Chain Operational Strategy:**
Connect platform product support strategies to enterprise supply chain approaches that produces best value across the DoD components.

**Governance:**
Strengthen and develop organization and mgmt processes to deliver the right sustainment information to decision-makers.

**Analytical Tools:**
Build a toolbox of analytical approaches (including BCA).

**Metrics:**
Use existing metrics to catalyze sustainment strategies and trigger continuous supportability analysis.

**O&S Costs:**
Improve O&S cost visibility and influence.

**Weapons System Data:**
Define, collect, report, and manage the data we need to drive effective Life Cycle Product Support.

**Human Capital:**
Integrate Product Support competencies across the Logistics and Acquisition workforce domain to institutionalize successful traits of an outcome-based culture.
Product Support Business Model

Inherently Governmental

Responsibility/Authority

Program Manager (PM)

Accountable

“Establish Product Support Strategy”

Accountability

Product Support Manager (PSM)

Integreted Industrial Base: Commercial and Government

Defined Performance Outcomes

Product Support Integrators

Bound Agents

“Achieve documented outcomes within terms of agreements”

Outcomes

Product Support Providers

Depots

DLA

ICPs

OEMs

DPO

Tier X
• Outcome-based (readiness-based) strategies at best-value costs
• Balanced use of DoD and industry resources via stable and robust partnerships
• Maximize competition, or the option of competition for long-term effectiveness
• Assist PMs in LCM responsibilities via establishment of mandatory product support manager (PSM) positions
• Assign properly qualified military or DoD employee to PSM positions
• Specifies PSM duties

Attachment 1 - Guidance on LCM and Product Support Strategies
Attachment 2 – Definitions

On track for April 30 guidance issuance
Sec 805 – What’s Different?

- Explicitly establishes a PM help-mate
- Strengthens PM authority (funding)
- Builds a better Life Cycle Logistics human capital asset
- More respect for an integral program management position (front-line)
- Potential for many key roles and responsibilities to be performed better
Quadrennial Defense Review 2010

➢ Reforming How We Buy: Improving program execution

- Employ fixed-price development contracts more frequently
- Constrain added requirements by employing Configuration Steering Boards
- Demonstrate critical technologies and prove concepts prior to initiating engineering and manufacturing development
- Certify technology maturity through independent reviews and technology readiness assessments
- Develop more accurate technical baselines
- Conduct realistic integrated testing as early as possible
- Better align profitability with performance

- “Achieve effective life cycle cost management by employing readiness-based sustainment strategies, facilitated by stable and robust government-industry partnerships.”

➢ Strengthening the Industrial Base

- “…create and/or sustain competition, innovation, and essential industrial capabilities.”
NDIA 26 Annual National Logistics Conference

V. L. GRIFFITH
Rear Admiral, SC, USN
Commander,
Defense Supply Center Richmond

14 April 2010
Life Cycle Management: 
*Influencing Weapon System Logistics*

**Assessment – Nov 2009**
- Enterprise versus Platform perspective
- No single end-to-end supply chain owner
- Lack of visibility of total costs

**DLA Contributions**
- Balance Platform support with Enterprise efficiency
- Collaborate with military and commercial partners
- Capture and share total cost
Product Support Provider (PSP): Joint Collaboration with Industry

MRAP Example
- Partnerships with OEMs and services
- Rapid evolutionary development and deployment (ACAT ID)
- Approaching PSI engagement

SECDEF armor memo

Joint MRAP program est.

Initial fielding

Initial MRAP contract

Operation Iraqi Freedom

Dec 04

Operation Enduring Freedom

Nov 06

Jan 07

Apr 07

Sep 08

Today

Forward repair

Upgrades

Depot support

Theater support

Cataloging

MRAP Family
- 6 OEMs
- 100+ variants
- Engines, transmissions...

17K Items

$465M FY09

12K+ Vehicles

35K Items

Operation Iraqi Freedom

Operation Enduring Freedom

Partnerships with OEMs and services
Rapid evolutionary development and deployment (ACAT ID)
Approaching PSI engagement
Product Support Integrator (PSI): Partnering with all Sources of Support

DLA Industrial Support

- Exploit wholesale supply
- Optimize retail supply
- Utilize organic capability
- Integrate DLA and non-DLA material
- Perfect Order Fulfillment (POF) driven execution

KC-135 Flight Controls
- 22 End items
- 8,000+ Items
- $36M per year (Parts)

DLA OK City Retail Supply
Local Procurement Planning

Tech Data Forecasting
Strategic Contracting
Aging Aircraft Issues
Organic Manufacturing
Retail Inventory
Parts
Parts

Depot Maintenance
Product Support Decisions: Optimizing Total Logistics System Value

Considerations
• Balance cost/risk/capabilities
• Focus on performance and manage by facts & outcomes
• Decision drivers:
  – Availability
  – Reliability
  – Affordability

DLA Contribution
• National (global) supply system
• Sustainment commitment through disposal
• Global/theater deployable

Choices made here... ...are paid for HERE.

Operations & Support
60-75% of Life Cycle Cost!

- Strategic Guidance
- Joint Concepts
- Capabil. Based Assess.
- Materiel Solution Analysis
- Materiel Develop. Decision
- Technology Develop.
- Engineering and Manufacturing Development
- Post-PDR Assess
- Post-CDR Assess
- Production & Deployment
- LRIP /IOT&E
- FRP Decision Review
- Pre-Systems Acquisition
- Systems Acquisition
- Sustainment
Product Support Manager and DLA: Partnering to Sustain the Warfighter

- Product Support Manager:
  - Weapon system view
  - Enabling metric POF

- Takeaways:
  - Understand support contribution of enterprise
  - Understand support strategy impact enterprise
  - Collaborate w/DLA

- DLA:
  - Supply chain view
  - Objective metric POF

- Takeaways:
  - Understand support contribution to weapon system
  - Understand weapon system support costs
  - Collaborate w/PSM

Shared Vision...Optimum Warfighter Support
Naval Weapons Systems
Life Cycle Support

RDML Dave Baucom
Deputy Assistant Secretary of the Navy
(Acquisition and Logistics Management)
April 14, 2010
2 Pass / 6 Gate Process

Program Initiation at Milestone B

DON Requirements

Acquisition

Legend:
Gate Chair: ASN(RDA)
Gate Chair: CNO/CMC
# Gate Review Core and Program Health

## Gate Review Core

**Core** = Detailed information germane to the Gate Decision

1. Review capability and threat
2. Acquisition Strategy
3. Program Schedule
4. RFP content and issues
5. All critical data deliverables and related intellectual property right issues addressed
6. Demonstration that financial, logistics, and procurement functions have agreement on the appropriate and compliant level of acquisition detail
7. NS-8 SDD, assumptions, and cost curves by appropriation
8. Cost drivers by phase and by NS-8 include specific cost reduction strategies
9. T&O Planning
10. Cost arrayed in accordance with NODA policy (i.e., MFR NS-8 and OSD/CASG

## Program Health

**PoPS** = Holistic view of overall program health and readiness to proceed

- Used during Gate Reviews and anytime Program Health is discussed

### Gate Review Core

<table>
<thead>
<tr>
<th>Gate 5 (RFP)</th>
<th>Membership</th>
<th>Entrance Criteria</th>
<th>Goals/Exit Criteria</th>
<th>Briefing Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
<td>Chair: ASN(RDA)</td>
<td>1. Approved SDD and Technical Data Package</td>
<td>1. Approval for RFP release, and the next acquisition event, as authorized by the Acquisition Strategy</td>
<td>1. Review capability and threat</td>
</tr>
<tr>
<td>RFP</td>
<td>Principal: VCMO/ACMG, ASN(NRDA), NNUN, NS/DC, PAR/DC, CIDI, NS/DC, NSA, NS/NS/DC, PHSO, NS/DC</td>
<td>2. Approved Acquisition Strategy</td>
<td>2. Acquisition Strategy</td>
<td></td>
</tr>
<tr>
<td>Approval and MS B PDM (if applicable), Assess Affordability</td>
<td>3. Completed Cost Review Board</td>
<td>3. Authorize to proceed to Milestone B DAS or approval of Milestone B if NDA is ASN (RDA)</td>
<td>3. Program Schedule</td>
<td></td>
</tr>
<tr>
<td>Briefing: PH</td>
<td>4. RFP has been reviewed by the Source Selection Authority (SSA) and reviewed by principal and advisory members/staffs</td>
<td>5. Approved TEMP</td>
<td>4. Acknowledgement of CSP recommended capability changes, Approval to proceed to RSB/NSOC, or NSO/CIC, for assessment and Service approval</td>
<td>4. RFP content and issues</td>
</tr>
<tr>
<td>As required: CNR, DC, Avn</td>
<td>5. Approved alternate Live Fire Test and Evaluation (LMTE) plan and an approved LMTE waiver from Full up testing</td>
<td>6. Completed Service review of Life Cycle Sustainment Plan</td>
<td>5. Satisfactory review of Program Health</td>
<td>5. All critical data deliverables and related intellectual property right issues addressed</td>
</tr>
<tr>
<td>Advisory: ASN(RDA)/CHS, EAS, NSO, NOL, NGA, NS/DC, NSA, USP, NSO, NSM/CL, P&amp;H, OIC, OIF, DSN(ANL), DSN(COE), SYESCOM Cost Director, Resource Sponsor, ENI/FPAPA, CFSS/KC</td>
<td>7. Completed Service review of Life Cycle Sustainment Plan</td>
<td>7. Completed</td>
<td>6. Demonstration that financial, logistics, and procurement functions have agreement on the appropriate and compliant level of acquisition detail</td>
<td></td>
</tr>
<tr>
<td>11. ILA Results and Life Cycle Sustainment Plan</td>
<td>8. Satisfactory review of Program Health</td>
<td>8. Summarized results of NFR (if applicable)</td>
<td>7. NS-8 SDD, assumptions, and cost curves by appropriation</td>
<td></td>
</tr>
</tbody>
</table>

### Gate Review Core

- **Core** = Detailed information germane to the Gate Decision
- **PoPS** = Holistic view of overall program health and readiness to proceed
- Used during Gate Reviews and anytime Program Health is discussed
Probability of Program Success

Naval PoPS 2.0

Program Health

4 Factors

Program Requirements
- Parameter Status
- Scope Evolution
- CONOPS

Program Resources
- Manning
- Budget and Planning

Program Planning/Execution
- Technical Maturity
- Government Program Office Performance
- Test and Evaluation
- Sustainment
- Acquisition Management
- Software
- Industry/Company Assessment
- Contract Planning and Execution
- Total Ownership Cost Estimating
- Technology Protection

External Influencers
- Fit in Vision
- Program Advocacy
- Interdependencies
PoPS Program Health Scoring – Gate 6 (Sustainment)

Program Name
68.02/100

Program Requirements
6.50/12
- Parameter Status
  6.50/12
- CONOPS
- Scope Evolution

Program Resources
6.50/12
- Budget and Planning
  4.50/9
- Manning
  5.00/5

Program Planning/Execution
46.79/68
- Technical Maturity
  4.50/9
- Test & Evaluation
  4.50/9
- Acquisition Mgmt
  4.50/9
- Industry/Company Assessment
  4.50/9
- Total Ownership Cost Estimating
  4.50/9

Government Program Office Performance
4.50/9
- Sustainment
  4.50/9
- Software
  4.50/9
- Contract Planning and Execution
  4.50/9
- Technology Protection
  4.50/9

External Influencers
46.79/68
- Fit and Vision
- Program Advocacy
- Interdependencies
  4.50/9

Red: Applicable to Gate “6” Sustainment

Gray: Not Applicable to Gate “6” Sustainment
**PoPS Scoring:**

**Gate 6 – Sustainment (Draft) Criteria**

<table>
<thead>
<tr>
<th>Total Ownership Cost Estimating</th>
<th>Gate 6 Sustainment</th>
<th>6.sust.8.1</th>
<th>Post-Initial Operational Capability (IOC) cost estimates and the projection of the Total Ownership Cost (TOC) Objective versus Service Cost Position (SCP) baseline are substantiated by assessed fielded systems performance, operations, and sustainment related expenditure to date.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainment</td>
<td>Gate 6 Sustainment</td>
<td>6.sust.11.1 (critical criteria)</td>
<td>Sustainment program logistically supports all system performance capabilities introduced to date, such that Key Performance Parameter/Key System Attribute (KPP/KSA) capability parameters are assessed to meet threshold levels.</td>
</tr>
</tbody>
</table>
USMC Life Cycle Product Support: The “Single Battle Concept”

Brigadier General Jim Kessler
Commanding General
Marine Corps Logistics Command

Logistics Solutions for the Warfighter
Marine Corps Life Cycle Product Support: More Than a Procurement Decision

• Recognizing it’s more than a “PM-centric” view of Life Cycle Management

• Integrating USMC strategic imperatives into the process
  ▪ Future warfighting concepts and requirements
  ▪ Current acquisition and sustainment procedures
  ▪ Early sustainment planning and development
  ▪ Advocacy for combat readiness of the MAGTF
  ▪ Shaping logistics policy
Marine Corps Life Cycle Product Support: “…An Indivisible Entity…”

“…focus the efforts of all the elements of the force to accomplish the mission.”

- Life Cycle Management Governance
- Sustainment strategy development and execution
- Program Management
- Future warfighting capabilities development and integration
- Advocacy for MAGTF combat power
Critical Value of the Service-owned Depots

- Reliability
- Endurance
- Flexibility
Marine Corps Life Cycle Product Support

Questions
Weapon System Life Cycle Support

14 April 2010

Lou Kratz
Vice President
Logistics & Sustainment
Corporate Engineering & Technology
Agenda

• Changing Environment

• Industry Efforts

• Government Efforts

• Path Forward
Changing Environment

• Weapon System Acquisition Reform Act
• Product Support Assessment
• NDAA, Section 805
• Quadrennial Defense Review
Product Support Assessment

- Outcome-based sustainment
- Clear accountability
- Enhanced business model
- Extended industrial integration
Industry Efforts
F-22 Raptor: Leading the Way

- Outcome-based
- Best from Gov’t
- Best from Industry
- Sustained Air Dominance
Government Efforts

- End to End Supply Chains
- Life Cycle Management
- Performance Based Partnership
- Joint Logistics Wargames
Next Steps

• Develop outcome-based metrics
• Refine analytic tools and BCAs
• Further develop DoD workforce
• Implement outcome-based sustainment for fielded systems
Logistics Information Technology

*The most critical enabler, from Industry to the Warrior and back again*

- MG Jim Chambers, Commander, Army Sustainment Center of Excellence
- Mr. Gary Motsek, Assistant Deputy Under Secretary of Defense, Program Support
- Mr. Keith Seaman, Defense Business Systems Acquisition Executive, BTA
- Mr. Joe Sifer, Senior VP, Information Technology, Booz Allen Hamilton
- Mr. Jay Erb, VP, Integrated Support Services, GDIT
NDIA Conference
Logistics Information Technology
13 April 2010

MG James E. Chambers
Commanding General
Supporting a Campaign Quality Army with Joint and Expeditionary Sustainment Capabilities
Sustainment Knowledge Network (SKN)
Using KM to Empower Learning, Performance and Adaption

Learner Centric Environment

Objective:

✓ Beyond “Brick & Mortar”
✓ Supporting 449,000 Worldwide
✓ Over 11,000 “knowledge transactions” Weekly
✓ SCoE Presence on SIPR, NIPR and Social Networking Domains
✓ Coupling SCoE with Operational Environment...OIF, OEF and Haiti Relief Ops
Sustainment Automation Systems

**End State**

- One system
- One view
- One truth
- From user to theatre level
Legacy To Future Enterprise

Path to one integrated logistics enterprise...

GCSS-ARMY
Increment 1 Build
- Segment 1:
  - SSA supply
  - Functions (supporting Finance, Distribution & HR capabilities)
- Segment 2:
  - Adds Maintenance, Ammunition & Property Accountability

GCSS-ARMY
Full Fielding
GCSS-ARMY–Implement CDD Block I functionality
AESIP-Implement X1 Interfaces to LMP and External Systems

Phase Out Summary
8 CCSS instances shutdown
42 SDS sites/instances shutdown

Distribution
- TC-ACCIS
- TIS-TO
- TC AIMS II (Block 1)
- TC AIMS II (Block 2)
- TC AIMS II (Block 3)/CMOS

Today

Full Spectrum Operation (FM 3.0)
Big Ideas

- Accuracy-Eliminating Reporting
- Sustainment Common Ground

- Fuel
- Water/CL I
- Ammo

Common Systems
Logistics Information Technology – Visibility and Accountability of Contractors Supporting Contingency Operations

NDIA National Logistics Conference

Mr. Gary Motsek
Assistant Deputy Secretary of Defense (Program Support)
April, 2010
Synchronized Predeployment and Operational Tracker (SPOT)

- Web-based system
- Supports system integration with authoritative data sources, such as the Federal Procurement Data System- Next Generation (FPDS-NG) for contract information and Defense Manpower Data System (DMDC) for personnel information
- Allows verification of a person’s identity in theater, tracks movement, and provides theater commanders up-to-date visibility into contractor assets and capabilities
**Letter of Authorization**

### Letter of Authorization

<table>
<thead>
<tr>
<th>REQUIREING ACTIVITY</th>
<th>GOVT AGENCY POC</th>
<th>GOVT AGENCY POC PHONE</th>
<th>GOVT AGENCY POC EMAIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eng. Army Contracting Agency</td>
<td>Eve, John</td>
<td>123-456-7890</td>
<td><a href="mailto:mjohns@army.com">mjohns@army.com</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NAME (Last, First, Middle Initial)</th>
<th>SSN / FIN</th>
<th>DATE OF BIRTH</th>
<th>PLACE OF BIRTH</th>
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</thead>
<tbody>
<tr>
<td>Jones, Stanley</td>
<td>123-456-7890</td>
<td>6/1/1980</td>
<td>United States</td>
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<table>
<thead>
<tr>
<th>EMAIL</th>
<th>CLEARENCE LEVEL / AGENCY</th>
<th>CLEARANCE DATE AND EXP</th>
<th>THEATER EMAIL</th>
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<tbody>
<tr>
<td><a href="mailto:jone54@gmail.com">jone54@gmail.com</a></td>
<td>Clearance Level: None</td>
<td>Clearance Date: None</td>
<td><a href="mailto:clearga2@email.com">clearga2@email.com</a></td>
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<table>
<thead>
<tr>
<th>COMPANY</th>
<th>COMPANY POC</th>
<th>COMPANY POC TELEPHONE</th>
<th>COMPANY POC EMAIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Z/Y Company</td>
<td>Smith, Jane</td>
<td>123-456-7890</td>
<td><a href="mailto:jsmith@zyc.com">jsmith@zyc.com</a></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>CONTRACT NUMBER / TASK ORDER</th>
<th>CONTRACT PERIOD START</th>
<th>CONTRACT PERIOD END</th>
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<tr>
<td>6Y7(344807169)</td>
<td>12/2/2006</td>
<td>12/2/2007</td>
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<table>
<thead>
<tr>
<th>CONTACTS NAME</th>
<th>NICK NAME</th>
<th>NICK TELEPHONE</th>
<th>NICK ALTERNATE TELEPHONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Jones</td>
<td>JJ</td>
<td>123-456-7890</td>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COUNTRIES TO BE VISITED</th>
<th>GOVERNMENT FURNISHED SERVICES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belgium</td>
<td>Authorized Weapon</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PURPOSE</th>
<th>FUND SITE / BILLING ADDRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test data</td>
<td>Fund Site, Fund Address, Fund City, 55544, United States</td>
</tr>
</tbody>
</table>

The government organization specified above, in its mission support capacity under the contract, authorizes the individual employee identified herein, to proceed to the location(s) listed for the designated deployment period set forth above. Non-supervisory positions shall be rated GS-12 or equivalent. Supervisory / Manageral positions shall be rated as GS-13 or equivalent. Upon completion of the mission, the employee will return to the point of origin. Travel being performed is necessary and in the public's service. Travel is in accordance with FAR 31.205-36 and the maximum per diem allowable under the appropriate travel regulations (Joint Travel Regulation for AK, HI and outlying areas of the United States and US possessions, Federal Travel Regulation for CONUS and US Territories, and Dept of State's Standardized Regulations for OCONUS Foreign Areas designated by DOS).

Emergency medical support will be determined by the appropriate supported commander. Contractor authorization aboard military aircraft will be determined by the supported commander. Necessary identification badges will be determined and provided by the supported command.

This Contractor is considered as “Key Personnel, Government Civilian” in connection with “Non-Combatant Evacuation Orders” at the civil service grade indicated above.

**Interoperable bar code; provides unique identification**

**Authorization for government-provided medical care**

**Validation that the contract allows the contractor to carry a weapon**
Capability Improvements

- Integrating SPOT with the Biometric Identification System for Access (BISA)
- Established a Secret Internet Protocol Router Network functionality allowing classified and sensitive contract and contractor information to be available through SPOT
- Awarding a contract that will bring together classified and unclassified data systems under a management tool (Total Operational Picture Support System – TOPSS)
- Working to streamline the SPOT registration process by assessing the ability of government data systems to integrate industry-generated credentials
Complexities

- Integrating SPOT with the Biometric Identification System for Access (BISA)
- Interagency and international cooperation
- Early deployment to future contingencies
- Common Access Cards; government and federated
Questions / Comments
DBSAE Mission and Vision
Deliver Business Capability to Warfighters

Transform “IT” Acquisition Process

AGILE...FLEXIBLE...INTERACTIVE...FULL SPECTRUM

Develop, operate, and drive successful implementation of Combat Support Business Enterprise Solutions for the Warfighter that deliver a solid Foundation for Sovereign Operations for the United States of America

Accomplished through:

- Transformation and Innovation
- Transitioning proven systems to sustainment
- A Trained, Agile and Ready Workforce:
  - Skilled
  - Motivated
  - Ethical
  - Diverse
- Rapid Acquisition On Schedule & On Cost

FY10 National Defense Authorization Act directs a “New Acquisition Process” based on DSB... must be designed to include:

- Early and continued user involvement
- Multiple, rapidly executed increments or releases of capability
- Early, successive prototyping to support evolutionary approaches
- Congressional report in in 270-days
- Modular open-system approach

Be recognized as a World Class Acquisition Organization and Trusted Provider of Transformational Business Capabilities
DBSAE Transformational Vision
Deliver Business Capability to Warfighters

Changing Requirements
- Component Centric
- Not Intuitive
- Undisciplined
- Confusing

Extensive Contractor Tail
- Manpower Intensive
- Hard to Use
- Stovepiped

Excess costs
- Inefficient Processes
- Complex

Responsive to Change
- Intuitive
- Simple Input
- Simple - Faster Execution

Collaborative Schedule
- Audit Trail
- Synchronized Complexity
- Operator Focused

Cost Savings
- Optimized Execution

Warfighting Capabilities
Titanium Cylinders of Excellence
- HR
- Medical
- Finance
- Log / Supply
- Trans
- Intel

Self-propelled Semi Submersibles

IT
C2

Sonar
Radar

9 Months / $1 Million
in the Jungles of Columbia

Is our Enemy inside our Acquisition DO Loop?
The push to be more agile, flexible, transformational & cost effective
Transforming Acquisition
Deliver Business Capability to Warfighters

Where is the equivalent in Corporate America????

The Big Ugly: How we do Business Today

Still Rearranging the Deck Chairs

Engineering Management Processes
- Decision Analysis
- Technical Planning
- Technical Assessment
- Requirement Management
- Risk Management
- Configuration Management
- Data Management
- Interface Management

Technical Engineering Reviews
- ITR
- ASR
- SRR
- SFR
- PDR
- CDR

The “Gotchas” of Application Implementation
- Expectations not properly managed and become inflated
- Project delivery overshadows the value delivery
- Improper deployment strategy selected
- Personnel issues are minimized
- Fail to consider context of the Life Cycle
- Processes added, then fail to eliminate the old

JCIDS and Acquisition Linkage
It's Not About Technology… It's About Capability

Politics  Funding  Requirements

Business "IT" Acquisition Speed bumps

Contracts  Leadership  Acquisition

"IT"-360  AoA  Testing  Security  Legal  Finance  Training  Engineering  Contracts

Business Systems ≠ Weapon Systems
Enterprise Resource Planning Challenge

Ideal Corporate American End State

**PURCHASE TO PAY PROCESS**
- **Purchase Requisition**
- **Purchase Order**
- **Goods Receipt**
- **Invoice Receipt**
- **Expenditure**

The Purchase Order can be created from this Reference Info:
- **PR Number**
- **PR Line Number**
- **PR Line Funding ID**

A Goods Receipt needs this Reference Info:
- **PO Number**
- **PO Line Number**
- **PO Line Funding ID**

An Invoice Receipt needs this Reference Info:
- **PO Number**
- **PO Line Number**
- **PO Line Funding ID**

An Expenditure needs this Reference Info:
- **PR Number**
- **PR Line Number**
- **PR Line Funding ID**

**Four Aspects Fundamental to ERPs**
- **Acknowledge** current IT solutions are not adequate – corporate solutions are available
- **Determine** operational processes must change to align
- **Commit** Senior Leadership to new methodology
- **Enforce** change discipline from top to bottom echelons

Implementing an ERP takes commitment and 180° change. When you point a finger to blame… NOTE: there are 3 more pointed back at you…

**Major Events**

Traditional Consultant Staffing Model
- **Strategy**
- **Process Analysis**
- **Package Configuration**

High-End Consultant Staffing Model
- **Strategy**
- **Process Analysis**
- **Package Configuration**
Challenges to Progress

It’s Not About Technology… It’s About Capability