



# Department of Defense

## INSTRUCTION

NUMBER 5158.06

July 30, 2007

Incorporating Administrative Change 1, September 11, 2007

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USD(AT&L)

SUBJECT: Distribution Process Owner (DPO)

- References:
- (a) Unified Command Plan (UCP), current edition<sup>1</sup>
  - (b) DoD Directive 5158.04, "United States Transportation Command," July 27, 2007
  - (c) Joint Logistics (Distribution) Joint Integrating Concept – Initial Capabilities Document, August 17, 2006<sup>2</sup>
  - (d) Joint Logistics (Distribution) Joint Integrating Concept, Version 1.0, February 7, 2006<sup>3</sup>
  - (e) through (n), see Enclosure 1

### 1. PURPOSE

This Instruction:

1.1. Implements policy for overseeing, coordinating, and synchronizing the DoD-wide distribution processes, including force projection, sustainment, and redeployment/retrograde operations, in accordance with the responsibilities and authorities stated in References (a) through (c).

1.2. Specifies the functional responsibilities of the DPO, and outlines the interface with the Joint Deployment and Distribution Enterprise (JDDE). Pursuant to Reference (a), the Commander, United States Transportation Command (CDRUSTRANSCOM), is assigned the responsibility to serve as the DPO for the Department of Defense.

### 2. APPLICABILITY AND SCOPE

2.1. This Instruction applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Chairman of the Joint Chiefs of Staff, the Joint Staff, the Combatant

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<sup>1</sup> Request this reference by sending an email to [atl.lmr@osd.mil](mailto:atl.lmr@osd.mil)

<sup>2</sup> Request this reference by sending an email to [atl.lmr@osd.mil](mailto:atl.lmr@osd.mil)

<sup>3</sup> Request this reference by sending an email to [atl.lmr@osd.mil](mailto:atl.lmr@osd.mil)

Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities in the Department of Defense (hereafter referred to collectively as the “DoD Components”). The term “Military Services,” as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps.

2.2. In the event of any conflict between this Instruction and existing DoD distribution-related issuances, other than DoD Directives, this Instruction governs. Such instances shall be identified to the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) for appropriate action, as required.

### 3. DEFINITIONS

3.1. End-to-End. The boundaries of the JDDE applicable to force deployment and movement of materiel to support the operational requirements of a Combatant Commander and/or Joint Force Commander. Force deployment boundaries originate at unit origin or home station and terminate when units are located at their Combatant Commander and/or Joint Force Commander designated point of need. Inclusive are intra-continental, inter-theater, intra-theater movement, and reception/assembly activities, as required. Materiel movement commences at the source of supply and terminates with commodity receipt by the consuming unit, in accordance with the Joint Logistics (Distribution) Joint Integrating Concept, Version 1 (Reference (d)).

3.2. Joint Deployment and Distribution Enterprise (JDDE). The complex of equipment, procedures, doctrine, leaders, technical connectivity, information, shared knowledge, organizations, facilities, training, and materiel necessary to conduct joint distribution operations in accordance with Reference (d).

3.3. JDDE Community of Interest (COI). The collaborative network of JDDE partner organizations, to include DoD Components, sharing common distribution-related goals, interests, missions, and business processes, which comprise end-to-end distribution, in support of Combatant Commanders and/or Joint Force Commanders, pursuant to Reference (c).

3.4. Process Owner. The Head of a DoD Component assigned a responsibility by the Secretary of Defense when process improvement involves more than one DoD Component. The process owner has the responsibility for coordinating, sustaining, and improving processes; coordinating the creation of new processes, where appropriate; and being accountable for their outcomes. Process owners advocate improvements for and across all DoD Components for effectiveness, efficiency, and alignment relevant to a particular process.

### 4. POLICY

4.1. It is DoD policy to achieve effectiveness, efficiency, and alignment of DoD-wide distribution activities, including force projection, sustainment, and redeployment/retrograde operations.

4.2. When distribution process improvements involve more than one Military Department or other DoD Component, the Secretary of Defense may designate a DPO with responsibility for coordinating, sustaining, and improving processes, coordinating the creation of new distribution processes, where appropriate, and being accountable for distribution process outcomes. The CDRUSTRANSCOM, designated as the DPO, advocates improvements for and across all DoD Components for effectiveness, efficiency, and alignment that are relevant to a particular distribution process pursuant to Reference (b) and DoD Directive 4500.09E (Reference (e)).

## 5. RESPONSIBILITIES

5.1. The USD(AT&L) is the principal assistant and advisor to the Secretary of Defense for all matters relating to logistics, including, as the Defense Logistics Executive (DLE), the Defense Logistics and Global Supply Chain Management System, and shall oversee the implementation of distribution process changes and publish DoD issuances for distribution process improvements. The DPO collaborates with the JDDE COI to reach agreements on distribution process matters under this Instruction. In the event the DPO is unable to obtain complete agreement of the JDDE COI on a distribution process issue, the issue must be presented to the DLE for resolution.

5.2. The Director, Defense Logistics Agency (DLA), under the authority, direction, and control of the USD(AT&L), shall:

5.2.1. Support JDDE integration and capabilities development through active participation in the JDDE COI in accordance with Reference (c).

5.2.2. Identify distribution-related process improvements, including changes to doctrine, procedures, policy, and systems and provide them to DPO for consideration and action.

5.2.3. Provide materiel management expertise and guidance when identifying, evaluating, and prioritizing potential improvements to joint deployment and distribution processes.

5.2.4. Provide the DPO recommendations that will improve the ability of the DoD distribution system to deliver sustainment to customers in accordance with Reference (c).

5.2.5. Provide joint materiel management process training and doctrine assistance in accordance with Reference (c).

5.2.6. Direct the Defense Logistics Management Standards Office, as the designated DoD Executive Agent, in accordance with DoD Directive 8190.1 (Reference (f)), for exercising configuration control over Defense Logistics Management Standards, to closely coordinate with CDRUSTRANSCOM to ensure smooth and seamless supply chain operations at interfaces between their respective areas of responsibility.

5.3. The Heads of DoD Components shall:

5.3.1. Support JDDE integration and capabilities development through active participation in the JDDE COI in accordance with Reference (c).

5.3.2. Propose and prioritize changes to global distribution processes and forward them to the DPO for consideration and action in agreement with Reference (c).

5.3.3. Implement Secretary of Defense, DLE and DPO-approved changes to distribution processes and develop supporting processes for these changes.

5.3.4. Assist and coordinate with the DPO on distribution process concept development, process improvements, technological innovation, systems integration, assessments, and testing in accordance with Reference (c).

5.3.5. Provide recommendations to the DPO that will improve the ability of the DoD distribution system to deliver sustainment to customers in accordance with Reference (c).

5.3.6. Conduct and provide the results of evaluations of distribution process and systems effectiveness during exercises, experiments, and operations, and provide recommendations for retention, modification, or retirement of systems that interface with distribution systems to the DPO and JDDE COI in accordance with Reference (c).

5.3.7. Identify and advocate force projection, sustainment, and redeployment/retrograde operations process improvement changes to the DPO and the JDDE COI and any other appropriate DoD governance body.

5.3.8. Identify technology improvements supporting force projection, sustainment, and redeployment/retrograde process requirements through the JDDE COI and the appropriate DoD governance bodies.

5.3.9. Coordinate and implement approved distribution process changes and develop supporting processes for those changes in accordance with Reference (c).

5.4. The CDRUSTRANSCOM, as the DPO, shall:

5.4.1. Oversee the overall effectiveness, efficiency, and alignment of DoD-wide distribution activities, including force projection, sustainment, and redeployment/retrograde operations consistent with References (b) and (e).

5.4.2. Establish the concepts and operational frameworks relating to the planning and execution of DoD transportation operations consistent with Reference (b).

5.4.3. Develop and implement distribution process improvements that enhance the Defense Logistics and Global Supply Chain Management System in accordance with Reference (a).

5.4.4. Establish, monitor, and improve distribution relationships with the Combatant Commands, the Joint Task Force Commanders, the DLA, General Services Administration, and the Military Services to ensure integration of distribution improvement efforts and performance standards in accordance with Reference (b). Establish a JDDE COI to develop, review, coordinate, and implement JDDE capabilities, including data visibility requirements in accordance with Reference (c), to:

5.4.4.1. Identify and coordinate joint distribution processes, materiel management, and force movement improvement efforts and initiatives to ensure efforts are integrated and complementary.

5.4.4.2. Assist with process improvement studies, analyses, recommendations, and implementation relevant to distribution.

5.4.4.3. Assist with developing distribution training and doctrine, as necessary.

5.4.4.4. In coordination with the Joint Chiefs of Staff and the Commander, United States Joint Forces Command (CDRUSJFCOM), as the Joint Deployment Process Owner (JDPO), provide regular updates to the Joint Planning and Execution Community on the status of joint deployment and distribution process improvement initiatives to synchronize efforts of the community in accordance with DoD Directive 5158.5 (Reference (g)).

5.4.5. Serve as the DoD single coordination and synchronization element on behalf of and in coordination with the JDDE COI, in accordance with Reference (c), to:

5.4.5.1. Employ necessary knowledge management/decision support tools to enable JDDE COI information sharing and staffing in accordance with Reference (c).

5.4.5.2. Develop, coordinate, review, and take maintenance actions necessary to integrate the JDDE, including making policy recommendations to OSD, with respect to Directives, Instructions, and Decision Memorandums, and issue other distribution-related guidance in accordance with Reference (c).

5.4.5.3. Establish processes to plan, allocate, route, schedule, and validate Joint Force Commander deployment and distribution priorities, track movements, adjudicate constraints, and redirect forces and supplies to coordinate and synchronize joint distribution activities to meet Joint Force Commanders' needs in accordance with Reference (c).

5.4.5.4. Develop recommended DoD distribution technology investment priorities in accordance with Reference (c).

5.4.5.5. Define and document JDDE processes and business rules for joint distribution operations, to include operational, institutional, and financial processes, in accordance with Reference (c).

5.4.5.6. Integrate JDDE processes by proposing recommendations for DoD policy, Directives, Instructions, and Decision Memorandums in accordance with Reference (c).

5.4.5.7. Establish and implement JDDE performance standards and metrics to monitor and improve the JDDE performance in accordance with Reference (c).

5.4.5.8. Serve as the lead functional proponent for Radio Frequency Identification (RFID) and related Automatic Identification Technology (AIT) implementation in the DoD supply chain, developing a centralized approach for the use of asset visibility technologies, to include satellite tracking and synchronization of DoD-wide implementations, in conjunction with the Assistant Deputy Under Secretary of Defense for Supply Chain Integration, and proposing changes to supply chain policies, to make use of AIT in accordance with the USD(AT&L) Memorandum (Reference (h)).

5.4.5.9. Define JDDE capability needs across the Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF) spectrum and implement approved and funded DOTMLPF solutions required to meet JDDE capability needs (investment plans, infrastructure requirements, etc.) in accordance with Reference (c).

5.4.5.10. Advocate for the JDDE in all phases of the DoD planning, programming, budgeting, and execution process to ensure the JDDE attains the best mix of capabilities in accordance with Reference (c).

5.4.5.11. Enhance the DoD global distribution system (Reference (a)) by engaging in innovative and transformational distribution-related research, including force projection, sustainment, and redeployment/retrograde related research, consistent with DoD Research, Development, Test, and Evaluation (RDT&E) principles, policies, and funding, to include:

5.4.5.11.1. Establishing and prioritizing distribution-related RDT&E investments in collaboration with the JDDE COI.

5.4.5.11.2. Conducting technology demonstrations that promote joint interoperable processes within the JDDE COI, leveraging joint experimentation capabilities, as appropriate.

5.4.5.12. Develop, coordinate, review, and recommend a common scalable, theater-level joint deployment and distribution control capability to ensure full integration with joint distribution operations in accordance with Reference (c).

5.4.5.13. Develop, coordinate, and review objectives and mission templates for joint distribution exercises, as depicted in updated doctrine, and nominate them for entry into the Chairman of the Joint Chiefs of Staff Training and Exercise Program in accordance with Reference (c).

5.4.5.14. Identify and advocate, on behalf of the JDDE COI, recommendations for the incorporation of joint distribution operations into the joint professional military education curricula in accordance with Reference (c).

5.4.5.15. Identify and advocate, on behalf of the JDDE COI, joint billet requirements for distribution operations in accordance with (Reference (c)) and DoD Directive 1300.19, DoD Instruction 1430.10, and DoD Instruction 1430.12 (References (i) through (k)).

5.4.5.16. Recommend new or appropriate updates to existing Joint Publications.

5.4.5.17. Advocate Component Command and JDDE COI distribution-related acquisitions in order to ensure unity of effort, system interoperability, and uninterrupted visibility, and to implement distribution process improvements more rapidly.

5.4.6. Publish an annual update on the “State of the JDDE” as part of the annual USTRANSCOM report in accordance with Reference (c).

5.4.7. Serve as the DoD Distribution Portfolio Management (DPfM) Manager for that subset of logistics systems providing key capabilities in support of distribution-related (sustainment and force movement) activities in accordance with Reference (b), to include:

5.4.7.1. Improving the overall effectiveness, efficiency, and interoperability of capabilities and systems in the distribution portfolio in accordance with Reference (b).

5.4.7.2. Developing a sub-portfolio management process for distribution and force movement systems to include resource requirements, goals, objectives, and responsibilities, and identifying systems of primary concern for inclusion in the sub-portfolio in accordance with Reference (b).

5.4.7.3. Developing a change management plan and Information Technology (IT) transition plan in accordance with Reference (b).

5.4.7.4. Identifying and recommending improvements to systems with important interoperability and data requirements for the sustainment and the force movement portfolio, but outside the scope of distribution as defined in DoD publications, in accordance with Reference (b).

5.4.7.5. Developing appropriate processes and procedures for liaison and coordination with systems owners to influence synchronization of portfolio systems across the DoD in accordance with Reference (b).

5.4.7.6. Ensuring that distribution and distribution-related IT systems are aligned and integrated with DoD Enterprise Architecture and DoD priorities in accordance with Reference (b).

5.4.7.7. Establishing and managing deployment and distribution-related data management processes, a data strategy, data capture requirements, and data use standards, ensuring access to deployment, distribution and sustainment data, and developing a dynamic data capability, in accordance with Reference (c).

5.4.7.8. Establishing deployment and distribution-related IT standards, data standards (including those in support of asset and in-transit visibility), shipping standards, enterprise performance standards, and metrics, in accordance with Reference (c).

5.4.7.9. Incorporating RFID and related AIT into DoD's Joint Deployment and Distribution Architecture (JDDA) and overseeing data quality and performance using the portfolio management methodology under Defense Business Systems Management Committee oversight in accordance with Reference (h).

5.4.7.10. Conducting, coordinating, and/or participating in appropriate analyses and providing recommendations for retention, modification, or retirement of distribution systems currently supporting the joint deployment and redeployment process in accordance with Reference (g).

5.4.7.11. Collecting and coordinating appropriate processes, systems, and technical information needed to build and maintain the integrated JDDA for the Department of Defense. The DPO is also responsible for managing the JDDA in collaboration with the JDDE COI and will ensure that the JDDA complies with the DoD Business Enterprise Architecture (Reference (g)).

5.4.7.12. Responsibility for configuration control over the subset of DLMS related to distribution procedures, data, transaction formats, and business rules.

5.4.8. Serve as the DoD single manager for patient movement, providing global patient movement in coordination with the Geographic Combatant Commanders in accordance with Reference (a), DoD Directive 6000.12, and DoD Instruction 6000.11 (References (l) and (m), respectively).

5.4.8.1. Providing DoD global patient movement, in coordination with geographic combatant commands, through the Defense Transportation System in accordance with Reference (a).

5.4.8.2. Overseeing patient movement between geographic combatant commands, with the approval of the Combatant Commander of the destination theater, or within the continental United States during contingency operations in accordance with References (l) and (m).

5.4.8.3. Providing standardized patient movement procedures and information support systems and maintaining the Global Patient Movement Requirements Center in accordance with References (l) and (m).



5.4.9. Coordinate the return of human remains, in accordance with Military Services' requirements and protocol.

5.5. The CDRUSJFCOM, as the JDPO, in accordance with Reference (g), shall:

5.5.1. Support JDDE integration and capabilities development through active participation in the JDDE COI in accordance with Reference (c).

5.5.2. Conduct activities to develop, coordinate, review, and maintain deployment capabilities that are integrated with overall JDDE capabilities in accordance with Reference (c).

5.5.3. Coordinate and review doctrine for joint distribution operations in accordance with Reference (c).

5.5.4. Coordinate and review JDDE operations training programs in accordance with Reference (c).

5.5.5. Coordinate and identify distribution-related deployment/redeployment process improvements, including changes to doctrine, procedures, policy, and systems, and provide them to the DPO for consideration and action.

5.5.6. Provide force deployment/redeployment expertise and guidance when identifying, evaluating, and prioritizing potential improvements to joint deployment and distribution processes.

5.5.7. Develop joint deployment/redeployment process training and doctrine in accordance with Reference (k).

## 6. PROCEDURES

The DoD JDDE COI will approach management, execution, and improvement of distribution-related processes collaboratively.

### 6.1. DPO Governance Structure

6.1.1. The DPO shall coordinate and collaborate with the JDDE COI to establish a structure of governance bodies that meet regularly to develop, analyze, coordinate, and prioritize distribution-related and force projection, sustainment, and redeployment/retrograde operations improvement recommendations and business processes and rules for JDDE operations, including operational, institutional, and financial processes in accordance with Reference (c).

6.1.2. The DPO governance structure shall incorporate hierarchical working groups and general/flag officer review forums to vet distribution process improvement ideas, identify distribution capability gaps, prioritize JDDE capability and RDT&E investments, and coordinate the implementation of distribution process improvement initiatives. The governance structure

may charter teams to conduct Capabilities-Based Assessments in accordance with Chairman of the Joint Chiefs of Staff Instruction 3170.01E (Reference (n)), referred to as Capabilities-Based Assessment Teams, or CBATs, with specific objectives to conduct research and analyses, and to make recommendations on distribution process improvements.

6.1.3. Membership in the various bodies of the DPO governance structure will include appropriate representation from the JDDE COI to include: the Office of the Secretary of Defense, the Military Services, the Joint Staff, Combatant Commands, the CDRUSJFCOM as the JDPO, the USTRANSCOM and its Component Commands (Military Surface Deployment and Distribution Command, Military Sealift Command, and Air Mobility Command), and the DLA, in accordance with Reference (c).

6.1.4. The CDRUSTRANSCOM, as the DPO, shall team with the JDDE COI to lead and facilitate CBATs that recommend improvements to distribution processes for the warfighter. CBATs will perform detailed operational, technical, and financial analyses of distribution processes and IT focus areas that will be prioritized by the JDDE COI. The CBATs will compile their analytical results into Business Case Analyses, which are then presented to the DPO and DoD governance forums for consideration (e.g., the OSD Investment Review Board).

6.2. Partnerships and Relationships. The CDRUSTRANSCOM shall establish partnerships within the JDDE COI to develop global distribution solutions for the warfighter. The DPO governance structure will consolidate warfighters' distribution requirements and coordinate long range planning with the JDDE COI to achieve unity of effort and faster improvements within the distribution segment of the DoD global supply chain. The CDRUSTRANSCOM shall also co-chair with the JDPO a semi-annual Joint Deployment and Distribution Conference to update the Joint Planning and Execution Community in accordance with Reference (g).

### 6.3. Distribution Process Analysis

6.3.1. The CDRUSTRANSCOM shall establish and maintain the Joint Distribution Process Analysis Center (JDPAC) as an in-house resource, to provide analysis and engineering support to improve the JDDE COI's ability to move and sustain the Joint Force.

6.3.2. The CDRUSTRANSCOM shall operate the JDPAC in direct support of his responsibilities as the DPO to synchronize the collective capabilities of the JDDE COI.

6.4. Distribution Financial Management. The DPO will obtain funding, in coordination with the JDDE COI, to pursue collaborative research and development projects having joint distribution improvement potential.

6.5. RDT&E. RDT&E activities, as coordinated with the JDDE COI, shall support the following objectives:

6.5.1. Transform global deployment and distribution-related capabilities.

6.5.2. Explore opportunities for, and promote the development and transition of, joint interoperable distribution-related technology solutions.

6.5.3. Leverage the DPO governance structure to exchange information regarding JDDE COI RDT&E projects in order to avoid unnecessary duplication, reduce costs, and ensure a transition strategy for proven technologies.

6.5.4. Maintain a continuity of effort directed toward transformational solutions for validated distribution capability gaps.

6.5.5. Achieve timely improvements in distribution-related systems and processes by incorporating relevant advances in technology.

## 6.6. DPfM

6.6.1. The DPfM Manager shall use DPO governance structures (and business-mission-area or warfighter-mission-area governance structures, as applicable), to pursue distribution process improvements through a transparent, repeatable process that facilitates making capabilities-based decisions on whether to develop, modify, or merge distribution or distribution-related IT systems.

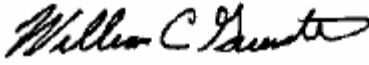
6.6.2. The DPfM Manager shall conduct periodic execution reviews of programs that support distribution (sustainment and force movement) related activities, focusing on cost, performance, and schedule to monitor execution of transition plans.

6.6.3. The DPfM Manager shall monitor and advise with respect to the deliverables, budget, and schedule of programs that support distribution, while Program Executive Officers and Program Managers shall retain the proper execution responsibilities within established chains of commands.

6.6.4. The DPO is responsible for the Joint Distribution Architecture. The JDPO is responsible for the Joint Deployment Enterprise Architecture. Other members of the JDDE COI are responsible for their respective distribution architectures. Collectively, both by merger and by alignment, the resulting architecture is the JDDA. The JDDA provides the operational, systems, and technical foundation for DPfM. The JDDA optimizes processes by eliminating gaps, seams, and redundancies based on risk tolerance levels, potential returns, outcome goals, and performance for the warfighter.

7. EFFECTIVE DATE

This Instruction is effective immediately.

  
for Kenneth J. Krieg  
Under Secretary of Defense  
for Acquisition, Technology, and Logistics

Enclosures – 1

E1. References, continued

E1. ENCLOSURE 1

REFERENCES, continued

- (e) DoD Directive 4500.09E, "Transportation and Traffic Management," ~~current edition~~  
*September 11, 2007*
- (f) DoD Directive 8190.1, "DoD Logistics Use of Electronic Data Interchange (EDI) Standards," May 5, 2000
- (g) DoD Directive 5158.5, "Joint Deployment Process Owner," November 12, 2001
- (h) Under Secretary of Defense for Acquisition, Technology, and Logistics Memorandum, "Lead Proponent for RFID and AIT," September 26, 2006<sup>4</sup>
- (i) DoD Directive 1300.19, "DoD Joint Officer Management Program," September 9, 1997
- (j) DoD Instruction 1430.10, "Civilian Career Program Publications," June 22, 1981
- (k) DoD Instruction 1430.12, "Logistics Civilian Career Management Program,"  
September 14, 1982
- (l) DoD Directive 6000.12, "Health Services Operations and Readiness," April 29, 1996
- (m) DoD Instruction 6000.11, "Patient Movement," September 9, 1998
- (n) CJCSI 3170.01E, "Joint Capabilities Integration and Development System," May 11, 2005

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<sup>4</sup> Request this reference by sending an email to [atl.lmr@osd.mil](mailto:atl.lmr@osd.mil)