

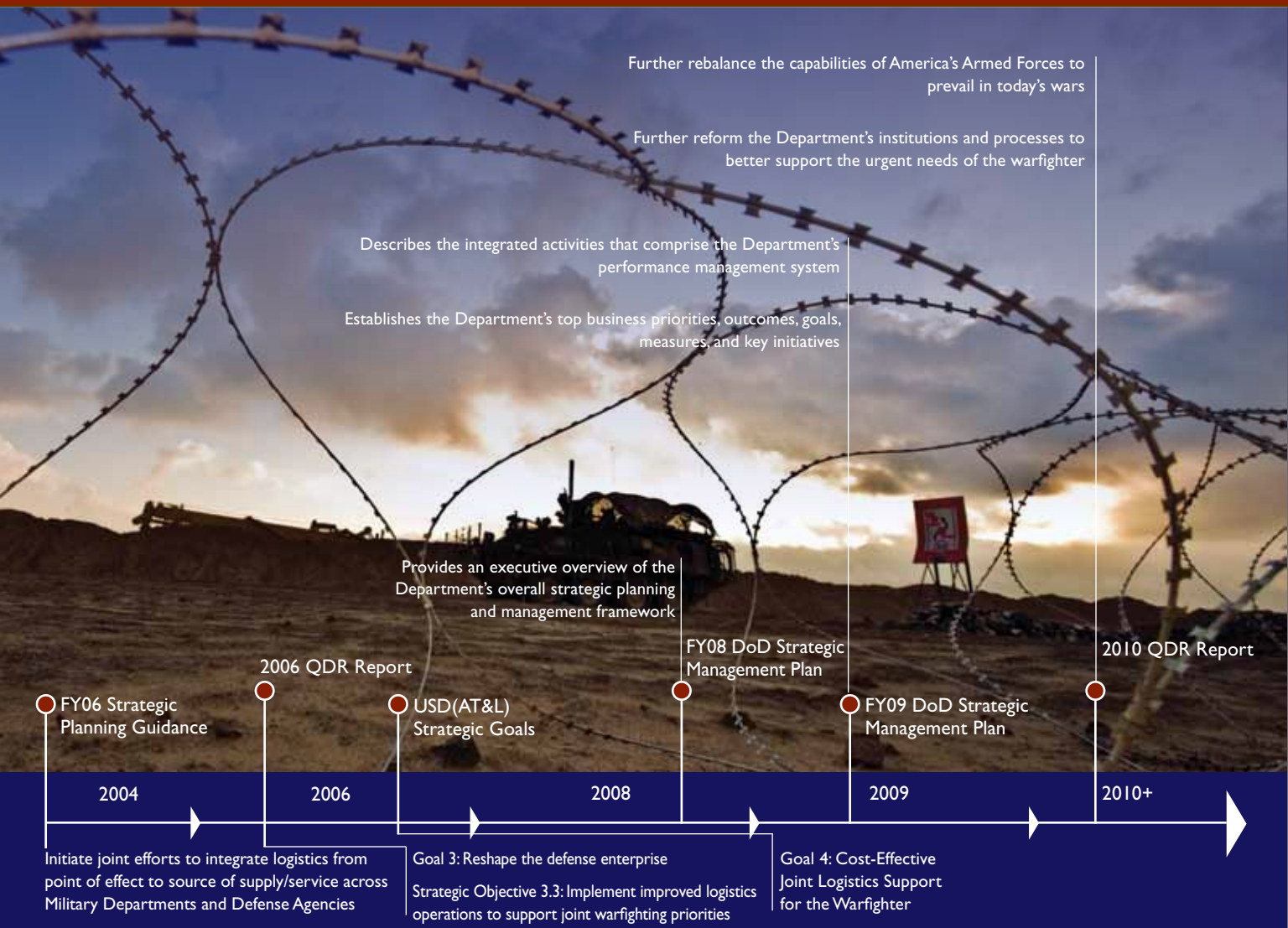


LOGISTICS STRATEGIC PLAN

DEPARTMENT OF DEFENSE

JULY 2010

GLOBALLY RESPONSIVE, OPERATIONALLY PRECISE, AND COST-EFFECTIVE JOINT LOGISTICS SUPPORT FOR THE PROJECTION AND SUSTAINMENT OF AMERICA'S WARFIGHTERS



DOD LOGISTICS STRATEGIC PLAN TIMELINE



... the 2010 Quadrennial Defense Review advances two clear objectives. First, to further rebalance the capabilities of America's Armed Forces to prevail in today's wars, while building the capabilities needed to deal with future threats. Second, to further reform the Department's institutions and processes to better support the urgent needs of the warfighter; buy weapons that are usable, affordable, and truly needed; and ensure that taxpayer dollars are spent wisely and responsibly.

Department of Defense
Quadrennial Defense Review Report

February 2010

Business Priority: Support Contingency Business Operations

Defense business operations must provide adaptable, responsive, effective support for the warfighter. Accordingly, the goals and measures listed here apply lessons learned on the battlefield and adapt industry best practices to enhance support to the deployed warfighter and to provide the necessary flexibility to address new, future challenges.

Business Priority: Reform the DoD Acquisition and Support Processes

Streamlined, focused acquisition and support processes result in more rapid delivery of capability and can generate savings for re-investment into the Defense enterprise. Accordingly, the goals and measures associated with the acquisition process focus on eliminating waste in the procurement process and improving underlying business processes and efficiencies for logistics, real property management, and industrial base management.

Department of Defense
Strategic Management Plan

July 2009



A MESSAGE FROM
THE PRINCIPAL
DEPUTY ASSISTANT
SECRETARY
OF DEFENSE
FOR LOGISTICS AND
MATERIEL READINESS

The DoD logistics mission is to provide globally responsive, operationally precise, and cost-effective joint logistics support for the projection and sustainment of America's warfighters.

Every day, DoD logisticians support troops forward deployed in some of the world's most demanding environments — deserts, mountains, jungles, and urban environments. They are frequently called upon to support operations on short notice in parts of the world where we have little or no presence.

Because of their critical importance, DoD logistics operations must be accomplished as effectively as possible, providing America's warfighters the right materiel, at the right place, at the right time. Because of their substantial cost, DoD logistics operations also must be accomplished as efficiently as practicable, providing required materiel at the right price.

To continue improving logistics support to the warfighter, it is essential that all elements of DoD's logistics community take steps to better integrate logistics with strategic planning and decision processes and to manage logistics performance. The *Department of Defense Logistics Strategic Plan* identifies goals, performance measures, and key initiatives to drive the DoD logistics enterprise toward that end. The Plan also establishes an approach for measuring, tracking, and reporting progress toward achieving the goals.

This *DoD Logistics Strategic Plan* supports both the 2010 Quadrennial Defense Review's objectives and the *DoD Strategic Management Plan's* business priorities, outcomes, and goals. This effort also supports recurring assessment of the relevance, effectiveness, and performance of ongoing and planned key initiatives.

A handwritten signature in black ink, appearing to read 'A. Estevez', written over a light grey rectangular background.

Alan F. Estevez
Principal Deputy Assistant Secretary of Defense
for Logistics and Materiel Readiness

INTRODUCTION





The Department of Defense continually strives to improve the efficiency of its logistics processes, organizations, and systems — while maintaining readiness and ensuring effective support for America’s warfighters.

To ensure that those who fight our nation’s wars receive the support they need and deserve — both today and tomorrow — the Department has established two top priorities for its logistics business operations:

- **Support contingency business operations.** We must ensure effective logistics support for today’s contingency operations.
- **Reform DoD’s acquisition and support processes.** We must integrate life cycle management principles into DoD and Military Department acquisition, maintenance, and sustainment processes; and we must integrate our joint supply chains from source of supply to operational customers.

This *Department of Defense Logistics Strategic Plan (LSP)* identifies goals, performance measures, and key initiatives that support these priorities and drive the logistics enterprise improvements necessary to achieve the desired outcomes. It also establishes an approach for measuring, tracking, and reporting progress toward achieving the goals.

The LSP is a living document. Annual updates will keep the Department’s logistics guidance aligned with changes in the economic, political, and threat environments and with improvements in technology. The LSP also represents an integrated process for establishing logistics guidance, monitoring progress, and identifying and assessing the best business process improvement ideas. Business process improvement initiatives that prove viable will be adopted across the Department. As promising new initiatives are identified from both within and outside of the Department, they will be incorporated into the LSP’s guidance.

MISSION & VISION





The DoD logistics mission is to provide globally responsive, operationally precise, and cost effective joint logistics support for the projection and sustainment of America's warfighters.

The DoD logistics vision is a logistics enterprise ready to support any combination of combat, security, engagement, and relief and reconstruction operations.

These simple yet powerful statements remind DoD logisticians of what we do, whom we support, and how we need to improve our logistics enterprise.

GLOBALLY RESPONSIVE
OPERATIONALLY PRECISE
COST EFFECTIVE

DOD LOGISTICS ENTERPRISE





The Department of Defense logistics enterprise extends from source of supply to the operational customer. The global operations of the DoD logistics enterprise are distinguished from the military logistics operations of any other country and from the largest comparable commercial operations by their scale, complexity, and demanding operating environments.

STRENGTHENING AND EXTENDING ENTERPRISE PARTNERSHIPS

The DoD logistics enterprise encompasses global logistics capabilities provided by Combatant Commands, Military Services, Defense Agencies, designated process owners, the national industrial base, non-defense U.S. government agencies, multinational governments and military forces, non-governmental organizations, and both domestic and international commercial partners.

Understanding, clarifying, and institutionalizing the diverse roles, relationships, and responsibilities of all these enterprise partners are essential to planning, executing, controlling, and assessing logistics enterprise operations. Enterprise partners, stakeholders, and process owners must collaborate to optimize use of resources and capabilities from all available sources and to integrate and synchronize logistics processes to support the warfighter.

DOD LOGISTICS ENTERPRISE



Logistics Governance. The Joint Logistics Board and executive-level functional governance bodies play critical roles in implementing the LSP. Executive-level governance bodies provide oversight and guidance to DoD logistics business operations as well as to the introduction and implementation of business process improvement initiatives.

Joint Force Commanders (JFCs). Joint logistics support to JFCs is the focal point for DoD logistics capabilities. Combatant Commanders plan and conduct campaigns and military operations to accomplish assigned missions. They exercise directive authority for logistics over assigned forces within their areas of responsibility — controlling the capabilities, organizations, and processes to ensure effective logistics support to the point of employment.

Military Departments. Components of the Army, Navy, Air Force, and Marine Corps (under their departmental Secretaries) as well as the Coast Guard (under the Department of Homeland Security in peacetime and the Department of the Navy in wartime) provide logistics support for their Service forces, including procurement, distribution, supply, equipment, and maintenance.

Defense Agencies. Several Defense Agencies directly support the logistics needs of JFCs. For example, DLA provides the Military Departments, other federal agencies, and joint and allied forces with a variety of logistics, acquisition, and technical services. DLA sources and provides nearly 100 percent of the consumable items America's military forces need to operate and also supplies about 85 percent of the military's spare parts.

Process Owners. The Commander, USTRANSCOM, is the DoD Distribution Process Owner (DPO). The DPO's mandate is to improve the overall efficiency and interoperability of DoD distribution-related activities. The Commander, USJFCOM, is the DoD Joint Deployment Process Owner (JDPO). The JDPO leads the collaborative efforts of the joint planning and execution community to maintain overall effectiveness while improving the joint deployment and redeployment processes.

Industry Partners. Located in the U.S. and globally, private-sector and government-owned entities (including transportation, manufacturing, and construction firms; research labs; and technology companies) provide the full array of goods and services required by the armed forces of the United States and its allies.

Interagency Partners. Other government agencies and organizations collaborate to support the “whole of government” concept, augmenting and complementing skills and capabilities existing within the Department.

Multinational Partners. Governments and militaries of foreign countries collaborate with U.S. forces to expand mutual support and leverage each others' capabilities to respond quickly to contingencies.

Non-Governmental Organizations. Independent, private volunteer, and regional organizations can provide the joint warfighter with unique logistics skills and capabilities.

STANDARDIZING & INTEGRATING ENTERPRISE PROCESSES



This cross-section of current business process improvements illustrates how the SCOR framework links logistics processes with integration and improvement efforts.



The two analytical models described below help promote process standardization, facilitate process integration, and define the enterprise framework.

Supply Chain Operations Reference Model (SCOR). SCOR provides a unique framework that links business processes, metrics, best practices, and technology features into a unified structure to improve effectiveness of supply chain management. The Department uses SCOR processes as a framework for developing, improving, and conducting material management activities. The facing graphic depicts a cross-section of current business process improvement (BPI) initiatives to illustrate how the SCOR framework links logistics processes with integration and improvement efforts.

Joint Supply Chain Architecture (JSCA). JSCA is a DoD-wide SCOR-based process model that clearly defines supply chain configuration elements and links them to driving precise and reliable outcomes. JSCA fosters a common understanding among stakeholders of supply chain objectives, terminology, and performance measures and provides a mechanism to improve unity of effort.

DEVELOPING & IMPLEMENTING ENTERPRISE SOLUTIONS



The Department is pursuing a number of DoD-wide business process improvement initiatives to make effective, efficient, and secure supply chain operations a reality from source of supply to operational customers. In addition, the Military Services and enterprise partners are engaged in mission-specific initiatives that are consistent with the DoD LSP. Below are brief descriptions of important DoD-wide initiatives that address

- developing enterprise-wide solutions for management of services and inventories that optimize total supply chain costs;
- implementing effective demand planning to increase forecast accuracy and reduce costs;
- implementing essential life cycle management and asset visibility initiatives;
- improving the safety and security of supply chain operations; and
- equipping DoD logisticians with the knowledge, skill, qualifications, and training needed to succeed in today's — and tomorrow's — environment.

Operational Contract Support (OCS). OCS is emerging as a DoD core capability. Once mature, it will be a force multiplier, supporting force projection and providing critical logistics support to the combat force. Several key initiatives are underway to institutionalize this critical capability into DoD processes. An OCS concept of operations was published to promote convergence and coherence across the DoD and with interagency and multinational partners. This initial step provided the foundation for a capabilities assessment that recommends future required activities within OSD and the Services. Among these activities is the need to define and improve OCS tasks, conduct operational assessments, ensure force development, integrate OCS into training, enhance visibility of OCS through readiness reporting, and collect lessons learned to achieve continuous process improvement.

Distribution Process Owner Strategic Opportunities (DSO). DSO seeks to dramatically reduce enterprise-level distribution costs and improve distribution service levels to warfighters. DSO opportunity areas include optimization of air transportation, surface transportation, inventory placement, distribution network design, and targeted distribution process improvements. The Department is also expanding third party logistics concepts in transportation to reduce enterprise-level costs and to optimize the transportation network.

Inventory Management. To meet FY10 National Defense Authorization Act (NDAA) direction, the Department is developing a comprehensive plan for improving the inventory management system of the Military Departments and DLA. This comprehensive plan has eight subplans to address specific issues identified by Congress.

Joint Life Cycle Forecasting. In response to GAO audits and FY10 NDAA direction, the Department has begun a systematic evaluation of its demand forecasting processes, procedures, and metrics used for inventory management. This evaluation will consider the entire item life cycle for both retail and wholesale levels, and it will reach out to industry and academia for strategy initiatives and best practices. The goal is to identify root causes of inventory excesses and shortages, determine areas of improvement in demand forecasting, and address them with the most effective solutions.

DEVELOPING & IMPLEMENTING ENTERPRISE SOLUTIONS



Maintenance Improvement and Excellence. The Department encourages continuous process improvement using tools such as Lean Six Sigma. Through Condition Based Maintenance Plus, the Department directs the application and integration of processes, technologies, and knowledge-based capabilities to improve reliability and maintenance effectiveness of DoD systems and components. The Department also enhances maintenance awareness and encourages maintenance excellence by annually presenting Secretary of Defense Maintenance Awards to field-level maintenance units and the organic depot-level maintenance program that have shown the highest levels of outstanding achievement in maintenance and maintenance management.

Asset Visibility — Radio Frequency Identification (RFID). The Department has fully implemented active RFID to provide in-transit visibility of consolidated shipments destined for Combatant Commands overseas. The Services and DLA are implementing passive RFID to enable supply chain operational efficiencies and to enhance visibility of high value reparables. The Department is also implementing satellite tracking and container intrusion detection devices in hostile environments in Afghanistan to enhance real-time visibility and improve personnel safety.

Life Cycle Management — Weapons System Acquisition Reform-Product Support Assessment (WSAR-PSA). WSAR-PSA identifies implementable recommendations to drive the next generation of product support strategies to achieve aligned and synchronized operational, acquisition, and sustainment communities working together to deliver required and affordable Warfighter outcomes.

Life Cycle Management — Item Unique Identification (IUID). The Department is pursuing use of IUID to improve overall lifecycle management, enhance visibility of individual assets, and intensively manage and control critical and sensitive items.

Handling and Security of Nuclear Weapon Related Material. The Department has accomplished a comprehensive review and physical inventory of nuclear weapons and nuclear weapons-related materiel (NWRM). The Air Force, Navy, and DLA have worked aggressively to identify all possible NWRM candidates for special handling and are closing any gaps identified in the investigations. USD(AT&L) published the first-ever DoD-wide inventory control policy on NWRM and is currently codifying this policy into a DoD issuance.

Prevention of Counterfeit Materiel in Supply Chains. The Department uses several approaches to prevent introduction of counterfeit items into the supply chains. Approaches with industry include such procurement methods as qualified supplier and distributor programs, 100% traceability to original component manufacturers programs, and commercial certification documents. More rigorous methods include performing physical inspections and testing. The Department has also organized specific teams that collaborate with other government agencies, commercial partners, and law enforcement to address counterfeit issues in electronic systems and components as well as in the logistics supply chain.

Management of Human Capital. The DoD Logistics Human Capital Strategy envisions an integrated, agile, and high-performing future workforce of multi-faceted, interchangeable logisticians able to succeed in a joint operating environment. The foundation of this vision is competency-based management of the DoD's logistics workforce, enabled by creation of a logistics career development roadmap. Once operationalized, this roadmap will provide the future logistics workforce with the right mix of function-specific subject matter experts and multi-faceted enterprise logisticians.

BUSINESS PRIORITIES, OUTCOMES & GOALS

BUSINESS PRIORITY ▼

Support Contingency Business Operations

Outcome: Ensure effective logistics support for contingency operations

BUSINESS PRIORITY ▼

Reform the DoD Acquisition and Support Processes

Outcome: Integrate life cycle management principles into DoD and Military Department acquisition and sustainment processes

Outcome: Integrate joint supply chains from source of supply to operational customers





The LSP updates the goals linked to SMP priorities and outcomes.

Associated with each goal are measures and key initiatives identified in the SMP and amplified by ASD(L&MR) in collaboration with DoD Components. The measures enable assessment and tracking of improvement in the overall efficiency and effectiveness of DoD's logistics business operations. Key initiatives are efforts underway or planned to meet performance goals and measures. Where practicable, key initiatives should be assessed and tracked for their measurable impact on logistics performance.

Business priorities, associated outcomes, supporting performance goals and measures, and key initiatives are designed to ensure the Department's strategic management focus is balanced between improving near-term performance and addressing longer-term or emerging management challenges.

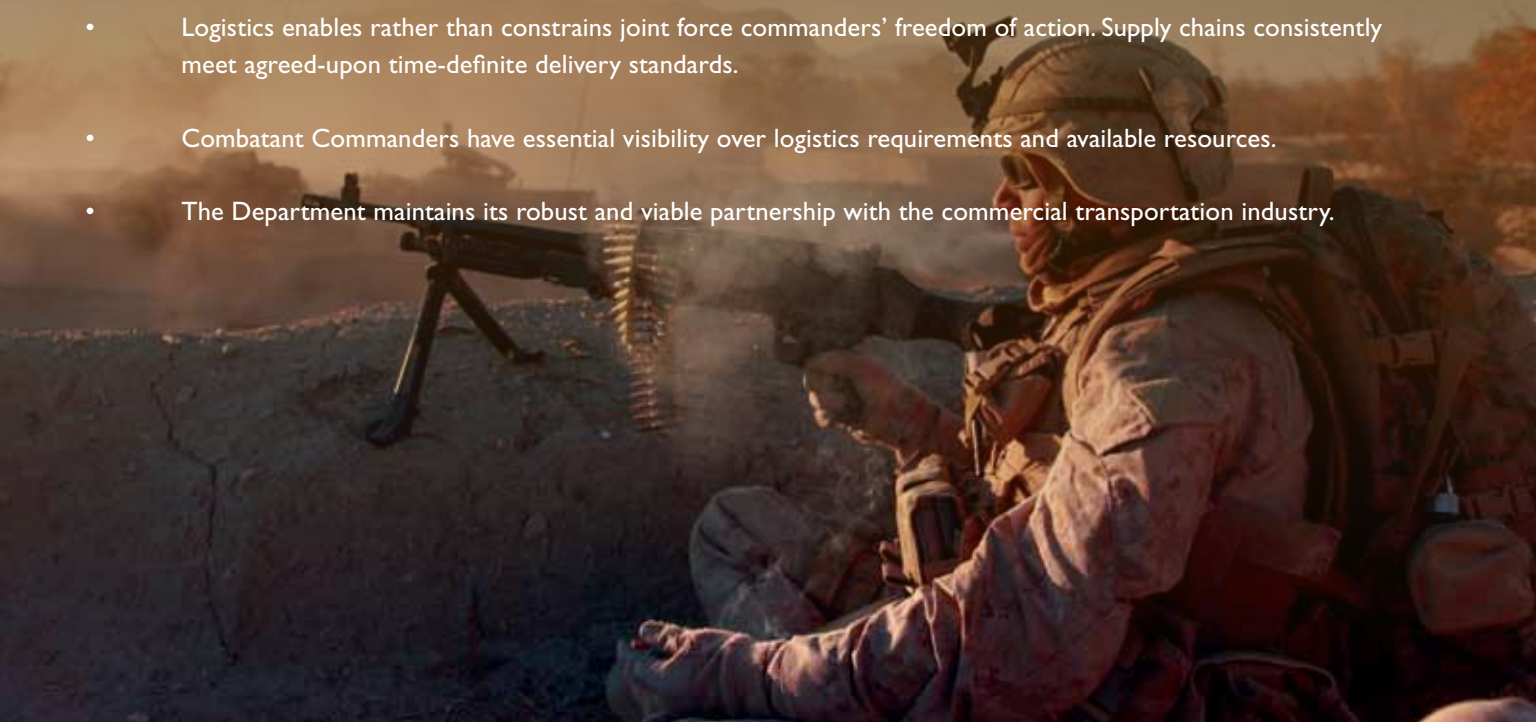
The pages that follow provide a closer look at each of the goals and identify the associated measures and key initiatives.

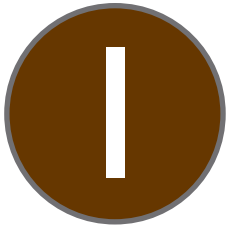
GOAL I

PROVIDE LOGISTICS SUPPORT IN ACCORDANCE WITH WARFIGHTERS' REQUIREMENTS

SUCCESS INDICATORS ▼

- Combatant Commanders have the logistics policies, tools, and resources they need to concurrently plan and execute deployment of additional forces to Afghanistan, re-posture forces within Iraq and Afghanistan, and support responsible drawdown of forces from the U.S. Central Command area of responsibility — all while addressing associated property issues such as accountability, movement priorities, and disposition.
- Logistics enables rather than constrains joint force commanders' freedom of action. Supply chains consistently meet agreed-upon time-definite delivery standards.
- Combatant Commanders have essential visibility over logistics requirements and available resources.
- The Department maintains its robust and viable partnership with the commercial transportation industry.





MEASURES



- Percent of negotiated Time Definite Delivery standards met in the area of contingency operation (currently U.S. Central Command)
- Number of days of customer wait time (time from submission of order to receipt of order) for hard lift areas (working toward perfect order fulfillment)

KEY INITIATIVES



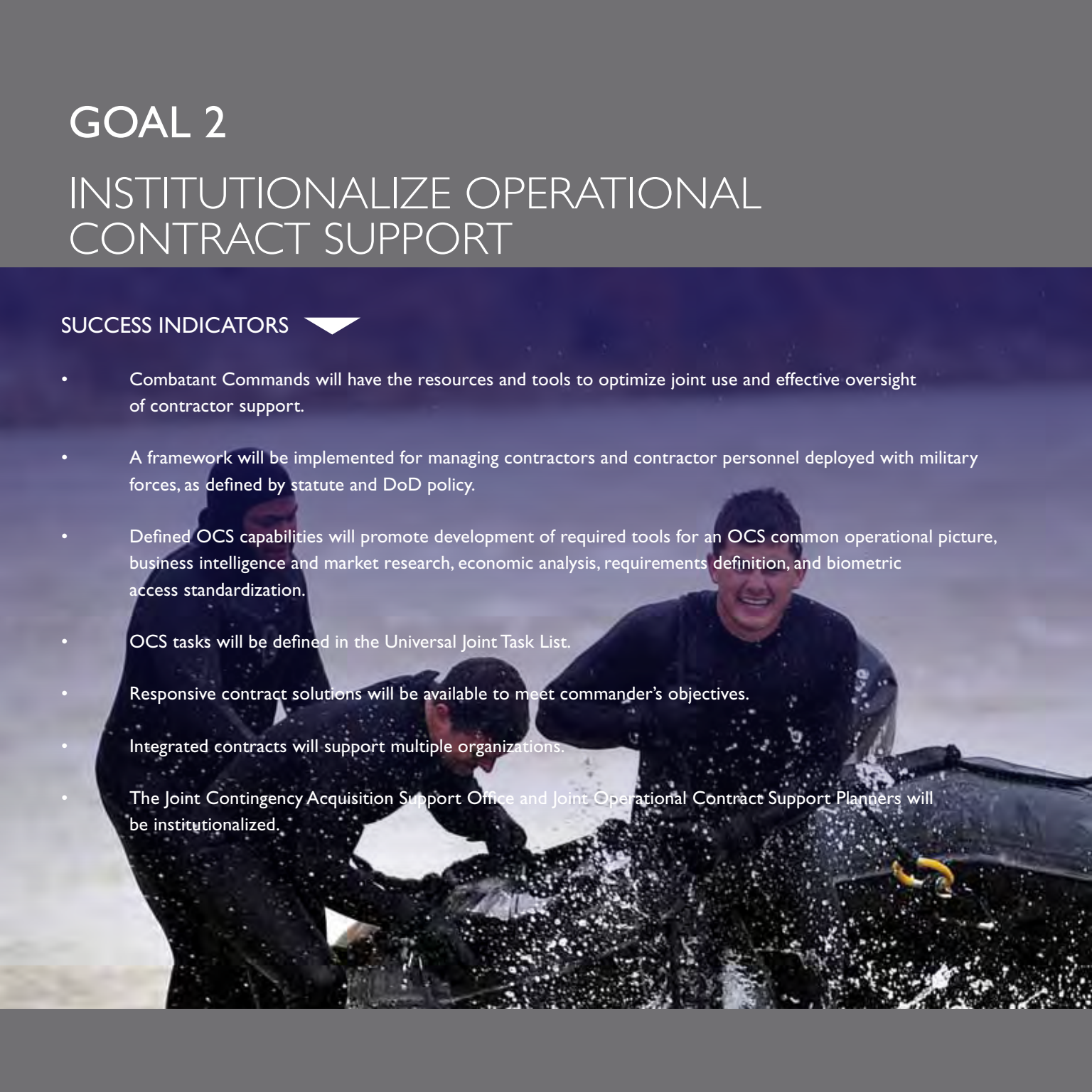
- Provide Joint Force Commanders with the processes, tools, and rules to provide effective operational level logistics support to joint operations
- Leverage the Defense Material Readiness Board to identify, assess, and evaluate critical materiel readiness shortfalls
- Implement automatic identification technology solutions to facilitate warfighter effectiveness
- Provide the Joint Force Commander with foreign excess personal property policies that effectively support processes in an operational environment
- Facilitate implementation of global container management policy
- Facilitate logistics support for Afghanistan, including interagency coordination and development of transportation and distribution alternatives, as needed
- Establish a consistent reset policy to ensure uniform application across DoD financial, operational, and maintenance realms within the department to maximize readiness with available resources
- Ensure viability of the Civil Reserve Air Fleet

GOAL 2

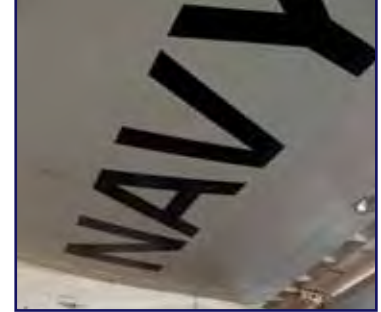
INSTITUTIONALIZE OPERATIONAL CONTRACT SUPPORT

SUCCESS INDICATORS

- Combatant Commands will have the resources and tools to optimize joint use and effective oversight of contractor support.
- A framework will be implemented for managing contractors and contractor personnel deployed with military forces, as defined by statute and DoD policy.
- Defined OCS capabilities will promote development of required tools for an OCS common operational picture, business intelligence and market research, economic analysis, requirements definition, and biometric access standardization.
- OCS tasks will be defined in the Universal Joint Task List.
- Responsive contract solutions will be available to meet commander's objectives.
- Integrated contracts will support multiple organizations.
- The Joint Contingency Acquisition Support Office and Joint Operational Contract Support Planners will be institutionalized.



2



MEASURES

- Percent of contracts and contractor population properly registered in the Synchronized Pre-Deployment and Operational Tracker (SPOT)
- Percent of geographic Combatant Command plans that have been reviewed/analyzed for OCS equities


KEY INITIATIVES

- Produce an international industry standard for private security companies
- Institutionalize operational contract support planning across all operations plans and concept plans within all Combatant Commands
- Ensure 100% of all contracts and contractor personnel are properly registered in the Synchronized Pre-Deployment and Operational Tracker
- Use the Joint Contingency Acquisition Support Office to advance acquisition management of operational contract support for planning, exercises, and training
- Institutionalize joint operational contracting support planners within the Combatant Commands
- Integrate OCS with interagency and multinational partners
- Develop and implement a human capital strategy for OCS functions
- Integrate OCS into senior leadership education and training as well as into exercises with interagency and multinational partners

GOAL 3

ENSURE SUPPORTABILITY, MAINTAINABILITY & COSTS ARE CONSIDERED THROUGHOUT THE ACQUISITION CYCLE

SUCCESS INDICATORS ▼

- Life cycle management principles will be key decision factors throughout the acquisition, maintenance, and sustainment processes.
 - Life cycle management principles will be enforced throughout the acquisition and sustainment processes, based on achieving key performance parameter and key system attribute targets.
 - Core depot maintenance capability will be identified, sustained, and funded in Service baseline budgets.
 - Use of Service depots will be optimized to meet enterprise maintenance requirements.
- 
- A blue-tinted aerial photograph of a fighter jet flying over a mountainous landscape. The jet is in the center-right of the frame, flying towards the bottom left. The terrain below is rugged with deep valleys and high peaks, all rendered in shades of blue and white. The sky is a deep, clear blue.

3



MEASURES

- Percent of major programs meeting established DoD sustainment metrics

KEY INITIATIVES

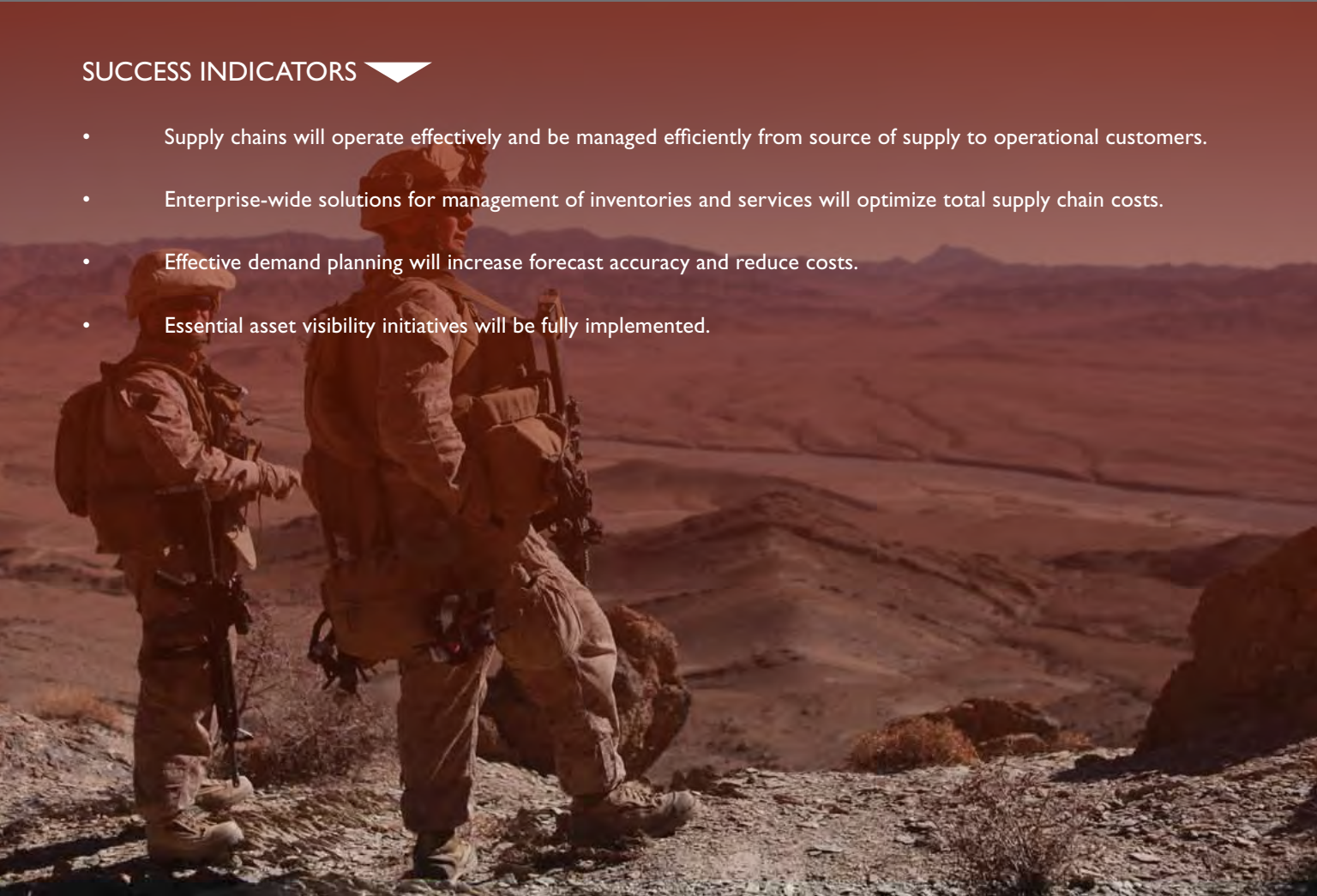
- Establish program governance and DoD sustainment metrics reporting (materiel availability, materiel reliability, total ownership costs) in accordance with DoD lifecycle management policy
- Implement the 2009 DoD Product Support Assessment recommendations to apply next-generation sustainment strategies to achieve affordable weapon system readiness

GOAL 4

IMPROVE SUPPLY CHAIN PROCESSES, SYNCHRONIZING FROM END-TO-END & ADOPTING CHALLENGING BUT ACHIEVABLE STANDARDS FOR EACH ELEMENT OF THE SUPPLY CHAIN

SUCCESS INDICATORS ▼

- Supply chains will operate effectively and be managed efficiently from source of supply to operational customers.
- Enterprise-wide solutions for management of inventories and services will optimize total supply chain costs.
- Effective demand planning will increase forecast accuracy and reduce costs.
- Essential asset visibility initiatives will be fully implemented.



4



MEASURES

- Percent of negotiated time definite delivery standards met globally (by Combatant Command)
- Percent of actual demand compared to forecasted demand
- Number of days of customer wait time (time from submission of order to receipt of order) by lift area

KEY INITIATIVES

- Continue implementation of the SCOR model as the framework for materiel management
- Complete development of the Joint Supply Chain Architecture
- Improve security and handling of nuclear materials
- Continue implementation of the DoD Logistics Human Capital Strategy
- Expand the Defense Transportation Coordination Initiative concept to additional commodities, modes, geographic areas, and customers
- Continue the Joint Life Cycle Forecasting Improvement Study and improve demand plan accuracy through improved forecasting techniques
- Implement Inventory Management and Stock Positioning at DLA
- Implement Distribution Process Owner Strategic Opportunities to improve distribution from enterprise perspective
- Continue implementation of automatic identification technologies into supply-chain business systems
- Establish policies and processes to implement Item Unique Identification (IUID) across the Department to improve equipment and other accountable property life-cycle visibility and traceability
- Complete Integrated Data Environment/Global Transportation Network Convergence
- Expand strategic sourcing of goods and services

MEASURING, TRACKING & REPORTING PROGRESS

RESPONSIBILITIES FOR IMPROVING LOGISTICS BUSINESS OPERATIONS

<p>Under Secretary of Defense for Acquisition, Technology, & Logistics (USD(AT&L))*</p>	<ul style="list-style-type: none">• Recommend business priorities, measures, and targets for business operations• Align and conduct business operations—from setting enterprise policy and standards to directly managing select programs or activities• Measure progress and take corrective action• Review architecture compliance of business system investments costing more than \$1 million
<p>Assistant Secretary of Defense for Logistics & Materiel Readiness (ASD(L&MR))</p>	<ul style="list-style-type: none">• Lead DoD logistics strategic planning efforts• Annually publish or update the DoD LSP• Oversee assessment of progress toward achieving goals• Conduct strategic planning reviews• Report progress through the USD(AT&L) management dashboard and through the <i>DoD Logistics Strategic Management Report</i>• Recommend changes to the SMP• Make performance improvement recommendations and implement corrective actions
<p>Combatant Commands, Military Departments, and Defense Agencies*</p>	<ul style="list-style-type: none">• Review their respective organizational strategic plans and associated goals, objectives, measures, and targets, revising them as needed to reflect the broader (higher-level) priorities set in the SMP and the DoD LSP

* Performance management responsibilities assigned by 2009 SMP



The Joint Logistics Board and executive-level functional logistics governance bodies play critical roles in providing oversight and guidance to implementation of the LSP. In addition, the DoD SMP specifies roles and responsibilities for designated individuals and organizations.

We will implement the DoD LSP following the six-step performance management framework laid out in the 2009 SMP.

PLAN

Planning is the cornerstone of the Department's performance management process. Led by ASD(L&MR), DoD logistics strategic planning is a collaborative effort among OSD, DoD Components, and other stakeholders. The intent is to develop a set of integrated goals, measures and targets, and key initiatives that address key performance issues of importance to all targets, and key initiatives are selected based on their probability of overcoming a significant management challenge, their ability to drive needed change, or their importance to improving support to the Combatant Commanders.

The DoD logistics strategic planning cycle will be linked to updates to the SMP. The product of the logistics strategic planning cycle will be a new or updated DoD LSP.

SET TARGETS

After goals, measures, and initiatives are established for the LSP, they will be monitored throughout the year and specific performance targets will be established for each measure. These targets will explicitly define what the Department expects to achieve. They will be tracked and assessed routinely throughout the year of execution.

Establishing performance targets will be a collaborative process leading to common agreement that selected targets will accurately reflect and track progress against the goals established by the LSP.

MEASURING, TRACKING & REPORTING PROGRESS



1. Plan

2. Set Targets

3. Cascade Measures

4. Align Processes

5. Assess & Report

6. Correct



CASCADE MEASURES

After each update of the LSP, Components are expected to review their respective organizational strategic plans and associated goals, measures, and targets, revising them as needed to reflect the broader (higher-level) priorities set in the SMP and the DoD LSP.

ALIGN PROCESSES

As goals, measures, and targets are cascaded to supporting organizations and management processes, logistics leaders at the Department and/or Component level may find it necessary to realign operations or organizational structures to better integrate functional activities with larger, defense-wide end-to-end processes.

ASSESS AND REPORT

The initial assessment of the LSP will begin following publication. This collaborative process will be overseen by the ASD(L&MR) with support as required from Combatant Commands, Military Departments, Defense Agencies, and others.

Results of the initial assessment will be documented in a *DoD Logistics Strategic Management Report (LSMR)*. Subsequent assessment and reporting will be at intervals prescribed by ASD(L&MR). The overall assessment and feedback process will be continuous with results documented periodically in subsequent LSMRs. The timing for completion of subsequent LSMRs will be linked to the DoD logistics strategic planning cycle.

CORRECT

Taking corrective action is the final step in the Department's performance management process. When flat or negative trends appear, accountable individuals identify and implement corrections.

CONCLUSION





The LSP follows the performance management framework in the 2009 DoD SMP and is consistent with 2010 QDR objectives. It links performance measures and key initiatives to logistics-related business priorities, outcomes, and goals.

Success in achieving the goals in the LSP will be characterized by the following:

- Consistent, reliable, time-definite delivery of support to the customer
- Increased weapon system operational availability
- More efficient supply chain business operations.

In short, attaining the goals in the LSP enables our vision of a logistics enterprise ready to support any combination of combat, security, engagement, and relief and reconstruction operations.

The DoD Logistics Strategic Plan is available online at: <http://www.acq.osd.mil/log/sci>

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