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OFFICE OF THE SECRETARY
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SECNAVINST 4000.37A
ASN (RD&A)
24 October 2011

SECNAV INSTRUCTION 4000.37A

From: Secretary of the Navy

Subj: NAVAL LOGISTICS INTEGRATION

Ref: (a) SECNAVINST 5400.15C
(b) 10 U.S.C. §101
(c) 14 U.S.C. §§1-3
(d) DoD Directive 4140.1 of 22 April 2004
(e) DoD Directive 4151.18 of 31 March 2004

1. Purpose. To provide Department of the Navy (DON) policy and assign responsibilities for implementing Naval Logistics Integration (NLI) within the Navy, Marine Corps and Coast Guard.

2. Cancellation. SECNAVINST 4000.37.

3. Scope and Applicability. Per reference (a), this directive applies to the Offices of the Secretary of the Navy (SECNAV), the Chief of Naval Operations (CNO), and the Commandant of the Marine Corps. Applicability extends to the offices of the Commandant of the Coast Guard when the Coast Guard operates as a specialized service in the DON per references (b) and (c).

4. Background. The importance of Navy, Marine Corps and Coast Guard interdependency in both naval and joint warfighting environments and the continued need to transform naval logistics requires integrated logistics processes to obtain greater efficiency and effectiveness in supporting the warfighter. These logistics processes must be aligned with naval operating concepts and strategies.

5. Policy

a. This instruction directs all levels of command to actively pursue appropriate courses of action to improve naval logistics to the fullest extent possible by integrating Navy, Marine Corps and Coast Guard logistics capabilities and processes.

b. NLI will promote the integration of the Naval Service's logistics processes, resources and information to enhance synergy and reduce both redundancies and costs in order to optimize the use of limited resources to provide maximum capability to the supported commander.

c. NLI initiatives will conform to the policies set forth by references (d) and (e), and other such Service logistics policy directives currently in force. It is recognized however that innovation often challenges existing policy and doctrine; therefore, initiatives requiring a policy waiver shall be addressed to the appropriate authority for approval prior to concept exploration.

d. Implementation of specific NLI initiatives will be determined by the Services through a collaborative effort and will be appropriately documented to ensure standardization among the operating forces and support infrastructure.

6. Discussion

a. NLI is critical to the future success of naval expeditionary forces both afloat and ashore. In partnership, the Navy, Marine Corps and Coast Guard will further integrate processes and technologies to continually improve naval logistics capabilities. This approach will yield increased effectiveness and improved efficiencies through economies of scale and common processes. Primary focus areas include, but are not limited to:

(1) Increase effectiveness by improving logistics responsiveness and agility.

(2) Increase effectiveness by improving and sustaining combat support readiness.

(3) Improve efficiency by reducing logistics workload afloat and ashore.

(4) Improve efficiency through funding recapitalization of the Naval Service integrated logistics process.

b. The following strategic goals support NLI:

(1) Integrate policy, doctrine, business processes, technologies, and systems to optimize logistics performance in support of future operations.

(2) Structure organizations and professional development to enhance support of naval expeditionary forces afloat and ashore.

(3) Exploit opportunities to reduce operating costs.

c. NLI will continue to challenge the status quo in areas of science and technology, policy and doctrine, business practices and processes, and training and education. NLI has a clear end state: an integrated naval logistics capability that can operate seamlessly afloat or ashore, successfully supporting and sustaining operating units in a joint warfighting environment.

7. Action

a. The Deputy Assistant Secretary of the Navy (Expeditionary Programs and Logistics Management) (DASN(ELM)) shall:

(1) Provide policy direction and oversight for the NLI effort.

(2) Serve as proponent for Navy and Marine Corps logistics integration, interoperability and supportability across the Department of Defense (DoD).

(3) In coordination with Deputy Chief of Naval Operations, Fleet Readiness and Logistics (CNO (N4)) and Deputy Commandant, Installation and Logistics (DC I&L), review NLI implementation plans for determination of formal adoption.

(4) Represent DON interests on DoD and inter-service boards that may affect emerging NLI initiatives and or implementation plans.

(5) Advise SECNAV, in coordination with the affected DON components, regarding alternative solutions and funding needs to meet integration, interoperability and supportability shortfalls.

b. CNO (N4), DC I&L, and Deputy Commandant for Mission Support (when operating as a specialized service in the DON) shall:

(1) Plan, program and budget resources in support of Service responsibilities as may be required for individual NLI initiatives.

(2) Maintain an official and continuing forum to address and prioritize NLI initiatives with a focus toward enabling sea-based and expeditionary operations ashore in supporting naval expeditionary forces.

(3) Coordinate Service actions and resolve issues related to NLI efforts.

(4) Pursue NLI objectives in other relevant DoD and Federal Government agency forums (e.g., Department of Homeland Security); and actively engage all stakeholders.

(5) Modify implementing tasks and schedules as appropriate to ensure synchronization with other logistics improvement initiatives under the NLI framework.

(6) Review NLI implementation plans for determination of formal adoption.

(7) Be responsible for compliance with policy requirements within their respective Services, and issue specific instructions, orders, bulletins, or user's manuals to implement adopted NLI initiatives.

(8) Provide for NLI awareness and or technical training for all levels of command. Maintain current information about NLI initiatives under their control or affected by their undertakings to assure that accurate information regarding NLI can be readily provided to interested parties when required.

(9) Continue to engage in joint planning and coordination of logistics matters that affect components of both the Navy and the Marine Corps, and promote those capabilities and capacities that NLI brings to joint and combined operations.

(10) Enter into cooperative agreements required for the implementation of NLI initiatives consistent with guidance from the DoD.

(11) Coordinate and consolidate, to the extent possible, training and education requirements.

8. Records Management. Records created as a result of this instruction, regardless of media and format, shall be managed per SECNAV Manual 5210.1 of November 2007.



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