

**Department of Defense
Joint Supply
Joint Integrating Concept**



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Executive Summary

Today's Department of Defense (DOD) supply operations are arguably the most effective in the world. DOD personnel are routinely provided all necessary supplies under circumstances that would disrupt most supply chains to the point of failure. However, this tremendous effort is accomplished with known inefficiencies (See section 3.B.). More importantly, the supply processes that are so effective today may not be effective in a changing future operating environment. The nature of military operations is changing and DOD supply capabilities must change to support them.

The focus of this document is on that changing future operating environment which is characterized by increasing uncertainty, rapid change, complexity, and persistent conflict. Future joint operations will require an elevated level of joint supply support, must integrate the capabilities of many new partners, and satisfy the unique requirements of multiple missions simultaneously. Supply activities must be prepared to respond to diverse and unique requirements anywhere on the globe. Processes established for supporting routine deployment and sustainment may not be sufficient for rapid and irregular surge requirements. These conditions render obsolete many traditional supply planning and business processes in use across the DOD and the extended enterprise.

This Joint Supply (JS) Joint Integrating Concept (JIC) proposes solutions which will ultimately support operational adaptability and freedom of action for a Joint Force Commander (JFC) operating in that future environment. Supply operations must be highly effective in supporting JFC missions and must be much more efficient as many demands compete for limited resources.

The JS JIC describes how a Joint Supply Enterprise (JSE) will conduct future (2016-2028) joint supply operations that result in Perfect Order Fulfillment (POF) and sustained joint supply readiness for the JFC, thereby enhancing freedom of action and operational adaptability. The concept describes the framework used to identify, describe, and apply joint supply capabilities and the methods used to develop that framework, which include: defining the desired joint supply process outcomes, identifying key stakeholders and focal point responsibility for achieving those outcomes, and defining the future joint supply processes, shared information, and decision support architectures. Joint supply in this concept is described in the larger context of, and the relationships within, the Joint Logistics Enterprise (JLEnt).

This concept is derived from functional context contained in both the Joint Logistics White Paper (JLWP) and the Net-Centric Environment Joint Functional Concept. It complements ideas expressed in those documents and develops those ideas further into practical capability solutions for the JFC.

For illustrative purposes, short vignettes are included in Appendix I demonstrating the proposed joint supply capabilities in hypothetical situations set in a future environment. That future environment is derived from the Capstone Concept for Joint Operations (CCJO) and USJFCOM's 2008 *Joint Operating Environment*. These documents describe a future force which must be prepared for traditional combat operations, but is more likely to be engaged in a combination of Combat, Security, Engagement, and Relief and Reconstruction (CSER)¹ military activities as described in the CCJO.

Joint forces must be supported by joint supply capabilities that maximize the strengths and capabilities of the Service components while integrating/synchronizing those capabilities with other DOD components and external partners to optimize support to the JFC. To accomplish this, the combined supply elements of DOD, and supply partners external to DOD, must operate with a unity of purpose and effort and perform certain functions that form the Central Idea of this concept.

The Central Idea of this concept is:

If the Joint Supply Enterprise will:

- **Integrate or Synchronize JSE** processes and capabilities in order to **Optimize** them to best support the JFC
- **Plan, Capture, and Predict** joint supply requirements
- **Network** Joint Supply Operations
- **Link** Seamlessly to the Joint Deployment and Distribution Enterprise (JDDE)

The JFC will benefit from:

- **Perfect Order Fulfillment**

¹ For ease of use, the collective military activities of Combat, Security, Engagement, and Relief and Reconstruction described in the CCJO, shall be referred to by the acronym "CSER".

- **Sustained Joint Supply Readiness** that enables operational adaptability and freedom of action

This concept calls for the establishment of a **Joint Supply Enterprise (JSE)** that will enable JFCs and their components to rapidly supply and sustain joint forces engaged in CSER military activities set in a future environment characterized by complexity, uncertainty, change, and persistent conflict. The JSE is fully networked with both a human and technical connectivity and interoperability across the JLEnt as described in the JLWP. The JSE calls for a unity of effort at all levels of operations and with partners extending beyond DOD.

To be clear, the JSE is not an organizational solution to usurp authorities of the Services in their responsibilities to equip and sustain their forces. It is designed to better enable the Services to perform those functions. In fact, the Service supply organizations are considered part of the JSE. The networked JSE provides all joint supply partners with shared knowledge, situational awareness, asset visibility, and decision support tools to enable planning requirements and accomplishing POF.

The JSE processes are integrated/synchronized and optimized from end-to-end by a **Joint Supply Process Owner (JSPO)**, a designated authority within the DOD joint supply governance structure who is accountable for providing perfect order fulfillment and sustained joint supply readiness to the JFC. This JS JIC does not name the JSPO; that is a matter for further analysis and designation by appropriate authority. However, this paper clearly identifies the need for and responsibilities of a JSPO.

This paper contains sufficient detail to initiate a Capabilities Based Assessment in accordance with the Joint Capabilities Integration and Development System (JCIDS). This concept outlines the overarching capabilities, key tasks, conditions, and standards that provide a basis for determining potential joint supply capability gaps and specific solutions.

The term “Joint Force Commander” or “the JFC” is often used in the collective sense to refer to any and all Joint Force Commanders including Joint Task Force Commanders, Title 32 Commanders of Joint Forces, and Combatant Commanders. It should not be taken to refer to any single or specific JFC.

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1. Purpose

The purpose of this concept is to illustrate how Joint Supply capabilities will support the Joint Force Commander's (JFC) operational adaptability and freedom of action in Combat, Security, Engagement, and Relief and Reconstruction (CSER) military activities. The concept clarifies the roles, responsibilities, and relationships of joint supply in the future (2016-2028).

"Now I know that, although the tactics aren't easy, they're relatively easy when compared to the logistics."¹

**-- MG David Petraeus, Commander, 101st
Airborne Division during
Operation Iraqi Freedom**

It is intended to guide development and employment of future joint supply capabilities. The capabilities proposed in this JIC and associated tasks, conditions, and standards provide a conceptual basis for Capabilities-Based Assessments (CBA) which will result in solutions manifested in changes to Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF) and policy. This concept is the first step towards those solutions.

It provides a mechanism for DOD to better integrate Interagency (IA), Multinational (MN), Nongovernmental Organizations (NGO), Private Volunteer Organizations (PVO), and commercial industry partners into joint supply operations.

¹ Atkinson, Rick; *In the Company of Soldiers*; Henry Holt and Company; New York; 2005; page 71

2. Scope

This section states the future timeframe for this concept and identifies those areas in which joint supply operations and capabilities must evolve and adapt to meet the needs of future JFCs. It identifies future joint concepts that supply capabilities must support and briefly summarizes the supply implications of recent national and department level strategic guidance. It includes assumptions critical to this paper's solution.

2.A. Timeframe

This concept addresses global joint supply capabilities necessary in the 2016-2028 timeframe.

2.B. Military Function

“Joint supply” is defined more than one way in current doctrine. For the purposes of this document, an operationally focused definition of joint supply is used. That is:

Joint Supply: The processes and functional capabilities necessary to meet the Joint Force Commander's materiel needs in support of national objectives.



Figure 2-1: Joint Supply at sea 2016 and beyond

2.C. Relation to other Joint Concepts

This JIC is informed by the following documents from within the family of Joint Operations Concepts (JOpsC) and other Concept documents:

- Capstone Concept for Joint Operations (CCJO)
- Joint Logistics White Paper (JLWP)
- Net-Centric Environment Joint Functional Concept
- Joint Logistics (Distribution) JIC

Capstone Concept for Joint Operations:

This concept supports the central thesis of the CCJO which comprises three interrelated ideas that together broadly describe how the joint force will operate. The CCJO states:

- “Address each situation on its own terms, in its unique political and strategic context, rather than attempting to fit the situation to a preferred template.
- “Conduct and integrate a combination of CSER military activities according to a concept of operations designed to meet the unique circumstances of that situation.
- “Conduct operations subject to a continuous assessment of results in relation to expectations, modifying both the understanding of the situation and subsequent operations accordingly.”

This will require forces characterized by agility and flexibility. The joint supply capabilities to support those forces must be just as equally agile and flexible.

“As capable as our Joint Forces are today, this will not be enough to meet future challenges as described in this concept. We will need to develop new capabilities and change the capacities of existing ones.”²

-- ADM M.G. Mullen, Chairman, Joint Chiefs of Staff

² ADM Mike Mullen, Chairman, JCS; *Forward to Capstone Concept for Joint Operations*, January 2009; page iv

This JIC also supports the CCJO's vision that future Joint Force Commanders will be operating in environments where they are conducting some combination of CSER military activities simultaneously in accordance with the unique requirements of each operational situation. Joint supply operations must be characterized by unprecedented levels of shared knowledge and situational understanding to better understand and predict supply requirements and to integrate or synchronize end-to-end processes across Joint Logistics Enterprise (JLEnt) activities.

Institutional implications of this new view of military operations are called out in the Chairman's Introduction and the Implications section of the CCJO. They include:

- Unity of effort across a wide range of partners is paramount.
- Maintain the capability to project and sustain military power over global distances.
- Create new Joint and Service doctrine, techniques, and procedures.
- Markedly improve the ability to integrate with other U.S. agencies and other partners.
- Select, educate, train and equip our people differently.
- Envision and create new organizations.
- Develop new technologies and adapt existing ones to new missions.
- Improve Service and institutional adaptability to deal with rapid change.
- Improve organizational solutions for protracted missions that cut across geographical boundaries.

The Solution section of this JS JIC addresses these implications. A Joint Supply Enterprise (JSE) coordinated and synchronized by a Joint Supply Process Owner (JSPO) directly supports the CCJO call for improved joint Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF) solutions. Some of the implications are specifically addressed in this JIC, e.g. Joint Supply Professional Certification (select, educate, and train our people), while others are implicitly framed to be further developed in subsequent Capabilities-Based Assessments.

The CCJO and the companion Joint Operating Environment (JOE) document highlight challenges and implications of the future operating environment addressed by this JIC. That environment is further

described and illustrated in section 3.A. Future Operating Environment.

Joint Logistics White Paper (JLWP)

This JS JIC is derived from the JLWP and includes similar assumptions and perspectives of the future operating environment.

The JLWP calls for future joint supply capabilities based upon specific joint supply operations attributes and a primary focus on the JFC. Paramount among those attributes addressed by this concept are to:

- Establish a Joint Supply Enterprise (JSE).
- Operate with constructive interdependence across distribution, maintenance, and supply end-to-end frameworks.
- Fuse authoritative logistics data, develop shared knowledge and common metrics, strive for standardized use/commonality of materiel, and develop logistics modeling and simulation tools.
- Adopt a global, regional and theater approach to inventory management.
- Close gaps in JLEnt supply operations and optimize supply processes from end-to-end.
- Establish a Joint Supply Process Owner to integrate or synchronize and subsequently optimize the JSE end-to-end processes.
- Ensure integrated supply planning and networked operations provide a common framework for deciding sources of supply, inventory levels, and transportation modes.
- Change culture, human capital development, and training in contingency and adaptive planning.
- Contribute to the evolution of a truly holistic supply chain comprised of Service, IA, MN, commercial and other partners.

Net-Centric Environment Joint Functional Concept

The networking capabilities described in this JIC are written within the context and framework of the Net-Centric Environment (NCE) Joint Functional Concept. This NCE framework includes the full human and technical connectivity and interoperability that allows all DOD users and mission partners to share the information they need. The NCE allows for that information to flow to elements and partners of the Joint Force when they need it in a format they can understand and act on with confidence. Access to that information, and the network carrying that information, is granted to all those whose roles and

responsibilities require that access. Access to the network and information is denied to all others.

The networking of all Joint Force elements and partners as described in the NCE Joint Functional Concept creates capabilities for unparalleled information sharing and collaboration. It empowers adaptive organizations and a greater unity of effort via synchronization and integration of force elements at the lowest levels.

Achieving global visibility, effective execution of end-to-end supply processes, and other network-dependent capabilities of this JIC cannot be accomplished without realization of the network capabilities described in the NCE Joint Functional Concept.

Joint Logistics (Distribution) Joint Integrating Concept (JL (D) JIC)

This JIC describes the mutually supportive and co-dependent relationship between DOD supply and distribution processes and organizations. The JL (D) JIC describes the Joint Deployment and Distribution Enterprise (JDDE). The JS JIC does not replicate the JL (D) JIC, but identifies where the supply activities interface and are dependent on the distribution activities and vice versa. Specific aspects of the seamless interfaces between JDDE and JSE are described in the Solution section of this JIC.

2.D. Strategic Guidance

This concept follows top-level strategic guidance, including the National Security Strategy (2006), the National Defense Strategy (2008), and the National Military Strategy (2004).

The National Security Strategy emphasizes the need to form partnerships not only with allied nations, but also with NGOs and other “civil society voices.”

The National Defense Strategy reinforces this need to collaborate with agency and MN partners and cites the need to “defeat enemies employing a combination of capabilities, conventional and irregular...across the spectrum of conflict.”

The National Military Strategy echoes these requirements and identifies attributes of the Joint Force to operate in those conditions including the attributes of “Expeditionary, Networked, and Decentralized.”

Additionally, The National Response Framework (NRF) published by the Department of Homeland Security frames DOD response in a Defense Support of Civil Authorities (DSCA) mission. This concept is aligned with that document regarding DSCA roles and responsibilities.

Appendix E contains further description of the documents that are particularly relevant to future joint supply operations and capabilities.

Specific Guidance

Specific guidance on the content of this JIC is provided in the Chairman, Joint Chiefs of Staff Combat Support Agency Review Team (CSART) recommendations of 2006 and 2008. The 2006 CSART assessment of the Defense Logistics Agency (DLA) identified the need for DLA to develop future concepts for providing the various classes of supply for which it has DOD Executive Agent (EA) responsibilities. In January 2008, the Joint Staff J-4 also requested that the Director, DLA support and sponsor a Supply Chain JIC that would complement the Logistics Joint Functional Concept, subsequently renamed the JLWP. The Joint Staff J-4 further directed the JS JIC include other classes of supply beyond DOD Executive Agent responsibilities in order to achieve a more holistic future view of the DOD supply chain.

The 2008 CSART stated that JS JIC must consider the totality of the supply chain from the vendor through DLA and the Services, the distribution system and to the end user.

2.E. Critical Assumptions

This concept is dependent upon several critical assumptions outlined below. These assumptions are closely related and, in some cases, identical to those assumptions contained within the JLWP.

The JIC assumes the following in the future (2016 - 2028) joint operating environment:

1. A combination of DOD and commercially owned Net-Centric Enterprise Services and the necessary assured communications capabilities will be available to allow forward stationed and deployed forces to fully employ advances in logistics related information technology.
2. The Net-Centric Joint Capability Area (JCA) may not mitigate all cyber threats that could disrupt the network capabilities described in this JS JIC.

3. The “Move and Sustain the Joint Force”, and “Operate the JDDE” capabilities described in Joint Logistics (Distribution) JIC will be available in the 2016-2028 timeframe.
4. Congress will permit more responsive and flexible authorizations to facilitate multinational and interagency logistics support partnerships.
5. The U.S. industrial base may not have sufficient capacity to sustain joint forces without a global surge capacity to support persistent and simultaneous military operations as described in the CCJO.
6. Fundamental tenets of current national strategy documents will remain applicable in 2016-2028.
7. United States Joint Forces Command (USJFCOM) document, “The Joint Operational Environment—Into the Future”, accurately describes the most likely security environment in the 2016-2028 timeframe.
8. DOD’s robust partnership with the U.S. commercial transportation industry will continue. Other commercial, Interagency, and multinational logistics support partnerships will be established and agreements implemented when required.
9. Future joint forces will consist of multinational and interagency organizations and will have to operate closely with NGO, other governments, and commercial partners.

3. Military Problem

Military Problem

How will Joint Force Commands and DOD leverage and integrate joint, IA, MN, and contracted supply operations to improve and expand Joint Force Commanders' operational adaptability and freedom of action in the design, execution, and assessment of Combat, Security, Engagement, and Relief and Reconstruction military activities in an environment characterized by increasing complexity, uncertainty, rapid change, and persistent conflict?

This section examines the above problem in the context of the future joint operating environment. Although all the elements described in the above problem statement can be accomplished today, the CCJO states the capabilities currently employed will not be sufficient to meet the challenges in the future operating environment.

DOD is currently capable of satisfying JFC supply requirements; however, this is sometimes accomplished at an unacceptable level of cost and inefficiency. Key indicators relating to this problem are presented from various sources including the Government Accountability Office (GAO), Office of the Secretary of Defense (OSD), and other analytic sources. If left unresolved, the inefficiencies described in these documents will contribute to ineffectiveness in a future operating environment.

3.A. The Future Joint Operating Environment

"The Future Military Environment might be characterized as Percolating Global Warfare (with) analog planners working in a digital age..."³

-- Dr. Michael Evans

This JIC addresses future joint supply support capable of operating effectively in the environment described in USJFCOM's Joint Operating Environment (JOE) document. In the context described in

³ Dr. Michael Evans; Australian Defence College; Remarks at the Joint Warfighting Conference 2009; May 12, 2009

the JOE, it is clear that more efficient and effective supply capabilities are required. The tyranny of distance and lack of uncontested access to bases referred to in the JOE are especially menacing to the supply and distribution capabilities of the Joint Force. The challenge of distance imposes uncertainties in timing, disruption of communications, potential compromises of quality, and inefficiencies in the supply process.

The Capstone Concept for Joint Operations states that the future operating environment will be characterized by uncertainty, complexity, rapid change, and persistent conflict. The future operational environment will become more complex and dynamic, with continually changing coalitions, alliances, partnerships, and new (both national and transnational) threats constantly appearing and disappearing. Joint operations will be multidimensional and may occur more in urban terrain and cyberspace than they have in past conflicts. Irregular warfare may be the norm rather than the exception. Operations will be conducted in an interconnected and an increasingly global operational environment.

Our adversaries will include a variety of actors from transnational organizations to states, or even ad hoc state coalitions and individuals who come together based on common interests. The environment will include humanitarian crises where logistic support is the predominant effort. In addition to military forces and noncombatants, there will be a large number of IA, MN, NGO, PVO, and commercial industry representatives or regional organizations in the operational area. Each of these entities will have an agenda that may complement or compete with another agency's or organization's activities, or with overall joint operational objectives. These agencies and organizations will operate alongside coalition partners, contractors, indigenous forces and local civilian populations.

The JFC will be called upon to support U.S. national security strategy and conduct simultaneous CSER military activities, sometimes as lead, and at other times in a support role. Many of these conflicts may cut across national, regional, cultural, and combatant command boundaries, complicating joint supply support operations. The JFC and his supply elements will draw on many unique assets from within the Services and from our partners. Those activities requiring supply support will extend beyond our traditional U.S. Military Services.

3.B. Key indicators of the Problem

Listed below are documented or generally recognized issues that reflect inefficiencies in the DOD supply system. If not addressed, these inefficiencies could result in failure to meet mission requirements in support of the future joint force. The following issues have been identified by sources within the Government Accountability Office (GAO), OSD, the Services, the Joint Staff, DLA, USTRANSCOM, and USJFCOM.

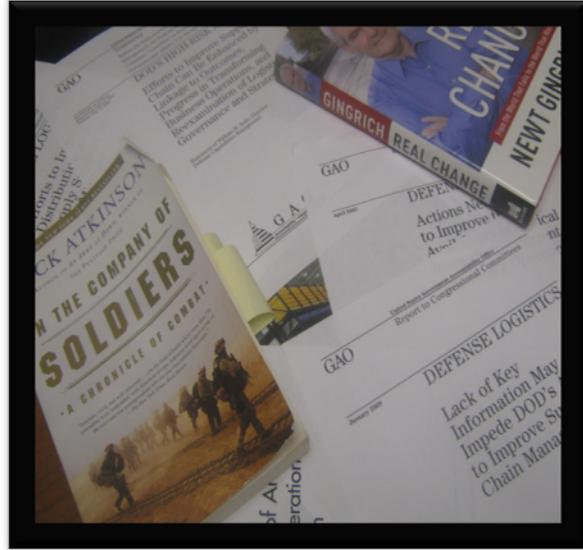


Figure 3-1: The indicators cited in various reports and studies

Insufficient supply responsiveness to the JFC

- DOD has been unable to consistently meet its goal of delivering “the right items to the right place at the right time.”⁴
- Joint supply processes could respond more rapidly and precisely to changing JFC requirements.
- Procurement lead times to meet customer requirements are excessive.⁵
- The JFC needs more certainty of when his orders will be received.
- Measurement of actual supply performance is inadequate.

Lack of integrated supply planning

- Insufficiently integrated processes, rules, tools, authorities, and capabilities for joint global end-to-end supply planning, execution, and assessment.⁶

⁴ GAO Testimony, GAO-09-460T, (March 2009): Actions Needed to Reduce Vulnerabilities and Improve Business Outcomes

⁵ GAO Report GAO-05-275, (April 2005): Defense Logistics; Actions Needed to Improve the Availability of Current and Future Operations

⁶ GAO Testimony, GAO-07-1064T, (Jul 2007): DOD’s High Risk Areas; Efforts to Improve Supply Chain Can Be Enhanced by Linkage to Outcomes, Progress in Transforming Business Operations, and Reexamination of Logistics Governance and Strategy

- Joint supply capabilities lack sufficient focus on theater-level operations to meet all combatant commander expectations.

Lack of supply process and system integration

- DOD supply process and capabilities are not optimized. ⁷
- The interoperability of systems and processes for supply management across the Services needs improvement.
- DOD supply process lacks authoritative/accessible common data structure and joint supply terminology. ⁸

Inaccuracy of requirements forecasting and stock positioning

- Excessive inventories increase logistics footprint and costs. ⁹
- There is unnecessary redundant stock between wholesale, retail, and between the Services. ¹⁰
- Prepositioned CL VIII war reserve materiel did not effectively meet Services' sustainment demands. ¹¹
- The military Services have billions of dollars in excess inventory due to weaknesses in forecasting demand. ¹²



Figure 3-2: Inventory in Theater

⁷ RAND Study 2005: Sustainment of Army Forces in Operation Iraqi Freedom- Major Findings and Recommendations

⁸ Defense Science Board Summer Study on Transformation: A Progress Assessment Volume 1, Feb 2006

⁹ GAO Report GAO-06-512, (May 2006): Defense Inventory; Actions Needed to Improve Inventory Retention Management

¹⁰ GAO Report GAO-07-807, (June 2007): Defense Logistics; Efforts to Improve Distribution and Supply Support for Joint Military Operations Could Benefit from a Coordinated Management Approach

¹¹ LMI study for HQ, DLA (Oct 2003): Medical Materiel Readiness Assessment

¹² GAO Testimony, GAO-09-460T, (March 2009): Actions Needed to Reduce Vulnerabilities and Improve Business Outcomes

Inconsistent supply and financial management policies

- Multiple logistics and financial systems have varying structures and interfaces. ¹³
- There are insufficient joint supply policies, directives and governance authority to achieve integrated joint supply capabilities.

Inadequate preparedness to operate with IA, MN, NGO, PVO, and commercial industry partners

- Insufficiently integrated joint supply capabilities of key global providers with IA, MN, NGO, PVO, and commercial industry partners.
- Inability to adapt to complexity of IA and MN requirements and capabilities. ¹⁴

"...I found myself witnessing another costly example of the failure of the obsolete interagency process and the absolute inability of the State Department and other civilian government agencies to move at the speed of modern war..." ¹⁵

-- Former Speaker Newt Gingrich

Insufficient asset visibility and access

- Potential inventory sources are frequently overlooked due to lack of visibility or Service ownership.

¹³ Lexington Institute, Logistics Transformation: Next Steps to Interoperability and Alignment, July 2005

¹⁴ America, Britain, Canada, Australia (ABCA) Coalition Lessons Analysis Workshop (CLAW) Report, 2006

¹⁵ Newt Gingrich on the failures of U.S. Interagency efforts to support military operations in Afghanistan. Gingrich, Newt; *Real Change*; Regency Publishing, Washington DC, 2008; page 111

- There is limited visibility of requirements, cross DOD inventory visibility, and in-transit visibility of assets and processes. ¹⁶

“Each container was tagged with a barcode sticker that, in theory, allowed an electronic reader to determine what was inside and which unit owned it. But the division’s hasty deployment had already caused difficulties. ... Sinclair said, ‘that the D-Main computer server is on ship three and won’t get here until March 14th or 15th.’” ¹⁷

-- Journalist Rick Atkinson



Figure 3-3: Non-optimized supply

¹⁶ GAO Report GAO-09-150, (January 2009): Defense Logistics; Lack of Key Information May Impede DOD’s Ability to Improve Supply Chain Management

¹⁷ Atkinson, Rick; *In the Company of Soldiers*; Henry Holt and Company; New York; 2005; page 50

4. Solution

In the future operating environment, joint supply capabilities must provide the JFC with the right items, at the right time and place, in the right quantity and quality, and at the highest level of reliability possible. To achieve this requires a JSE coordinated by a JSPO with proper authority to integrate or synchronize and subsequently optimize joint supply processes, capabilities, and the application of resources to provide joint supply support to the JFC.

Central Idea: The Joint Supply Enterprise

The JSE is an enabled network of joint supply operations partners and customers that are collectively capable of producing sustained supply readiness and perfect order fulfillment¹⁸ for the JFC ensuring freedom of action and operational adaptability for Combat, Security, Engagement, Relief and Reconstruction missions around the globe.

If the Joint Supply Enterprise will:

- **Integrate or Synchronize JSE** processes and capabilities in order to **Optimize** them to best support the JFC
- **Plan, Capture, and Predict** joint supply requirements
- **Network** Joint Supply Operations
- **Link** Seamlessly to the JDDE

Then the JFC will benefit from:

- **Perfect Order Fulfillment**
- **Sustained Joint Supply Readiness** that enables operational adaptability and freedom of action

¹⁸ Perfect Order Fulfillment is defined as: Providing the right items in the right condition when and where the customer requests it. -- Joint Publication 4-0, Joint Logistics, Jul 2008

4.A. Philosophy

The DOD supply community is arguably the most capable and effective supply mechanism in the world. However, today's joint supply capabilities will most likely be inefficient and ineffective if they are not modified to meet the future challenges as described in the JOE and the CCJO. The DOD is adapting to the future operating environment and joint supply capabilities must also adapt to serve the future joint force. To guide the JS JIC, six precepts will act as the foundation of capability development. The precepts apply throughout the future military environment and cut across organizational and functional boundaries. Accordingly, this concept is based upon the following precepts:

- **DOD joint supply operations must produce reliable, rapid, and precise results:** In order to ensure operational adaptability and freedom of action, the JFC must have full confidence joint supply operations will consistently provide the right materiel at the right place and time, in the right quantity, and quality – the elements of POF. This will enable the JFC to respond rapidly with a range of alternative actions based upon the changing operating environment. The goal of the JSE is to consistently provide POF and sustained joint supply readiness.
- **Unity of Effort will fuse and focus joint supply partners:** Unity of effort is the coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same Service, nation or organization. It is characterized by clearly defined and transparent processes among partners who understand their roles and responsibilities all working toward common and measurable outcomes.

Unity of effort will provide direction on common objectives to satisfy the supply requirements of the JFC and operational partners through integration or synchronization and subsequent optimization of JSE capabilities. Each event along a common process must contribute to the JFC's operational adaptability and freedom of action. The JSE partners must understand their roles and relationships and be working toward the same objective – POF and sustained joint supply readiness for the JFC. Their efforts, reflected in their respective processes, must be unified to meet that objective.

- **Process Ownership is an effective means to manage Joint Supply Activities:** Joint supply activities involve multiple organizations across the DOD and beyond, including organizations outside the U.S. government. Each Service is structured primarily to manage and sustain its own forces rather than other forces or external organizations. Each Supply Class Executive Agent (EA) is organized to optimize processes for their respective supply class. Neither Services nor EAs are organized to optimize supply processes beyond their organizations. Therefore, joint supply processes that transcend Service boundaries will lack the benefit of comprehensive oversight and management unless a Process Owner is designated and empowered. Without a Joint Supply Process Owner, there is no accountability short of the Secretary of Defense (SecDef) for the overall supply process. Process ownership has resulted in more effective and efficient DOD deployment and distribution capabilities; joint supply will realize similar benefits. Therefore, it is recommended the SecDef designate a Joint Supply Process Owner with the appropriate authority and responsibilities to coordinate, sustain, improve, and recommend new joint supply processes and to be accountable for the outcomes of those processes.
- **JSE Partners must have Global Visibility, Shared Knowledge and Situational Understanding:** In order for JSE partners to provide POF and sustained joint supply readiness, supported organizations must provide forecasts of their requirements to the JSE. The JSE must see the requirements of those supported organizations and fully understand the context of their requirements. To accomplish this, the data that comprise their requirements must always be accessible to the JSE and be based upon an authoritative source. This will require common data standards, an enterprise architecture, uninterrupted access, and interoperable supply systems. Information will be captured once and shared by all who have a valid need for access.

Situational understanding shall include a complete understanding of global requirements and resources as well as an understanding of the means available to match those requirements to those resources.

- **DOD supply operations must be evaluated in terms of JFC Requirements:** The JSE will measure its effectiveness and efficiency from the source of supply to the point of employment. Measurements of performance at the node and segment will contribute to the assessment, but only to support measures of

effectiveness in terms of meeting JFC requirements. For example, warehouse performance is only relevant in terms of its contribution to JFC effectiveness. Ultimately, the indicator of success is the rate of POF for the JFC.

- **Supply operations must be optimized for each supported functional capability area as well as across the JSE:** DOD supply requirements are driven by functional capabilities that support the JFC, such as maintenance, engineering, and health readiness. These capabilities depend upon the JSE to meet their own accountability to the JFC and to incorporate supply planning into mission analysis. Leaders of these functional capabilities advise the JFC and collaborate with the JSE on the implications of supply constraints and mitigating strategies. Joint supply processes must address unique commodity requirements and provide solutions that promote effectiveness and efficiency to the JFC. Optimization of supply support across these functional capability areas is measured by the standards and priorities set by the JFC.

4.B. The Joint Supply Enterprise

The JLWP introduces the need to establish a Joint Supply Enterprise integrated or synchronized by a JSPO. This JIC describes the JSE and JSPO as well as their corresponding roles, responsibilities, and relationships.

The JSE is an enabled network of joint supply operations partners and customers that are collectively capable of producing sustained supply readiness and POF for the JFC ensuring their freedom of action and operational adaptability for CSER missions around the globe.

As an integral component of the Joint Logistics Enterprise (JLEnt), the JSE creates synergy from the alignment of information, financial, and communication networks and the development of seamless interfaces with distribution, maintenance, and other joint capabilities. These interfaces are critical to supply chain responsiveness, reliability, and ultimately, the overall success of joint operations.



Figure 4-1: Joint Supply Enterprise

Figure 4-1 above shows the span of the JSE responsibilities from source of supply to point of employment. JSE processes and capabilities will extend to the point of employment, including an automated capability or other means to record receipt or complete the supply transaction. POF will be measured at the point of employment. The JSE and JDDE share the mission to ensure supplies are provided to the point of employment at the right time, location, condition, and quantity to support POF.

In the future, improved technology will record receipt of supplies at the small unit to individual level. The JSE will direct its resources toward the consistent outcomes of POF as far forward as possible to provide increased joint supply readiness for the JFC.

The JSE will include both traditional DOD joint supply partners, such as Services and DLA, and other partners, such as IA, MN, NGO, PVO, and commercial industry.

The JSE establishes supplier networks and coordinates and synchronizes supply processes including: obtaining supplies from their sources, holding them in inventory as necessary or arranging for direct delivery, release of supplies in response to or anticipation of specific capability needs, and coordinating their distribution to the JFC's point of employment. The JSE optimizes the joint supply rules, tools, and

processes between the enterprise customers and multiple sources, enterprise suppliers, maintainers, and distributors. In order to effectively plan, execute, and control joint supply operations, the JSE must establish and maintain active linkages with the enterprise customers (to anticipate demands) and to enterprise supplier networks (to ensure sufficient supplier capacity). These enterprise relationships are further detailed in Appendix G.

Sample JSE Partners:

- Services
- Geographic Combatant Commands/JFCs
- USTRANSCOM/Distribution Process Owner
- JDDE
- DOD Supply Executive Agents
 - Defense Logistics Agency (DLA)
 - Single Manager for Conventional Ammunition (SMCA) – U.S. Army
- Interagency (IA) Organizations
- Commercial Industry (Both domestic and international)
- Multinational (MN) Organizations
- Nongovernmental Organizations (NGO)
- Private Volunteer Organizations (PVO)
- Theater Lead Agents
- National Guard Bureau (NGB)
- Joint Force Headquarters – State (NGB Headquarters in each state)

Sample JSE Customers:

- Combatant Commands/JFCs
- Service Components
- Defense Agencies
- Multinational (MN) Organizations
- Nongovernmental Organizations (NGO)
- Interagency (IA) Organizations

4.C. Joint Supply Process Owner

The JSPO will serve as focal point for joint supply matters and is accountable for providing POF and sustained joint supply readiness to the JFC. Additionally, the JSPO shall “integrate or synchronize JSE end-to-end processes in order to optimize support to the JFC” as introduced in the JLWP.

Joint Supply Process Owner: The JSPO has the responsibility for coordinating, sustaining, improving, and proposing joint supply processes. The JSPO is accountable for the outcomes of those processes. The JSPO shall advocate improvements across all JSE partners and customers for optimized effectiveness and efficiency.

Responsibilities of the JSPO:

- Operate the JSE – This capability includes those tasks detailed under “Operate the JSE” capability in Appendix C, Table of Capabilities, Tasks, and Measures.
- Assess the risk and implications of national level decisions from global, regional and theater perspectives. Advise national level authorities on the impact of decisions on global materiel readiness (e.g., repositioning supplies from one Joint Operating Area (JOA) to another). Maximize the effective application of limited resources.
- Establish or revise metrics in collaboration with JSE partners and customers to measure supply effectiveness for the JFC. Metrics that measure the JSE’s contribution to JFC effectiveness are the primary objective. JFC effectiveness shall not be compromised for the sake of JSE efficiency. The primary indicator of success is the rate of POF for the JFC.
- Coordinate and synchronize the networking of the JSE.
- Establish and administer a professional development certification program for Joint Supply Professionals consistent with JLWP call for “changes in culture, human capital development, and training in contingency and adaptive planning.”
- Establish data standards across the entire JSE, and identify authoritative data sources.
- Define roles and access rules to control access to the JSE information network.
- Establish business rules and processes to facilitate prioritization and a hierarchy protocol to ultimately enable automated redirection of supplies.

4.D. How the JSE will operate

Integrate or Synchronize in order to Optimize

The JSPO will establish an integrated or synchronized operational architecture, common standards, business processes, shared information, and decision support tools. The result will be a JSE with integrated end-to-end supply processes and minimal redundant layers of DOD management and inventory.

The JSE will also adopt and integrate best business practices of industry partners and coordinate and synchronize with the JDDE regarding direction for movement or redirection of materiel to meet immediate and anticipated requirements of the JFC.

All JSE partners will have line item-level visibility of requirements, materiel in storage and in-transit within and between each DOD component (Services, Defense Agencies) and those of IA, MN, NGO, PVO, and commercial industry partners. This includes accessible inventory at vendors and repair locations, sustainment inventories, War Reserve Materiel (WRM), and prepositioned assets. The JSE network will use decision support tools to match JFC requirements to optimal sources of supply based on global priorities. The result will be the networked and “truly holistic supply chain” called for in the JLWP.

Example: Integrate or Synchronize in order to Optimize Inventory Processes -- This JS JIC envisions an integration or synchronization and subsequent optimization of supply capabilities resulting in a new paradigm for the concept of “inventory.” Inventory will take on a greater perspective than simply accounting for items in storage. Inventory management will comprise an understanding of the status of all materiel available to the JSE. The inventory will be further defined by attributes that define its current location, state of ownership, material condition, and availability. A repair part in a commercial factory, food in a neighboring nation warehouse, a potential replenishment item in another military unit, or an item manufacturing capability are all elements of “inventory” in this new paradigm.

Once JSE partners are networked, end-to-end processes are integrated or synchronized, and visibility is achieved across the enterprise, JSE capabilities will be optimized. The “ocean of data” produced as a result of the network will be filtered by appropriate logic so that the right information is available to the right people in the right context – actionable information to support the JFC. With that refined visibility, situational awareness is raised across the enterprise. Eventually, unnecessary redundancies will be exposed and eliminated, gaps will be reduced, and cumbersome processes will be streamlined. The integration or synchronization of the network will enable optimization of joint supply performance.

Plan, Capture, and Predict

The JSPO will identify, understand, and anticipate JFC requirements by linking operational planning with supply capabilities and resources and by leveraging risk management strategies. The planning for joint supply support will be linked to the JFC’s mission, intent, priorities and operational objectives. This joint planning, in turn, will be coupled with the joint supply capabilities, processes, and procedures of JSE partners and synchronized by a collaborative objective to develop an effective concept of joint supply support. Additionally, the JSE will have the flexibility to conduct collaborative planning in a DSCA or other operating environment where DOD is not the lead.

Example: Planning, Capturing, and Predicting JFC Requirements --This JS JIC envisions an improved ability to meet JFC requirements on three levels. First, the supply planning process will be a part of, not an addition to, mission planning. Supply planners will be a part of all mission planning. Second, as JFC requirements change due to irregular consumption or change in mission, the JSE network, integrated with JFC warfighting requirements, will capture those demands and respond to them. Third, capturing of requirements shall inform a continuously learning and adapting JSE knowledge base. This knowledge base is enabled to predict JFC requirements and provide the JFC an optimized supply solution.

The JSPO will monitor and assess performance to ensure sustained joint supply readiness. Through the employment of collaborative tools, shared knowledge, and common lexicon, the JSE will provide distributed analytical capabilities to predict future JFC requirements.

The JSPO will plan for meeting JFC supply requirements in close collaboration as a part of warfighter planning processes and ensure sufficient supply capacity is identified to meet JFC courses of action. The JSE will capture and confirm all customer requirements through close linkages with JSE customers and maintain accurate demand history for all commodities. The JSE will gain visibility of all local purchases and direct vendor delivery purchases to more accurately capture demands. The JSE will predict the supply requirements for JFC courses of action using robust, scenario based, modeling and decision support tools. The JSE will maintain continuous coordination and synchronization with the JFC in order to anticipate changes in the scope and tempo of operations or mission.

Network Joint Supply Operations

The JSE will be networked through established relationships, integrated business processes, and systems using common authoritative data. The development of a business process and information network architecture that provides reliable, transparent, and trustworthy information will facilitate a common operating picture. This architecture will enable the integration or synchronization of decentralized supply operations. This architecture shall also establish effective interfaces with other logistics capability areas (e.g. maintenance, distribution, etc.).

Example: Networked Platforms -- This JS JIC envisions sensors at the platform level networked from the tactical location across the JSE to provide real-time consumption data. Automated consolidation of this data gives the JFC accurate joint supply readiness information and enables the JSE to capture accurate requirements.

The network will link supply and financial information, asset visibility (DOD, IA, MN, NGO, PVO, and commercial industry partners), and the enabling systems so the JFC can “see” supply requirements and supply assets by location, ownership, quantity, and condition status. Global supply visibility will also enhance the requirements determination capability. The JSE supply visibility will extend from source of supply to the point of employment. The JSE will integrate commodity embedded sensors to further enable supply visibility within the JOA. Ultimately, this networked capability will allow automatic replenishment as items are consumed.

Link Seamlessly to the JDDE

The linkage between the JSE and JDDE begins with the respective process owners. The JSPO and Distribution Process Owner (DPO) must participate in a mutually supportive relationship with common objectives: Joint sustained readiness, perfect order fulfillment, and effective and efficient distribution for the JFC. That relationship will be supported by shared and complete situational understanding of the entire Joint Logistics Enterprise and all activities within that framework. The seamless linkage between the JSPO and the DPO will be synchronized across the supply chain from the planning process through execution.

This mutual support between the JSPO and the DPO shall extend throughout the respective enterprises. Transportation and supply organizational leaders at multiple levels will empower one another through synchronized processes that optimize effectiveness and efficiency. Transportation activities will be sufficiently agile to respond to priority adjustments and reroute and reconfigure inventory in-transit. Inventory managers will provide materiel to transporters in customized configurations and pre-staged quantities which may change in support of operational transitions.

JSE to JDDE Linkage Example: Collaborative Stock Positioning Decisions -- This JS JIC envisions a structured interaction between the JSE and JDDE that will actively evaluate stock positioning based first on operational effectiveness for the JFC and secondly on best value decisions. Shared data, analytic tools, and collaborative business processes will determine optimal stock locations and levels to maximize perfect order fulfillment for the JFC while minimizing total stockage and distribution costs. Optimized end-to-end distribution routes will provide accurate costs for levels of service. Route parameters will incorporate rules for pure pallet/container management and aggregation. Finally, common performance metrics will better align JSE/JDDE processes to optimize support for the warfighter.

The DPO and JSPO shall leverage each other's authorities and capabilities to support a cohesive and integrated supply chain. The JSPO shall ensure supply processes consider all ramifications of the

distribution of those supplies. Information systems employed by each enterprise will contribute to each other and enhance the overall effectiveness of the sustainment process. A transaction in either enterprise informs the entire JLEnt with actionable information.

Specific elements to enable this seamless relationship are included in the “JSE Integration with JLEnt Partners” section of Appendix G. These include: “A common operating picture including materiel availability and delivery status; common carrier agreements to move materiel from supplier locations into distribution channels; positioning of supplies using a routine review process...to provide optimal supply chain performance.”

Key elements of the ‘how’ JSE operations will achieve the central idea are described in the Table 4-1. Common themes linking central and supporting ideas are the establishment of an integrated and aligned operational architecture and common standards for business processes and data, and the integration of strategic, operational, and tactical supply processes. Joint supply operations will be aligned and optimized to promote knowledge and understanding of users’ requirements.

Table 4-1: How the JSE will Operate

How the JSE will Operate	Plan, Capture, and Predict Joint Supply Requirements	Integrate or Synchronize and Optimize global end-to-end supply capabilities	Network Joint Supply Operations	Link Seamlessly to the JDDE
Anticipate supply demands with accuracy	Integrate JS planning processes; Develop robust, scenario-based modeling tools to anticipate commodity-specific requirements for DOD as well as potential IA or MN operations	Establish JS capabilities that employ DOTMLPF solutions that enable rapid expansion, deployment and control of joint supply capabilities to meet anticipated requirements	Establish DOD standards for modeling and requirements forecasting; Establish data standards to enable enterprise-wide information sharing through net-centric capabilities; Establish commodity-specific standards for management of materiel item (catalog) information	Provide the JDDE with materiel movement or redirection information to meet prioritized immediate and anticipated JFC requirements
Establish robust and reliable supplier networks	Establish DOD or commercial capacity to meet anticipated, prioritized needs for each commodity through DOD infrastructure, commercial contracts, and/or IA agreements	Adopt best business practices tailored to specific industry segments	Adopt national or global industry standards for item identification and exchange of data to enable seamless information flow between DOD and its supplier networks	Align joint supply process architecture with JDDE architecture to optimize the end-to-end visibility and synchronization of materiel within distribution channels
....Continued next page				

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How the JSE will Operate	Plan, Capture, and Predict Joint Supply Requirements	Integrate or Synchronize and Optimize global end-to-end supply capabilities	Network Joint Supply Operations	Link Seamlessly to the JDDE
Provide visibility and control of materiel in storage & transit	Establish agreements and business intelligence tools to understand capabilities of DOD, commercial, and potential IA suppliers and identify potential shortfalls	Provide enterprise-level accountability and control of DOD-owned or controlled materiel; Establish Supplier-Customer link, minimizing unnecessary intermediate layers of management and inventory	Develop vertically integrated process architecture linking forward (tactical) operations with intermediate and national-level DOD, commercial, and/or IA supplier operations	Develop a common operating picture supporting shared situational awareness between JSE and JDDE.
Respond rapidly to demand triggers	Establish integrated information technology solutions that identify demands driven by predictive sensors, perpetual inventory management, and customer orders	Integrate national JS capabilities with operational-level Service & joint supply capabilities to eliminate gaps between Services, organizations and systems	Establish integrated IT solutions and standards that provide real-time confirmation of order, item availability, and delivery status	In coordination with the JDDE, establish carrier agreements to move materiel directly from supplier locations into strategic distribution channels
....Continued next page				

Continued from previous page....				
How the JSE will Operate	Plan, Capture, and Predict Joint Supply Requirements	Integrate or Synchronize and Optimize global end-to-end supply capabilities	Network Joint Supply Operations	Link Seamlessly to the JDDE
Link to Financial Processes	Tie supply course of action to financial consequences so best value to the enterprise customer can be obtained	Shape the development of interoperable financial and supply processes to link commercial, and DOD transactions and enable freedom of action for the JFC	Establish cost and billing elements within the JSE from a holistic supply-chain approach.	Prioritization and urgent needs are accommodated with single transaction authorization of purchase and express delivery
Designate a Joint Supply Process Owner	In coordination with the JFC, the JSPO will use modeling and simulation to facilitate joint supply solutions and conduct JSE risk-based assessments	Establish business rules and processes to facilitate prioritization and a hierarchy protocol to allow automatic redirection of supplies	Facilitate linkage of JSE supply operations with Service capabilities using common processes and procedures	Provide an authoritative point of integration with the DPO allowing leveraging of authorities and capabilities to provide POF to the JFC from an integrated supply chain.

Table 4-1: How the JSE will Operate

Hypothetical examples of these capabilities demonstrated in the context of the future operating environment are included in Appendix I: *Demonstration of the Solution – Vignettes*.

4.E. Supply Capabilities

In terms of the DOD Joint Capability Areas, supply is a Tier 2 logistics capability. Currently, supply consists of three Tier 3 functional capabilities: Manage Supplies and Equipment, Inventory Management, and Manage Supplier Networks (See Figure 4-2). These capabilities collectively provide the abilities to: identify and select supply sources; schedule deliveries; receive, verify, and transfer products; and authorize supplier payments. These capabilities enable JSE Partners to see and manage: inventory levels, capital assets, business rules, supplier networks, and agreements, as well as assessments of supplier performance.



Figure 4-2 Current Supply Capabilities

However, current supply capabilities do not address the integration of DOD, IA, MN, NGO, PVO, and commercial industry capabilities to provide a holistic supply enterprise. The current capabilities were derived from the context of separate Services and agencies striving to behave jointly; they were not derived from the context of an integrated JSE. Therefore, the current capability structure is not sufficient to provide the benefits to the JFC as described in this JS JIC. The current capabilities must be expanded to account for the integrated enterprise described in this concept.

This JS JIC proposes adding two additional Capabilities: Operate the JSE and Assess Global Requirements, Resources, Capabilities, and Risks. Furthermore, the capability of Managing Supplier Networks is expanded to include a “global” perspective.

This expansion results in the five capabilities described in Figure 4-3. These are the five capabilities required to implement this concept, whether applied by the joint force unilaterally or in conjunction with

partners. Appendix C decomposes these capabilities into subordinate tasks and assigns potential measures for assessing their performance.



Figure 4-3 Proposed Supply Capabilities

A description of each of these joint capabilities in the context of an integrated JSE follows.

JS -001C Operate the JSE: The ability to work collaboratively with all partners and customers within a networked JSE, i.e., Net-Centric Environment, to attain real time global visibility of requirements, total inventory, resources and capabilities, share knowledge and information, conduct integrated joint supply operations and performance reviews, and when required, coordinate adjustments to the end-to-end supply process and capabilities to optimize performance for the JFC. To this end, the JSPO is responsible for coordinating and synchronizing JSE partners to deliver POF and sustained joint supply readiness.

JS -002C Inventory Management: Focuses on where materiel exists and where it needs to be positioned. This functional capability includes an ability to receive that materiel in the right quality and quantity and to enable precise distribution and transfer of materiel to the customer while integrating and optimizing the links/business processes between supply nodes, maintenance, and distribution providers. Very important here is the JSE's ability to link its processes and capabilities with others in the JLEnt (seamless connectivity to the JDDE and other logistics capability areas). Joint supply operations provide materiel inventories to attain the JFC's desired material readiness goals.

JS -003C Manage Global Supplier Networks: The ability to identify and select suppliers of materiel includes not only the ability to source routine and surge requirements from the U.S. industrial base, but

also the ability to ensure global supply availability and the capacity to support operations involving U.S., IA, PVO, and MN partners engaged in ever changing military activities around the globe. The JSE partners will source needed materiel through various means and from various locations to meet the needs of the JFC.

JS -004C Manage Supplies and Equipment: The ability to maintain accountability and set retention levels of supplies and equipment. This capability within the JSE integrates the supply network with its partners and the JFC. The JSE will have the ability to tailor supply packages through requirements developed from the assessment process (see task JS-005C below). Included in this capability is enterprise wide visibility using shared authoritative data to see resources within the JSE.

JS -005C Assess Global Requirements, Resources, Capabilities and Risks: The ability to assess in real-time global requirements/demands against available resources and capabilities, make recommendations where supplies should be positioned to include WRM and prepositioned assets, and to mitigate risks. These (requirements, resources, capabilities, and risks) assessments require close collaboration with the Services, joint force operation planners, Service maintenance activities, and the DPO. Assessments are accomplished in a collaborative environment in order to accurately plan, capture, and predict supply requirements; ensure global, regional, and theater supply readiness; and to provide responsive supply support for the JFC.

4.F. Conditions and Standards

The five capabilities listed above are decomposed into tasks and sub-tasks for the purpose of assessing their functional performance and follow-on CBAs. These tasks are detailed with accompany descriptions in Appendix C. The Standards are expressed in terms of “Measurements” in the Appendix and will be further developed in subsequent CBAs.

Conditions in future concept documents are typically expressed as varying levels of environmental or geo-political related variables (e.g. sever rain or non-permissive political environment). In the staffing and development of this JS JIC, there was consensus that the nature of the tasks associated with the five capabilities identified are not improved by linking them to any one or group of conditions. In order to achieve the identified capabilities, the tasks must be performed regardless of environmental or geo-political conditions. A JSPO must exist and function regardless of any external condition. Therefore, the

“Conditions” normally include in Appendix C of a future concept are simply assumed to be “all conditions” in this JS JIC.

5. Risks and Mitigation

This JIC calls for change. Inherent to any change is risk and we anticipate risk in the following divisions:

- Risk that the change will meet resistance
- Risk imposed upon operations in the course of change implementation
- Risk that the change will not be implemented effectively (or at all).

It is not possible to predict all risks. However, it is reasonable to make some assumptions regarding the most likely risks and devise mitigating strategies in anticipation of those risks. This section addresses some of the more likely risks anticipated and suggests some mitigating strategies. These risks are addressed in two categories: Operational Risks – those risks to operations incurred by implementing the solution either wholly or partially; and Non-Operational Risks – mostly risks to the JIC itself, but without direct consequence to military operations.

5.A. Operational Risks

Risk: Increased dependence on information processes, systems, and technologies adds potential vulnerabilities that could be exploited by adversaries.

Mitigation: Increased network security training. Development of new Information Assurance strategies and technologies.

Risk: Over-reliance on information and communications technologies may result in forces incapable of operating effectively in the absence of those technologies due to failure, attack, or undeveloped infrastructure.

Mitigation: Increased reliability of new equipment and appropriate levels of integrated redundancy in system architectures. Training and exercises that realistically simulate conditions of failure and attack.

Risk: Indiscriminate exploitation of expanded information technology capabilities could cause information overload which may lead to increased decision times or the inability of users/leaders to identify decision relevant information.

Mitigation: Increased training and war-gaming that realistically simulate time-sensitive decision cycles. Develop intuitive decision support tools to assist decision makers at all levels.

Risk: NGOs may not embrace full interoperability with DOD due to neutrality status or desire to avoid perceived collusion with DOD.

Mitigation: Increased exercises, training, and summit meetings with NGOs to determine how interoperable they can be with DOD and exploit as much of those opportunities as is practical.

Risk: Insufficient security/protection of sources of supply, strategic distribution platforms, and LOCs to prevent interdiction and anti-access activities.

Mitigation: Increased joint war gaming and exercises, which prepare Joint Forces to operate in such environments. Continue to emphasize decreased logistical footprint and dispersal of forward logistics centers. Develop new concepts/platforms capabilities for less reliance on established air and seaports.

Risk: Austere conditions and enemy anti-access measures that limit forward stocking options.

Mitigation: Increased joint war gaming and exercises, which prepare Joint Forces to operate in such environments using multiple delivery options. Also, emphasize Phase 0 campaign planning initiatives that address access to air, land, and sea in the global commons and access to sovereign air, land, and sea within allied/cooperative nations.

Risk: Insufficient planning, assessment and investment in U.S. industrial base capabilities may result in insufficient capacity to sustain joint forces for simultaneous surge operations and in all aspects of CSER military activities.

Mitigation: The JSPO and OSD will establish a strategy and plan to continually assess and test industrial base capabilities, and implement programs and incentives to ensure these capabilities are available for CSER military activities.

5.B. Non-Operational Risks

Risk: The concept's vision that the JSPO requires a significant ability to coordinate and synchronize the supply capability across organizations could lead to the misconception that the JSPO will

usurp the roles and authorities of other military and/or government agencies or may lead to information-enabled micromanagement

Mitigation: Education, war-gaming, and experimentation to inculcate the value of centralized coordination and synchronization of a decentralized supply enterprise and to instill a culture of collaboration.

Risk: Investment risks. Insufficient or limited resources prevent acquisition of materiel, access to materiel, new technologies or information required to achieve the capabilities envisioned.

Mitigation: Prioritized funding and/or phased implementation of technologies and capabilities.

Risk: Net-centric capabilities are not achieved throughout the joint supply enterprise, particularly commercial and coalition partners

Mitigation: Retain key legacy interfaces. Increase training with allies.

Risk: Legal restrictions on partnerships with commercial, host nation, and MN partners remain unchanged.

Mitigation: Force structure and training must continue in order to enable U.S. Forces to execute JSE operations in the current manner. Training authorities with MN, IA, NGO organizations should be expanded to include preparatory planning and actions.

Risk: Legislative and regulatory restrictions that impose supply enterprise constraints remain unchanged.

Mitigation: Seek Congressional support for emergency relief from legislation such as the Berry Amendment and the Buy American Act upon Presidential declaration of a national security emergency or SecDef emergency waiver request.

Risk: Organizational and cultural resistance to change.

Mitigation: Establish concept implementation as a DOD leadership priority and utilize effective training to build a culture of adaptability.

6. Implications

Developing the capabilities within this concept for joint supply operations carries a number of implications; the extent will be understood through experience and experimentation. A number of the potential implications are addressed hypothetically in the vignettes in Appendix I: Demonstration of the Solutions – Vignettes.

The following is a list of DOTMLPF implications of this concept:

Doctrine.

- The doctrinal aspects of JP 4-0 will need a revised focus in Chapter II – Core Logistic Capabilities and how the JSE integrates with other core capabilities. JP 4-09, Joint Doctrine for Distribution, will also have to be re-examined to ensure supply and distribution points of integration and corresponding roles are understood and this concept's impact is fully determined.
- Doctrine must be refined to reflect a JSPO, procedures to execute joint supply missions within an enterprise construct, and address the nature of operations with IA, MN, NGO, PVO, and commercial industry partners. There may be a resulting requirement to review and change appropriate legislation as well as other DOD and Service policies.
- Doctrine that establishes standard terminology, taxonomies, symbology, and authoritative data within the JSE must be developed.

Organization

- The joint force will require greater force protection as the JSE expands its sourcing elements to local providers (including delivery) and its requirement/demand generators to IA, MN, NGO, PVO, commercial industry and other sources. Organizational changes may be required to enhance force protection capabilities.
- This concept introduces a new Joint Supply end-to-end framework built upon JSE partner agreements and a networked environment coordinated by a JSPO. Although this is a process, as opposed to organizational, solution, it is likely

organizational changes will be required to optimize the process framework.

Training

- Revised training for Service and Agency personnel with a role in the JSE to achieve the desired capabilities, particularly providing full visibility and accountability to the JSE. This will ultimately impact Service training commands and leadership training.
- Addressing professional development and career paths of those assigned to JSE partner organizations.
- To successfully implement and operate the JSE many joint roles and functions require training. Additionally, the results of the training should allow for position interchangeability within the enterprise.
- JSE Partners should participate in routine and cyclical exercises with IA elements in DSCA or other scenarios.
- Joint supply training should include an element of training on DSCA using the National Incident Management System (NIMS), National Response Framework (NRF), Interagency Management System (IMS), and USNORTHCOM DSCA CONPLAN as baselines.
- As the JSE capabilities are implemented and made available to all partners and customers, decision makers shall require skills that will allow them to determine the most effective and efficient means to support the JFC objectives.
- Establish Joint Supply Professional (JSP) certification criteria. The criteria should include formal service supply training, specific JSP training, correspondence, academia, and a JSP course. Additionally, the following JSP elements should be included:
 - Knowledge or experience in DSCA operations and understanding of the basic processes and tenets of the NRF and NIMS
 - Knowledge of supply processes for operating with typical alliances (NATO, UN, USFK combined processes with ROK, etc.)

Matériel

- Matériel solutions in information technology to support the necessary visibility and accountability of matériel across the JSE. This includes implementing supply tracking and receipt capability to the point of employment.
- The future military environment will place greater demands on technology such as autonomics, robotics, wireless technology, and prognostic sensors that must be integrated into the JSE. Additionally, new matériel developments will drive the standardization of an architecture so the joint logistician's data can be obtained, understood, and acted upon at the JFC level, providing visibility with purpose. In turn, the development of integrated communications systems whether JSE connectivity is through the web, LAN, satellite, or otherwise will have to meet the needs of the joint logistician in a networked environment.
- The establishment of the Net-Centric Environment is a critical aspect needed to successfully integrate. Although most of the requirements stated below are already addressed in the Net-Centric Environment Joint Functional Concept, they are being restated here to emphasize their importance to this integrating concept:
 - A real, or real-time common operating picture tailorable to user needs
 - Timely, reliable, and accurate asset visibility
 - A collaborative environment that enables direct communication with any and all applicable actors
 - Advanced security tools to ensure only access to information is granted to those with the appropriate role
 - Continuity of operations capabilities to allow continued supply operations in the absence of persistent communications
- Development of intuitive decision support tools/aids to assist decision makers at all levels. Increased data flow and visibility could lead to information overload and the temptation for information enabled micromanagement. This tends to result in increased decision times and confused lines of authority. Decision aids will assist in filtering the information down to the truly critical data at the appropriate levels and support faster decision cycles within clarified lines of authority.

Leadership and Education

- Leaders must have a broad understanding and insight into the capabilities of the Services, IA, MN, NGO, PVO, and commercial industry.

Personnel

- Potential reorganization or reduction in personnel to meet optimization goals within the JSE. Personnel with greater joint supply training/understanding (see *Training and Leadership and Education* above) and ability to integrate IA, MN, NGO, PVO, and commercial industry personnel will be desired.
- Establish Joint Supply Professional (JSP) certification criteria. The criteria should include formal service supply training, specific JSP training, correspondence, academia, and a JSP course. Additionally, the following JSP elements should be included:
 - Practical experience in logistics planning to support a Joint Task Force or other Joint activity
 - Knowledge of unique aspects of each Service's supply processes
 - Knowledge of joint supply operations
 - Knowledge of U.S. Government agency and major NGO processes when operating with DOD
 - Knowledge of automated systems enabling supply and practical experience with those systems to support a Joint activity
 - Familiarization with Operational Contract Support

Facilities

- Potential reduction in facilities due to reduction in redundant inventory, warehousing and other elements contributing to an oversized supply footprint. Also, potential additional or modification to existing facilities to accommodate elements introduced by the JSE.
- Expansion of supply support platforms or capabilities from the sea. Freedom of action could be limited during the early stages of a military operation with reduced access to facilities ashore. Sea based platforms will be a strong capability consideration in

an anti-access environment to transition joint supply capabilities from strategic to operational/tactical.

Policy

The JLWP states current law and policy may hinder and possibly prevent the full implementation of the change called for in that document. Additional research on desired Congressional support is needed to determine what specific change may be required to support implementation of the ideas in that paper and this concept. However, implementation of this JIC will call for, at a minimum, changes to laws and policy in the following areas:

- Current DOD financial policy inhibits system agility and integration necessary to support flexible supply operations. The JSE requires interoperable financial capabilities, supporting DOD, other participants and the commercial sector that is focused on JFC operational priorities and allows for optimization across the enterprise. The future DOD financial system must also provide a single billing capability for supply requirement fulfillment options with scaled delivery as established via a multi-echeloned priority system, rather than by the Service of origin or transportation mode. It must enable the changes and redirections of supply requirements not only among U.S. Forces, but also among IA, MN, NGO, PVO, and commercial industry participants that could act as a source or requirement generator. Current policy, which sometimes obligates funds at time of requisition and is incapable of changing a requisition line of accounting, is not conducive to this concept.
- The establishment of the JSPO requires appropriate policy which designates the JSPO. The designation should include the codifying of roles, responsibilities, relationships, authorities, and resources to improve joint supply.
- New policy implications from JSPO responsibilities include:
 - Policy that reflects a role in Defense Working Capital Fund
 - Policy that designates the JSPO as the DOD Joint Supply capability area manager.

- The current point Joint Qualification System (JQS) within Public Law 109-364 must be modified to address the establishment of the Joint Supply Professional certification.
- Policies regarding the sharing of information (logistics) with other nations must be modified.
- Policies regarding the acquisition, coordination, or purchase of information from commercial sources may require revision.
- Policies or legislation, such as Buy American Act, Berry Amendment, and other such restrictions on local sourcing should be reviewed for modification.

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Appendix B: Glossary and Acronyms

B.1. Terms and Definitions

Doctrinal terminology is used in this paper where appropriate, but this JIC was written with an effort to reduce jargon and overly technical terminology. In those cases where a specific term is necessary to describe an exacting concept, the term is defined in this glossary and, in many cases, the body of the document. Terms such as "Joint Supply end-to-end framework," "perfect order fulfillment," and "Joint Supply" are very important to the central idea of this JIC and are specifically defined. The reader should assume JP 1-02 definitions apply unless an alternative definition is provided.

Asset Visibility: Provides users with information on the location, movement, status, and identity of units, personnel, equipment, and supplies. It facilitates the capability to act upon that information to improve overall performance of the DOD's logistics practices.

CSER: For ease of use, the collective military activities of Combat, Security, Engagement, and Relief and Reconstruction described in the CCJO, shall be referred to by the acronym "CSER" in this document.

Horizontal Integration: Sharing information, plans, and transactions between JSE partners to achieve a "virtual" integration without having command and control over the entities. Using information sharing and strategic partnerships allows each of the value added steps in the supply process to be performed by the most capable partner.

Integration: The arrangement of military forces and their actions to create a force that operates by engaging as a whole (JP 1-02).

Interoperable: Composed of systems, capabilities, and organizations that are functional in harmony across all joint force elements. Elements considered are able to exchange knowledge and services among units and commands at all levels of joint supply.

In Transit Visibility (ITV): The ability to track the identity, status, and location of Department of Defense units and non-unit cargo (excluding bulk petroleum, oils, and lubricants) and passengers, medical patients, and personal property from origin to consignee.

Joint Logistics Enterprise (JLEnt): A matrix system of key global logistics providers, Combatant Commands, Services, Agencies, the national industrial base, MN, NGO, PVO, commercial contractors, etc. and consists of the aggregate capabilities of their equipment, procedures, doctrine, leaders,

technical connectivity, information, shared knowledge, organizations, facilities, training and materiel necessary to provide logistics solutions to the JFC. Furthermore, the JLEnt is a collaborative network of capabilities that when synchronized is a joint whole greater than the sum of the Service parts and can provide an unassailable U.S strategic advantage and is critical to achieving the unity of purpose and unity of effort required to support the JFC. (JLWP)

Joint Supply end-to-end framework: The integration or synchronization of all JSE Plan, Source, Make/Maintain/Repair, Deliver, and Return processes; the forward and reverse flow of materiel, services, information and finances; and the related JSE capabilities between source of supply and the point of employment.

Joint Supply: The processes and functional capabilities necessary to meet the Joint Force Commander's materiel needs in support of national objectives.

Joint Supply Enterprise: An enabled network of joint supply operations partners and customers that is collectively capable of producing sustained supply readiness and perfect order fulfillment for the JFC ensuring their freedom of action and operational adaptability across the CSER military activities.

Joint Supply Planning: The process of planning supply support to link the JFC's mission, intent, priorities and operational objectives to the joint supply capabilities, processes and JSE partners. Joint supply planning includes joint supply processes, procedures and JSE partners; collaborative linked to develop an effective concept for joint supply support. Effective planning among the combatant commands, Services, IAs and NGOs is essential to enable integration and visibility across the operational environment. Obtaining and understanding joint requirements for supplies is vital to supporting the JFC's supply demand requirements, deployment and employment priorities and redeployment of forces and equipment.

Materiel: All items (including ships, tanks, self-propelled weapons, aircraft, etc., and related spares, repair parts, and support equipment, but excluding real property, installations, and utilities) necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. (JP 4-0)

Materiel Sustainment: The provision of materiel required to maintain and prolong operations until successful mission accomplishment.

Networked: The human and technical connectivity and interoperability that allows all JSE Partners and Customers to share information, data, or knowledge in order to increase operational effectiveness through coordinated movement and action.

Perfect Order Fulfillment: Providing the right items in the right condition when and where the customer requests it. (JP 4-0)

Perfect Order Fulfillment Measurement (SCOR®)¹: Perfect Order Fulfillment is a discrete measurement defined as the percentage of orders 1) delivered "on time and in full" to request date AND/OR to commit date; 2) that meet the customer's 3 way match (invoice, PO, and receipt); and 3) have no product quality issues.

Phase 0: A phase represents a definitive stage during which a large portion of the forces and joint/multinational capabilities are involved in similar or mutually supporting activities. Phase 0 represents the OPLAN approval phase and Shaping phase. (JP 3-0)

Point of Employment: A physical location designated by a commander where force employment/emplacement or commodity consumption occurs.

Process Owner: The Head of a DOD Component assigned a responsibility by the SecDef 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.

Surge: To rise suddenly to an abnormal level or value. Examples include: a surge in customer requirements/capabilities needed, or a surge in industrial base surge production to meet increased demands.

Sustaining Stocks: Stocks to support the execution of approved operation plans beyond the initial predetermined period covered by basic stocks until resupply is available for support of continued operations. (JP 1-02)

¹ The Supply-Chain Operations Reference-model (SCOR®) is the product of the Supply-Chain Council, an independent, not-for-profit, global corporation with membership open to all companies and organizations interested in applying and advancing the state-of-the-art in supply-chain management systems and practices.

Total Inventory Visibility (TIV): A single shared enterprise view of all available supplies managed by JSE Partners and its location, and condition to include unique item information (UII) and related data that enables cross leveling, lateral support, and optimization of its use.

Vertical Integration: Integration within a commodity supply chain that connects the core business processes between suppliers and customers.

B.2. Acronyms

AFB	Air Force Base
ADM	Admiral
AIT	Automatic Identification Technology
CBA	Capabilities-Based Assessment
CCJO	Capstone Concept for Joint Operations
CMOC	Civilian Military Operations Center
COCOM	Combatant Command
CSER	Combat, Security, Engagement, and Relief and Reconstruction
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CONOPS	Concept of operations
CSART	Combat Support Agency Review Team
DLA	Defense Logistics Agency
DOD	Department of Defense
DoS	Department of State
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities
DPO	Distribution Process Owner
DSCA	Defense Support of Civil Authorities
GAO	Government Accountability Office
FEMA	Federal Emergency Management Agency
IA	Interagency
ITV	In-transit visibility
JCA	Joint Capability Area
JCIDS	Joint Capabilities Integration and Development System
JDDE	Joint Deployment Distribution Enterprise
JFC	Joint Force Commander
JFC	Joint Functional Concept (When used in the Associated JFC/JIC/Capability column of Appendix C)
JIC	Joint Integrating Concept
JLEnt	Joint Logistics Enterprise
JLWP	Joint Logistics White Paper
JOE	Joint Operating Environment
JOA	Joint Operating Area
JOpsC	Joint Operational Concepts
JQS	Joint Qualification System
JQP	Joint Qualifying Professional
JSE	Joint Supply Enterprise
JSP	Joint Supply Professional
JSPo	Joint Supply Process Owner
JTF	Joint Task Force
LOC	Lines of Communications
LOE	Limited Objective Experiment

LMI	Logistics Management Institute
MN	Multinational
MRE	Meal Ready-to-Eat
NAS	Naval Air Station
NCE	Net-Centric Environment
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
OSD	Office of the Secretary of Defense
POE	Point of Employment
POF	Perfect Order Fulfillment
PVO	Private Volunteer Organization
SecDef	Secretary of Defense
TIV	Total Inventory Visibility
UN	United Nations
USAID	United States Agency for International Development
USFK	United States Forces Korea
USJFCOM	United States Joint Forces Command
USNORTHCOM	United States Northern Command
USSOUTHCOM	United States Southern Command
USTRANSCOM	United States Transportation Command
WRM	War Reserve Materiel

Appendix C: Table of Capabilities, Tasks, and Measures

See attached Matrix with tasks and sub-tasks.



Table C-1: Supply Capabilities

Joint Supply Enterprise Capabilities

Capability /Task Number	Tasks/Sub Tasks	Task Description	Measures	Attributes	Associated JFC/JIC/ Capability	Related JCAs
JS-001C		Operate the JSE				
JS-001T	Establish and maintain Joint Supply Process Ownership	Designate the Head of a DOD Component to serve as the single DOD point of contact to coordinate and synchronize the supply processes, operations, capabilities, and the application of resources necessary to provide sustained supply readiness and perfect order fulfillment of all classes of supply to the JFCs. Joint Supply Process Ownership includes the requisite authorities and responsibilities to coordinate, sustain, improve and recommend new joint supply processes, and establishes accountability for joint supply process outcomes. Joint Supply Process Ownership includes advocating for improvements across all DOD Components for effectiveness, efficiency, and alignment relevant to the joint supply process.	Yes/No - Development and approval of a new DOD Directive or DOD Instruction which delegates requisite authorities and responsibilities for the JSPO to succeed.	1,3,4,5,6,8, 11	JLWP	Corporate Management and Force Support
JS-001.1T	Establish and maintain formal JSE Partnerships	The JSPO in collaboration with the JSE builds and maintains the supply partnerships necessary to establish linkage and achieve synergy between DOD, commercial industry, and other partners (IA, MN, NGO, PVO), maintenance, and distribution capabilities in support of JFCs.	Yes/No - Development and approval of a chartered governance structure that includes all JSE partners and customers.	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11	JLWP, CCJO	Building Partnerships and Logistics
JS-001.2T	Develop and Maintain Joint Supply Enterprise Process Definition	The JSPO will develop a process definition that aligns and integrates joint supply operations processes with the processes for strategic and operational planning, distribution, maintenance, materiel life cycle management, supplier networks, finance & accounting, and customers' requirements forecasting/ demand planning.	> Yes/No - Mechanisms exist to collaborated and develop with partners . > percent JSE process definition is used.	ALL	JLWP, Net-Centric JFC	Corporate Management, Force Support, Net-Centric, Logistics
JS-001.3T	Develop and implement enterprise-wide business rules	The JSPO in collaboration with JSE Partners and Customers establishes and enforces business rules and working protocols governing the collaborative support of contributing organizations. These rules will control the enterprise by creating capabilities to plan, schedule, apportion, allocate, route, direct, and validate/adjudicate priorities across the JSE.	Percentage of enterprise business rules established that achieve desired outcomes versus the total number of enterprise business rules required.	1, 3, 4, 6, 7, 8, 10, 11, 12	JLWP	Corporate Management, Force Support Net-Centric, Logistics
JS-001.4T	Execute decision making from an enterprise perspective	The JSPO will make decisions supported by collaboration with JSE Partners and Customers and with shared situational understanding of the supply posture of the entire JSE.	Percentage of times JSPO decisions are coordinated with and understood by all JSE Partners and Customers.	ALL	JLWP	Corporate Management, Force, Support Net-Centric, Logistics
JS-002T	Integrate / synchronize and optimize JSE business processes and capabilities with those of the Joint Logistics Enterprise.	The JSE will define joint supply processes and integrated them with the other logistics joint capability areas (e.g., Distribution, Maintenance, Operational Contracting) .	> Percentage of JSE members and JFCs integrated into common process. > Speed of integration > Accuracy of integration	ALL	JLWP, JL (D) JIC, Net- Centric JFC	Logistics

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Capability /Task Number	Tasks/Sub Tasks	Task Description	Measures	Attributes	Associated JFC/JIC/ Capability	Related JCAs
JS-002.1T	Integrate diagnostic/predictive maintenance capabilities incorporated into future weapons systems into demand planning and order fulfillment processes	Integrate supply processes with maintenance processes that use remote monitoring, predictive diagnostics, or autonomies to report and anticipate failures and consumption to anticipate demand associated with weapons systems and other platforms.	95% -100% demand forecast accuracy	1, 2, 3, 4, 5, 6, 7, 8, 11, 12	JLWP	Logistics
JS-002.2T	Integrate and synchronize supply processes with distribution process	The JSE will coordinate with the JDDE to develop and maintain capabilities for controlled, visible movement through supply chains and intermediate storage and/or transshipment locations. Joint supply capabilities must support standard best-business processes optimized for functional capability supplier networks and allow transportation requirements to flow seamlessly into the JDDE for movement planning and for visibility and control while in-transit.	> Percentage of visibility available to JSE partners and customers. > Percent of time network is linked and operational.	ALL	JL (D) JIC, JLWP	Logistics
JS-002.2.1T	Control customer direct materiel shipments	The JSE must establish accountability and control of customer direct materiel so that, in coordination with the JDDE, movement exceptions resulting from late, misrouted, and/or incomplete markings or documentation by the vendor can be resolved.	> Time required to make movement direction decision. > Threshold - 95% accountability > Objective - 100% accountability	4, 5, 6, 8, 12	JL (D) JIC, JLWP	Logistics
JS-002.2.2T	Develop and implement global integrated route structures	The JSE and JDDE will build an integrated and networked DOD supply and distribution process to achieve optimized global integrated route structures from point of origin to point of employment with the necessary levels of service and associated business rules for the delivery of materiel.	> Time needed to develop global integrated route structures. > Yes/No - global integrated route structure built. > Yes/No - Costed levels of movement established for routes. > Yes/No - Route structure options with coasted levels of movement visible to JSE and JDDE.	1,2,4,5,6,8, 11, 12	JL (D) JIC, JLWP	Logistics, Net-Centric and Building Partnerships
JS-002.2.3T	Develop JSE and JDDE common performance metrics	The JSE and JDDE will build an integrated and networked DOD supply and distribution process to measure and assess common performance metrics to align processes and optimize support for the JFC.	> Objective - 100% agreed-upon common JSE and JDDE performance metrics that ensure POF and improved supply readiness for the JFC.	1,2,4,5,6	JL (D) JIC, JLWP	Logistics
JS-002.3T	Develop JS common lexicon	The JSE partners require a common lexicon to communicate business processes across the enterprise. This lexicon will also apply to those non-DOD partners.	> Percentage terms required to support business processes that are adopted by JSE and incorporated into doctrine.	ALL	JL (D) JIC, JLWP	Logistics

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Capability /Task Number	Tasks/Sub Tasks	Task Description	Measures	Attributes	Associated JFC/JIC/ Capability	Related JCAs
JS-003T	Network the JSE	The JSE will be networked through an integrated joint supply enterprise architecture that supports common, best business practices. This architecture will align supported force capabilities with supporting supplier capabilities and enable authoritative supply data to be shared throughout the JSE.	> Percent of time JSE has visibility of all supplies available to DOD. > Percent of time network is linked and operational.	ALL	JLWP, Net-Centric JFC	Logistics, Net-Centric and Building Partnerships
JS-003.1T	Develop and implement Common data standards that enable data sharing to promote knowledge-based decision-making	The JSE must employ joint supply capabilities that control and synchronize the sourcing, stocking and release of materiel using standardized, authoritative data shared through a net centric operating environment as part of a future global command and control system. The JSE will also leverage its collaborative information environment capabilities and employ robust, intuitive decision-support tools to provide JSE Partners and Customers with complete and concise authoritative information on supply availability to support informed decisions the evaluation of courses of action.	> Yes/No common data standards are developed within the JSE . > Yes/No data is derived/ designated from an authoritative source.	1, 2, 3, 4, 6, 7, 8, 10, 11, 12	JLWP, JL (D) JIC , Net- Centric JFC	Logistics, Net-Centric
JS-003.2T	Provide Total Asset Visibility	Provide enterprise-wide visibility of DOD and commercial supply assets (Classes 1 through X) on contract, on hand, on order, and/or in transit from source to customer.	> Percentage of data, and /or assets are visible from source to customer. > Percentage of time visibility is available.	1, 4, 6, 8, 10, 11, 12	JLWP, JL (D) JIC , Net- Centric JFC	Logistics, Net-Centric
JS-003.3T	Provide automated inventory visibility and tracking	The JSE will incorporate automated identification technologies (AIT) that interact with joint supply and JDDE systems within a net centric operating environment to provide the capability to quickly identify and track materiel and expedite processes such as stock picking, deliveries, receiving and inventory management.	Percentage accuracy of JSE and JDDE shared information.	1, 4, 6, 8, 10, 11, 12	JLWP, JL (D) JIC , Net- Centric JFC	Logistics, Net-Centric
JS-004T	Control/Manage JSE Operations	Control/Manage of the JSE is accomplished through the concept of supply process ownership which is the responsibility to ensure that business processes and information are coordinated and synchronized across organizational boundaries at all levels to enable the seamless flow of supplies from source to customer.	Percent of JSE operations conducted per JSE plans.	ALL	JLWP	Corporate Management and Force Support
JS-004.1T	Conduct JSE Planning	Conduct joint, interagency, multinational supply planning. Develop flexible and adaptable planning and coordination mechanisms. Supply planning must be an integral part of, not an appendage to, operational planning.	> Yes/No - Mechanism exists to incorporate JSE capabilities during joint planning process. > Percentage of OPLANs/CONPLANS reflecting JSPO and JSE review/input. > Time to develop JSE plans.	ALL	JLWP	Command and Control
JS-004.1.1T	Develop JSE adaptive planning capabilities to meet JFCs' requirements	Includes integrated planning of JSE partners and customers.	> Percentage operational planners linked with supply and demand planners. > Time to assess enterprise requirements.	1, 6, 7, 8, 9, 10, 11, 12	JLWP, (D) JIC JL	Command and Control

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Capability /Task Number	Tasks/Sub Tasks	Task Description	Measures	Attributes	Associated JFC/JIC/ Capability	Related JCAs
JS-004.1.2T	Forecast demand for supply to determine right capacity	"Capacity" includes the proper depth (quantity) and breadth (type) of items.	> Time to develop depth and breadth of JSE capacity. > Percent of initial plans requiring revision.	1, 2, 3, 5, 6, 7, 8, 10, 11	JLWP	Command and Control
JS-004.1.3T	Develop Courses of Action (COA)	Includes supply optimization analysis IAW JFC objectives and priorities.	> Percentage of possible JSE partners are an element of analysis. > Time to complete supply optimization analysis.	ALL	JLWP, (D) JIC	Command and Control
JS-004.1.4T	Evaluate and Select Best COA(s)	COA Evaluation could include use of model and simulation.	> Time to define problem, review data, build, assess, validate model, and perform analysis. > Percentage of Course(s) of Action that support operational adaptability and freedom of action. > Percentage COA's IAW JFC objectives and priorities.	ALL	JLWP, (D) JIC	Command and Control
JS-004.2T	Coordinate/ synchronize JSE operations from source of supply to point of employment	The JSE Partners integrate / synchronize the supply processes necessary to obtain supply from their source, hold them in inventory as necessary, release them in response to or anticipation of specific needs, and coordinates their movement with the JDDE priorities to provide POF IAW JFC.	> Percentage of requisitions closed to POF standards. Threshold --95 % Objective -- 100% > Percentage of processes are agreed upon across JSE.	ALL	JLWP, JIC	Logistics
JS-004.3T	Continuously measure and assess JSE Operations against JFC performance standards. Report and adjudicate results.	Metrics must be developed to assess overall JSE performance as well as the performance of JSE segments against the contribution to JFCs' freedom of action and operational adaptability. Note: This type of assessment is conducted post-operations; the true measure of success is how the operation went.	> Percentage of JSPO / COCOM agreed metrics implemented, measured, and reported to COCOMs and JSE Partners. Percent within 1 year of identifying metric.	ALL	JLWP	Logistics
JS-004.3.1T	Develop metrics to measure JSE support against JFC standards of supply performance	Metrics developed are JFC influenced that facilitate freedom of action and operational adaptability.	> Yes/No - Mechanism exists to incorporate JFC metrics. > Percentage of metrics that have been developed w/ JFC input. > Time to incorporate JSE metrics.	1,3,4,5	JLWP	Logistics

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Capability /Task Number	Tasks/Sub Tasks	Task Description	Measures	Attributes	Associated JFC/JIC/ Capability	Related JCAs
JS-004.3.2T	Develop metrics to measure each JSE process segment's performance relative to overall supply chain performance	Metrics developed are focused on the JSE, and functional capabilities that ultimately contribute to JFC outcomes.	> Yes/No - Mechanism exists to incorporate JSE metrics. > Percentage of metrics that have been developed w/ functional capability input. > Time to incorporate metrics.	1,3,4,5	JLWP	Logistics
JS-004.4T	Conduct assessments of industry supplier performance	This is a JSE assessment against JSE metrics.	> Time to perform assessment. > Percentage of assessments influence positive industry supplier performance.	1,3,4,5	JLWP	Logistics, Corporate Management and Support
JS .004.5T	Control JSE resources	Coordination and Synchronization of JSSE resources supporting JFC requirements	> Percent of JSE resources addressed by established processes and rules Objective- 100% Threshold - 95%	1,2,3,4,5,6,7,8,9,12	JLWP, JL (D) JIC	Net-Centric, Force Support, Logistics
JS-004.6T	Promote enterprise wide financial standards and enablers	The JSE provides a financial methodology and framework which supports joint supply operations with automated inter-service billing/reimbursement and enables seamless flow of materiel from source to inventory and ultimate issue to any JSE Customer. Integration of joint supply operations capabilities and unity of effort are dependent upon standardization of the processes and practices within joint supply operations. Financial accounting practices must be common across the JSE to enable the integration of joint supply operations capabilities.	Yes/ No - Financial resources and processes that are aligned with and enable JSE partner and customer capabilities.	1, 2, 3, 4, 5, 6, 7, 8, 11, 12	JLWP	Corporate Management, Force Support, Logistics
JS-004.7T	Develop interface between financial system and JSE Partners	A common interface with the DOD financial system must provide a single billing capability for supply requirement fulfillment options with scaled delivery as established via a multi-echeloned priority system, rather than by the Service of origin or transportation mode. It must enable the changes and redirections of supply requirements not only among U.S. Forces, but also among JSE Partners.	Yes/ No - Financial interfaces are present. > Time need to conduct transactions	1, 2, 3, 4, 5, 6, 7, 8, 11, 12	JLWP, JL (D) JIC	Corporate Management, Net-Centric, Force Support, Logistics
JS-005T	Develop and implement surge, expeditionary, and supply capabilities across the JSE network to address JFC requirements	JSE Partners must leverage each other's capabilities to rapidly provide supplies to forward distribution points (land and/or sea) to meet JFC preparatory requirements for sustainment of arriving forces. The JSE must also control the stockage and release of supplies necessary to sustain operational momentum of early entry forces while simultaneously expanding supply operations to support reception and sustainment of follow-on forces.	> Industrial base capabilities can satisfy 95 % of JSE projected demands. > Percentage of JSE expeditionary and sustainment capabilities that can be augmented by other JSE Partners.	ALL	JLWP	Logistics

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Capability /Task Number	Tasks/Sub Tasks	Task Description	Measures	Attributes	Associated JFC/JIC/ Capability	Related JCAs
JS-006T	Develop a corps of Joint professionals trained and experienced in Strategic and Operational Supply Planning at the Service, Joint, Inter-Agency, and Multinational levels	Supply Professionals must be proficient in the rules, tools, and processes which support joint supply operations before they are assigned to a Joint billet.	Percent of Joint Commands with a certified Joint Supply Professional on Staff. 50% within 3 years of program initiation. 75% within 5 years of program initiation. 95% within 7 years of program initiation.	1, 5, 6, 8, 10, 11	JLWP	Logistics and Building Partnerships
JS-006.1T	Develop and implement Joint Supply Professional (JSP) Certification Program	The JSE must build, train, and maintain a professional community of joint logisticians proficient in joint supply operations, and multi-level planning and execution.		1, 5, 6, 8, 10, 11	JLWP	Logistics
JS-007T	Protect the JSE	The JSE must be able to detect and counter vulnerabilities which place supply operations below an acceptable level of risk. This will include ascertaining the magnitude of threat(s) to supply infrastructure, to include critical supplier production and storage facilities, DOD inventories, and information systems, and conducting risk mitigation assessments to determine appropriate protective measures.	> Time to assess, provide/coordinate protection > Number of supply transactions failing to meet POF metrics due to threats to JSE	ALL	JLWP, JL(D) JIC	Protection, Net-Centric
JS-007.1T	Provide alerts of threats or actual compromise of JSE capabilities including information systems capabilities	JSE will remain tied to intelligence capabilities to receive processed physical and cyber threat activity updates or notification.	> Yes/No - Mechanism exists to receive and incorporate threat information in the joint force supply/support plan. > Time to acquire processed threat activity intelligence.	4, 5, 8, 9, 10	JLWP, JL(D) JIC	Protection, Net-Centric
JS-007.2T	Incorporate force protection planning and execution activities into all aspects of joint supply operations	Scope of force protection planning includes protection of critical supply capabilities obtained from the commercial sector and for supply-related services performed by civilian contractors in theater.	> Yes/No - Mechanism exists to receive and incorporate threat planning information in the joint force supply/support plan. > Percentage of operations planned that have incorporated planned force protection measures.	1, 2, 6, 7, 8, 9, 10, 11	JLWP, JL(D) JIC	Protection, Net-Centric
JS-007.3T	Provide / coordinate for protection of JSE partners and infrastructure	Task includes security awareness training to all personnel engaged in supply operations.	> Yes/No Mechanism exists to receive and coordinate protection. > Percent of JSE infrastructure protected.	8,9,10,12	JLWP JL(D) JIC	Protection, Net-Centric

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Capability /Task Number	Tasks/Sub Tasks	Task Description	Measures	Attributes	Associated JFC/JIC/ Capability	Related JCAs
JS-008T	Provide the right items, in the right condition when and where the JFC requests it -- Perfect Order Fulfillment	Develop and implement coordinated and synchronized JSE and JDDE processes and optimized business practices that deliver materiel to the JFC with a high percentage of perfect order fulfillment.	Percentage of requisitions closed to POF standards Must strive for POF efficiency but not to the detriment of effectiveness. Threshold -- 95 % Objective -- 100%	ALL	JLWP, JL (D) JIC	All JCAs
JS-008.1T	Obtain the requirement, request date, and delivery location	Receive requirement request and conduct execution if item type, quality, need date, and location are understandable if available in JSE.	Time required to coordinate delivery date and location.	1, 3, 5, 10, 11	JLWP	Logistics
JS-008.2T	Conduct Sourcing Analysis	Identify and select supply sources, determine local, theater, national, global possibilities.	> Source w/ best value in meeting requirement. Cost, quality, availability, sourcing partnership. > Time required to conduct sourcing analysis.	1, 2, 8, 11	JLWP	Logistics, Building Partnerships
JS-008.3T	Provide the right item in the right condition when and where the customer requests it	JSE sourcing meets quantity, quality, and condition.	Item/commodity/ supply requested is acceptable quantity, condition, at right location and right time. Threshold -- 95 % Objective -- 100%	1, 3, 5, 6, 7, 10, 11	JLWP, JL(D) JIC	Logistics
JS-008.4T	Schedule delivery	Coordinate delivery with JSE partners and JDDE primarily through process alignment.	Delivery meets Customer request Threshold --95 % Objective -- 100%	1, 4, 5, 7, 10, 11	JLWP JL(D) JIC	Logistics, Net-Centric
JS-008.5T	Ensure JSE Partners meet the JSE Customers' requested delivery or commit date	Conduct assessment on individual requirement request- POF assessment.	> Time required to conduct assessment . > Percentage requirements meet requested delivery or commit date.	1, 3, 5, 6, 7, 10, 11	JLWP JL(D) JIC	Logistics
JS-009T	Propose revisions to policies and legislation to support global Supply operations	Policies and/or legislation impacting negatively are revised, or cancelled to improve joint supply capabilities.	> Yes/No - Annual Survey of Partners' and Customers' desired changes. > Percentage of JSE Partners' and Customers' top 10 desired changes implemented within 2 years of identifying desired change.	1, 2, 3, 6, 7, 8, 10, 11, 12	JLWP	Logistics

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Capability /Task Number	Tasks/Sub Tasks	Task Description	Measures	Attributes	Associated JFC/JIC/ Capability	Related JCAs
JS-009.1T	Revise procurement policies to optimize joint supply opportunities in the global marketplace.	Policies restricting freedom of action in providing support to the JFC (e.g. limitations on obtaining necessary materiel from the best source) must be modified.	Percent policies modified.	1, 2, 3, 6, 7, 8, 10, 11, 12	JLWP	Logistics
JS-009.2T	Recommend changes to legislation which removes barriers to JSE global operations	Legislation restricting freedom of action in providing support to the JFC (e.g. limitations on obtaining necessary materiel from the best source) must be modified.	Percent legislation modified.	1, 2, 3, 6, 7, 8, 10, 11, 12	JLWP	Logistics
JS-009.3T	Recommend changes to information technology policies which restricts optimization of JSE operations	Policies which deny information to those who need it to support the JFC's mission must be modified.	Percent policies modified.	1, 3, 4, 5, 6, 7, 8, 10, 11, 12	JLWP	Net-Centric

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Capability /Task Number	Tasks/Sub Tasks	Task Description	Measures	Attributes	Associated JFC/JIC/ Capability	Related JCAs
JS-002C		Inventory Management				
JS-010T	Inventory accountability	Provide enterprise wide management and accountability of DOD-owned or controlled materiel; from source to the Point of Employment.	Percent accountability of all materiel available to DOD. Objective -- 100%	ALL	JLWP	Logistics
JS-011T	Optimize stock positioning	Manage stock positioning (operational, pre-position and other) on an enterprise wide basis for global, regional and theater optimization.	Yes/No - Maintain a balance between readiness requirements, materiel management and distribution inputs that ensures sustained supply readiness and perfect order fulfillment.	1, 3, 4, 6, 7, 8, 10, 11	JLWP	Logistics
JS-0011.1T	Implement balanced stock positioning decisions	The JSE and JDDE will build an integrated and networked DOD supply and distribution process for the placement of sustainment stocks using a routine review process that maintains a balance between readiness requirements, materiel management, and distribution inputs that ensures sustained supply readiness and perfect order fulfillment for the JFC.	> Yes/No - review process estb. > Yes/No - Process established to compare inventory costs with transit time costs to facilitate best-value stock positioning. > Yes/No - Process established to balance JFC supply readiness rqmts to determine "best" stock positioning option.	ALL	JL (D) JIC, JLWP	Logistics, Net-Centric
JS-012T	Set retention levels for materiel and equipment	Coordinate and synchronize supplies and equipment levels of JSE and recommend adjustments to increase supply readiness and improve. Infrastructure is configured to meet customer requirements.	> Percentage Retention levels are optimized to meet JFC POF. > Yes/No - Retention levels are set at best value.	1, 2, 3, 4, 7	JLWP	Logistics, Net-Centric
JS-013T	Schedule procurements	JFC requirements are met with procurement actions which have been coordinated and synchronized within the JSE.	> Time required to coordinate procurement. > Percentage of procurements meet JFC requirements /POF.	1, 2, 3, 4, 6, 7, 10, 11	JLWP	Logistics
JS-014T	Redirect, and/or reconfigure equipment, sustainment, and other joint supply support	This Task supports adaptability and freedom of action of the JFC. It provides customized materiel to the JFC in the desired configuration at the desired place and time even in circumstances where desired configuration, place, and time change after the transaction is initiated. The JSE maintains sustained Joint Supply readiness for the JFC who is free to adjust to dynamic tactical situations.	Percent of redirect orders meeting POF.	ALL	JLWP, CCJO, JL (D) JIC	All JCAs

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Capability /Task Number	Tasks/Sub Tasks	Task Description	Measures	Attributes	Associated JFC/JIC/ Capability	Related JCAs
JS-014.1T	See and understand JFC's changing materiel priorities	The JSE must build the necessary control in the joint supply operations to track, shift, and potentially redirect supplies and equipment, even while en-route, in order to respond to rapidly changes in JFC requirements or priorities.	> Percentage of visibility in changed transactions. > Percentage of JSE can send / received changed transaction within the network.	1, 3, 4, 5, 6, 7, 8, 9, 10, 11	JLWP, JL (D) JIC	Logistics
JS-014.2T	Execute the change	The JSE must rapidly respond to JFC supply requirements and priorities, making materiel available for configuration and movement from alternative points of embarkation to support non-contiguous employment of forces.	Percentage of changes received are executable within JFC priorities.	1, 5, 6, 8, 9, 10	JLWP, JL (D) JIC	Logistics
JS-015T	Build tailored loads at the source of supply to meet operational requirements	JSE and its partners have the capability to build/configure tailored loads for JFC.	Percent tailored loads built by JSE per JFC requirements.	1, 3, 4, 5, 6, 7, 8, 10, 11, 12	JLWP	Logistics
JS-015.1T	Coordinate the application materiel, resources, and capabilities across the JSE to support deployments and supply operations in the JOAs	The JSE must rapidly provide deploying forces with all classes of supply necessary to fill unit shortages and meet mission-specific requirements IAW JFC priorities.	Percentage of deployments fully supported by JSE capabilities.	1, 2, 3, 6, 7, 8, 10,12	JLWP	Logistics, Net-Centric

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Capability /Task Number	Tasks/Sub Tasks	Task Description	Measures	Attributes	Associated JFC/JIC/ Capability	Related JCAs
JS-003C		Manage Global Supplier Networks				
JS-016T	Manage supplier networks and agreements (to include import requirements)	Establish and manage supplier networks necessary to meet the anticipated supply requirements for all classes of supply and for all military activities supported. Manage and source requirements from the industrial base to meet routine and surge requirements.	<ul style="list-style-type: none"> > Percentage of requisitions closed to POF measurements. > Percentage of supplier network is informed and executes timely operations. > Percentage surge requirements meet POF. 	1, 2, 3, 6, 7, 10, 12	JLWP, Net-Centric JFC, CCJO	Logistics, Net-Centric, Building Partnerships
JS-016.1T	Interact and collaborate in real time with U.S., foreign, and non-governmental JSE Partners	The JSE will develop information technology (IT) solutions and collaborative processes that can incorporate IA, MN, and/or NGO partners into its operational and information network.	> Percentage of partners that are incorporated into operational and information network	1, 4, 6, 8, 10, 11, 12	JLWP, Net-Centric JFC, CCJO	Logistics, Net-Centric, Building Partnerships
JS-017T	Enable JSE partners by establishing mechanisms that broaden unity of effort	Enhance cooperation with partners and improve capabilities of designated partners. JSE partners demonstrate understanding in JFC's intent and collaboratively execute mission.	<ul style="list-style-type: none"> > Yes/No - JSE demonstrates the ability to provide and accept data and services across the DOTMLPF spectrum between partners and customers. > Critical data/ information, etc. (5Ws&H) is complete and timely. 	1, 2, 3, 4, 6, 7, 8, 11, 12	JLWP, CCJO	Building Partnerships

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Capability /Task Number	Tasks/Sub Tasks	Task Description	Measures	Attributes	Associated JFC/JIC/ Capability	Related JCAs
JS-004C		Manage Supplies and Equipment				
JS-018T	Link supply	Establish JSE Supplier- Customer links, minimizing intermediate layers of management and inventory. Also establish supply chain links with maintenance and distribution.	Percent of supply process successfully linked to customers supplies from source to Point of Employment.	1, 2, 3, 4, 6, 7, 8	JLWP	Logistics, Net-Centric
JS-019T	Coordinate Depot Level Repairables (DLRs) with JFC's materiel priorities	JSE must have the ability to coordinate and execute depot supply requirements while meeting JFC materiel priorities. Task is tied to JC .005C.	Yes/No - DLR supply support risk is mitigated appropriately while not impacting JFC support.	1, 7, 11	JLWP	Logistics, Corporate Management and Force Support
JS-020T	Coordinate disposal and reuse of materiel	JSE will leverage its capabilities to effectively and efficiently conduct disposal and/or reutilization of materiel.	Percentage of disposal and or reutilization tasks performed per JFC priorities on time.	1, 8, 11	JLWP, JL (D) JIC	Logistics, Corporate Management and Force Support

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Capability /Task Number	Tasks/Sub Tasks	Task Description	Measures	Attributes	Associated JFC/JIC/ Capability	Related JCAs
JS-005C		Assess Global Requirements, Resources, Capabilities, and Risks				
JS-021T	Assess JFCs requirements against supply availability, supplier capabilities and suppliers' performance	The JSE is responsible for JFC support therefore, the JSE will assess suppliers' performance before, during, and after they respond to requirements of the JFC. This will include assessments of supplies obtained through operational contracting from host nation, coalition, and interagency sources. The requirement will have to be understood from the JFC and communicated to the source.	<ul style="list-style-type: none"> > Percentage of requisitions closed to POF measurements. > Percentage increased/maintained JFC supply readiness. 	ALL	JLWP	Logistics, Corporate Management, Force Support, Command and Control
JS-021.1T	Manage suppliers' systems interface with the JSE, test supplier capabilities, and assess response to requirements	The JSE will integrate IM/IT systems and business processes with those of supplier networks in order to optimize supply chain performance and efficiency. This may include establishing supplier agreements to ensure reliable, cost-effective availability of sufficient quantities of materiel to meet current and planned requirements.	<ul style="list-style-type: none"> > Yes/ No - Supplier agreement established. > Percentage of suppliers meet both interface requirements, and capability requirements. 	ALL	JLWP	Net-Centric
JS-022T	Capture local purchase and contractor acquisitions in JSE information systems	Local purchase and contractor purchase information must be accounted for and shared across the JSE to provide comprehensive demand information to better predict requirements and improve interoperability.	Percentage of contractor acquisitions and local purchases executed are contained within JSE demand history.	ALL	JLWP	Net-Centric

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Capability /Task Number	Tasks/Sub Tasks	Task Description	Measures	Attributes	Associated JFC/JIC/ Capability	Related JCAs
JS-022.1T	Capture demand history and consumption data and ensure its accuracy and auditability	JFC demand history and consumption data are available.	Percentage of demand history and consumption data meets accuracy and auditability requirements.	1, 5, 6, 7, 8, 11	JLWP	Net-Centric
JS-023T	Gain and maintain global supply situational understanding	Information assessed meets ground truth in real time, contains global, regional, and theater perspectives, and pertains to joint supply operations support.	Percentage of information used in the assessment that is accurate, comprehensive, and relevant.	ALL	JLWP, JL (D) JIC , Net- Centric JFC	Command and Control, Net-Centric
JS-023.1T	Develop and implement common operating picture enabling JSE to capture data revealing capabilities and limitations of suppliers	The JSE must maintain visibility of data across the enterprise, understand the information derived from that data and its relevance to the JFC. This requires information on all assets placed in context of geography, organization, and mission – a common operating picture. This picture must be fully integrated with the JFC's picture to support situational understanding and decision support.	> Percentage accurate global/ holistic view w/ precise and relevant information which assists in investment, positioning, and movement decisions. > Percentage of supplier capability data is accessible within JSE . > Percentage of data within JSE is authoritative.	1, 3, 4, 6, 7, 8	JLWP, JL (D) JIC , Net- Centric JFC	Net-Centric
JS-023.2T	Integrate supply requirements identification with sense and respond capabilities	The JSE links to platforms and prognostic capabilities/sensors, and can fulfill or respond to the prognostic demands appropriately.	Percentage of sense and respond demands linked to the JSE.	1, 3, 4, 5, 6, 7, 8, 10, 11, 12	JLWP, JL (D) JIC , Net- Centric JFC	Net-Centric
JS-024T	Manage risk to recognize the limits of synergy	JSE avoids combining joint capabilities where doing so adds complexity without compensating advantage. Additionally, do not usurp organic Service capabilities unless effectiveness is gained.	> Percentage activities are synchronized to ensure the efficient employment of JSE resources > Percentage JSE partner capabilities are able to adjust to different conditions	ALL	JLWP, CCJO	Command and Control

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Capability /Task Number	Tasks/Sub Tasks	Task Description	Measures	Attributes	Associated JFC/JIC/ Capability	Related JCAs
JS-025T	Predict JFC requirements for all classes of supply	The JSE Partners and Customers will work in collaboration to predict the supply requirements for JFC courses of action using robust, scenario-based modeling and decision support tools. The JSE will maintain continuous collaboration and synchronization with the JFCs in order to anticipate changes in the scope, tempo of operations, or mission. The JSE will capture and confirm all customer requirements through close linkages with JSE Customers that generate supply demands and by the maintenance of accurate demand history for all commodities.	> Percentage of unplanned versus planned demands > Percentage of contingency/WRM materiel is consumed in support of operations	1, 5, 6, 7, 8, 10, 11	JLWP	All JCAs

Attribute Key (from Appendix F):

1. Efficiency
2. Capacity
3. Accessibility
4. Visibility
5. Precision
6. Responsiveness
7. Sustainability
8. Flexibility
9. Survivability
10. Attainability
11. Economy
12. Simplicity

Appendix D: Plan for Assessment

1. Assessment conducted in course of JIC development

In accordance with CJCSI 3010.02B, *Joint Operations Concepts Development Process* a Limited Objective Experiment (LOE) was conducted at Defense Logistics Agency, Ft Belvoir, Virginia. Although the CJCSI 3010.02B calls for one LOE, JS JIC co-authors deemed a second LOE necessary due to the complexity of the collaborating with non-DOD partners. The overall objective of the first LOE was to assess the conceptual sufficiency of both the Joint Supply (JS) – Joint Integrating Concept (JIC) and the Joint Logistics White Paper (JLWP) and to obtain insights and guidance to further refine the concepts. Participants in the LOE included representatives from: OSD, DLA, Joint Staff J-4, USTRANSCOM, USJFCOM, Geographic COCOMS, Services, and Multinationals. The LOE leveraged the recent Capstone Concept for Joint Operations 2009 (CCJO) Experiment Framework and lessons-learned.

Scenario/Vignettes: Teams were organized to evaluate the environment, adversary, and concept of operations of DOD approved vignettes in order to develop a support concept. Teams established the Strategic Logistics Framework for the Campaign Plan while assessing the JLWP and JS JIC concepts.

LOE I: Goals and Objectives (July 2009)

- Conceptual sufficiency of the JLWP/JS JIC to enable the future joint force commander to cope with the projected future security environment.
- Define roles, responsibilities, relationships, and authorities for JSE and JSPO.
- Identify implications on the future logistics forces (capabilities/capacities, gaps, and mitigations).
- Develop recommendations for follow-on capability-based assessments or studies to ensure future joint forces can operate IAW the vision of the CCJO.
- What refinements, if any, should be made to the JLWP or Joint Supply JIC?
- Do potential solutions reduce risk associated with logistics gaps?
- Capture supply capability tasks, conditions and standards.

As LOE I progressed, there was agreement that the JLWP and the JS JIC needed to be strategic documents describing the 'what' of future joint logistics. The challenge then became writing the documents to deliver on the promise. Ultimately, the JS JIC should serve as a springboard for future

capabilities-based assessment and experimentation, which will get to the 'how' of delivering joint logistics and supply support capabilities.

The Higher Advisory Panel (HAP) suggested a second LOE be conducted to validate the conceptual sufficiency of the JS JIC in a Defense Support of Civil Authorities (DSCA) domestic disaster relief scenario context. Participants in the second LOE included representatives from: OSD, DLA, Joint Staff J-4, USTRANSCOM, USJFCOM, USNORTHCOM, Services, FEMA, USCG, American Red Cross Regional and National offices, representative from industry (Home Depot), and General Services Administration. The LOE leveraged the analysis and feedback of the July JS JIC/JLWP LOE I and further analyzed the solutions proposed in the JS JIC in the context of a domestic disaster relief scenario where the DOD responded. The scenario stimulated DOD assistance and support to relief and reconstruction efforts necessitated by two major earthquakes in the San Francisco Bay area.

Scenario/Vignettes: Teams evaluated the environment and concept of operations in order to develop supply support concept briefings. Establish the Strategic Logistics Framework for relief and reconstructions efforts while assessing the JS JIC concepts.

LOE II: Goals and Objectives (October 2009)

- Conceptual assessment of the JS JIC for relief and reconstruction efforts.
- How well does it enable the future joint force commander to address the projected future security environment?
- Define roles, responsibilities, relationships, and authorities for the JSE and JSPO.
- Identify implications on the future log forces.
- Capabilities/capacities, gaps, and mitigations.
- Develop recommendations for follow-on capability based assessments or studies to ensure future joint forces can operate IAW the vision of the CCJO.
- What refinements, if any, should be made to the Joint Supply JIC?
- Do potential solutions reduce risk associated with log gaps?
- Capture supply capability tasks, conditions and standards.

Among the most relevant of the activities of the LOE process was testing and evaluation of the functional level capabilities to frame the Capabilities, Tasks, Conditions, and Standards of the JS JIC. The proposed capabilities were derived from the approved Joint Capability Area taxonomy. The participants and HAP members of the two LOEs validated the three Supply tier three capabilities as valid starting points for the foundation of the JS

JIC Capabilities, Tasks, Conditions, and Standards framework. Furthermore, they validated the addition of the two additional capabilities proposed.

Ultimately, the two LOEs validated the five capability structure consisting of the three previously approved tier three capabilities: Inventory Management; Manage Global Supplier Networks; Manage Supplies and Equipment; and two additional capabilities: Operate the JSE and Assess Global Requirements, Resources, Capabilities, and Risks. Note the original tier three “Manage Supplier Networks” was slightly modified to include the Global aspects of the capabilities proposed in the JS JIC.

2. Plan for further assessment

Capabilities-Based Assessment (CBA): A CBA will examine, exercise and assess a subset of the capabilities listed in Appendix C. The CBA will conduct a unified examination of the joint supply mission area while focusing on the application of certain joint supply capabilities in support of missions in the context of one of the Defense Planning Scenarios.

This CBA is intended to identify integrated DOTMLPF solution sets required to enable certain capabilities proposed in the Joint Supply JIC.

2.A. Key aspects requiring further assessment and unanswered questions.

Potential subject matter for future CBAs or follow on experimentation includes:

- Detailed assessment of the roles, responsibilities of the JSE Partners.
- Detailed assessment of JSPO relationship and shared responsibilities with DPO.
- A more robust definition and practical application of the new paradigm for inventory proposed in this JIC.
- Further definition of role based access to JSE information networks in the context of information sharing with non-U. S. government entities (Coalition partners, NGOs, commercial industry).
- Data sharing rules for accessing commercial industry inventories from JSE network.

2.B. Questions unanswered by this JIC which are candidates for further study:

- Who is the JSPO?
- How will the JSPO execute authority?
- How will the JSPO influence activities of JDDE to achieve POF for which he is accountable?
- What are the specific criteria for a Joint Supply Professional certification?

Appendix E: Strategic Guidance and Important References

This concept is influenced from National level guidance in the form of The National Security, Defense, and Military Strategy documents. Collectively, these National level documents describe an expeditionary force likely to engage in traditional and non-traditional environments and circumstances – major combat operations as well as asynchronous warfare. They describe a decentralized future force capable of increased autonomy and operating more frequently as part of coalitions. Those coalitions are likely to consist not only of allied forces, but also of non-military agencies.

The National Security Strategy emphasizes the need to form partnerships not only with allied nations, but also with Nongovernmental Organizations (NGOs) and other “civil society voice.”

The National Defense Strategy reinforces this need to collaborate with agency and MN partners and cites the need to “defeat enemies employing a combination of capabilities, conventional and irregular...across the spectrum of conflict.”

The National Military Strategy echoes these requirements and identifies attributes of the Joint Force to operate in those conditions including the attributes of “Expeditionary, Networked, and Decentralized.”

These documents speak directly and primarily to the warfighting capability of the Joint Force. Implicit in these capabilities are the consequential needs to sustain that force under the described conditions. As the warfighting requirements of the Joint Force change, the sustainment elements of the Joint Force must adapt as well. In some cases, the Joint Force will be expected to sustain the MN partners and NGOs in the coalition as well as other civilian entities. In some cases, the reciprocal may be true; the Joint Force may derive sustainment from coalition partners.

Therefore, to meet the objectives of the national level strategies, solutions promoting greater compatibility and standardization across the joint force and potential coalition partners must be implemented. This concept proposes solutions promoting that compatibility and standardization.

The National Response Framework is a guide to how the Nation conducts all-hazards response. It is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities for all levels of government, NGOs, and the private sector. It describes specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

This document clarifies DOD's supporting role to FEMA in a civil support environment and highlights the collaborative approach between the Federal, NGO, and Private Sector partners.

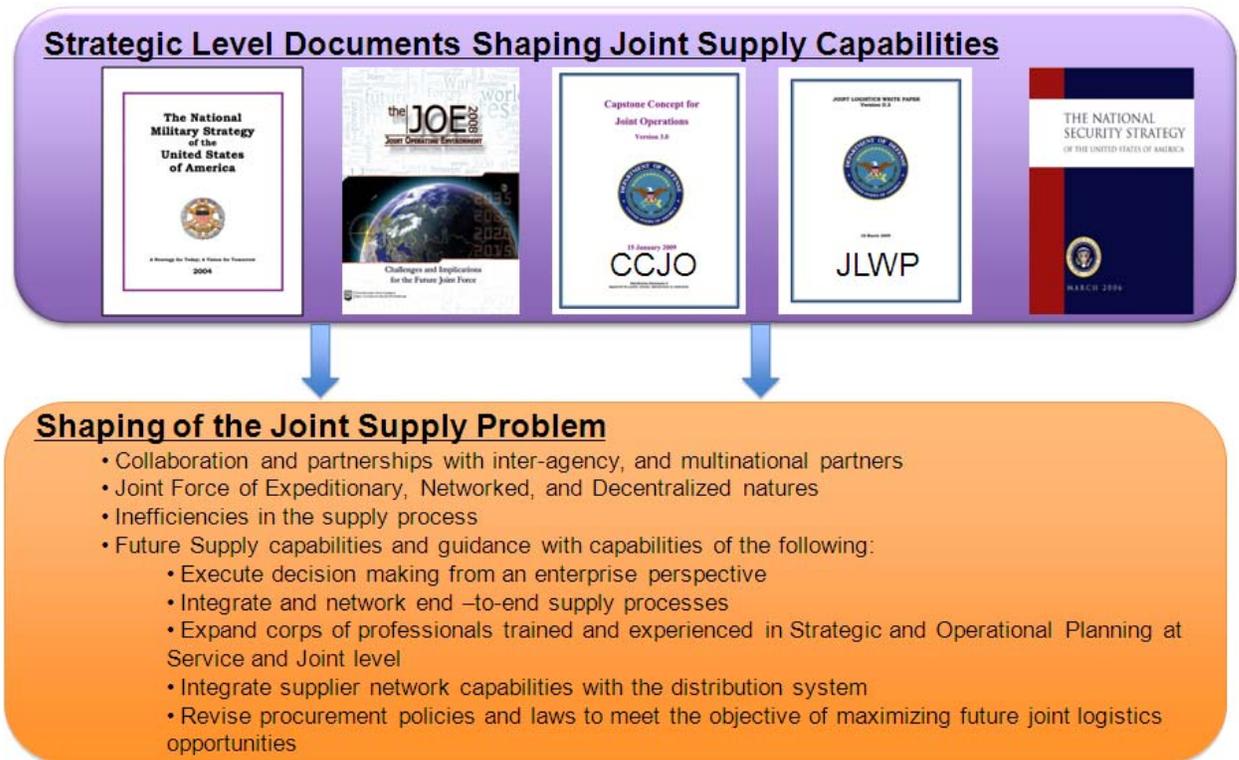


Figure E-1: Strategic Guidance

Appendix F: Attributes

Attributes are testable or measurable characteristics that describe an aspect of a system or capability. The attributes listed below best describe the critical characteristics required of an effective joint supply enterprise — collectively they serve as a basis for the development of standards that are explicitly linked to mission-essential tasks and supporting tasks.

1. **Efficiency** – Efficiency is defined by the ability to deliver required supplies/services to the customer at the lowest total delivered cost, or the ability to provide required supply support with the smallest logistics footprint.
2. **Capacity** – Capacity is the capability of joint supply sources to provide materiel in the quantity and time required and the capability of its infrastructure to store materiel in the quantity, condition, and location necessary to support requirements. Capacity includes the flexibility to expand or contract supplier and infrastructure capabilities in response to changing missions and requirements.
3. **Accessibility** – Accessibility is the ability of joint supply operators to have access to all needed materiel and information whenever it resides in the supply chain from the source to the point of employment. Accessibility is a measure of how effectively joint supply eliminates organizational barriers to the control of materiel to JFC priorities.
4. **Visibility** – Visibility is the capability to determine the status, location, and condition of materiel in storage or transit throughout the supply chain as well as the capability to sense customer requirements and determine the real-time status of their fulfillment. It also includes the ability to understand the status of funds and financial accounting transactions. Visibility requires the availability of timely, accurate, and usable information essential to the maintenance of a common operating picture within the overall Joint Logistics Enterprise information network.
5. **Precision** – Precision is the accuracy with which customer requirements are met with the right items in the right condition when and where the customer requests it (perfect order fulfillment). Precision also addresses the ability of joint supply to minimize deviation from acceptable standards as it reacts to dynamically changing conditions and requirements.

6. **Responsiveness** – Responsiveness is providing the right supplies when and where they're needed. Responsiveness is characterized by the reliability of support and the speed of response to the JFC needs. Responsiveness is enhanced when commanders are able to see where their supplies are and when they will arrive. Clearly understood processes and well-developed decision support tools are key elements enabling responsiveness.
7. **Sustainability** – Sustainability is the ability to maintain the necessary level and duration of operational activity to achieve military objectives. Sustainability is a function of providing for and maintaining those levels of ready forces, materiel, and consumables necessary to support military effort. Sustainability is focused on the long-term objectives and requirements of supported forces. Sustainability provides the CDR with the means to enable freedom of action and extend operational reach.
8. **Flexibility** – Flexibility is the ability to improvise and adapt logistic structures and procedures to changing situations, missions, and operational requirements. Flexibility is reflected in how well supply operations respond in an environment of unpredictability. The ability to see and predict requirements in an ever-changing environment gives the joint supply enterprise more options in supporting operational needs.
9. **Survivability** – Survivability is the capacity of an organization to prevail in the face of potential threats. To ensure continuity of support, critical supply infrastructure must be identified and plans developed for its protection. Survivability is directly affected by dispersion, design of operational supply processes, and the allocation of forces to protect critical supply infrastructure. Examples of critical supply infrastructure include industrial centers, supply points, depots, logistic centers, and installations that are supported by airfields, seaports, railheads, and LOCs.
10. **Attainability** – Attainability is the assurance that the minimum essential supplies and services required to execute operations will be available. Attainability is the point at which the JFC determines that sufficient supplies, support, distribution capabilities, and LOC capacity exist to initiate operations at an acceptable level of risk. It is also that point at which logistic capabilities exist at a level that will allow the transition of operations between phases. Some examples of minimal requirements are inventory on hand (days of supply), critical support and Service capabilities, theater distribution assets (surge

capability), combat service support sufficiency, and force reception throughput capabilities.

11. **Economy** – Economy is defined as the minimum amount of resources required to deliver a specific outcome. Economy is achieved when support is provided using the fewest resources within acceptable levels of risk. At the tactical and operational levels, economy is reflected in the number of personnel, units, and equipment required to deliver support. Among the key elements of economy is the identification of unnecessary duplications and redundancies.
12. **Simplicity** – Simplicity is defined as a minimum of complexity in logistic operations. Simplicity fosters efficiency in planning and execution and allows for more effective control over supply operations. Clarity of tasks, standardized and interoperable procedures, and clearly defined command relationships contribute to simplicity. Having clearly understood objectives, plus clear supply processes and procedures, assists unity of effort.

**Appendix G: JSE Composition:
Roles, Relationships, Authorities, Responsibilities, and Objectives**

Introduction: This appendix begins to articulate the roles, responsibilities, relationships, and authorities of a JSE that is fully capable of coordinating and synchronizing multi-tier supply support for joint operations. It is acknowledged that additional work in a follow-on Capabilities-Based Assessment will be necessary to further refine and expand upon this information.

JSE Roles and Relationships: As described in this concept's central idea, the JSE is, "An enabled network of joint supply operations partners and customers that are collectively capable of producing sustained supply readiness and POF for the JFC ensuring freedom of action and operational adaptability for combat, security, engagement, relief and reconstruction missions around the globe." JSE partners operate based upon mutually agreed upon outcomes, constructive and mutual interdependence, within a joint net-centric environment, and using a fully integrated or synchronized end-to-end joint supply framework.

The JSE's primary roles are to: integrate key organizations and leaders at all levels into a collaborative and net-centric operating environment; to share knowledge and information; to coordinate and synchronize rules, tools, processes, and resources that result in operational effectiveness and efficiency across the enterprise; promote unity of effort; facilitate joint decisions in order to better coordinate and synchronize supply support for the JFC; and to measure and report JSE performance. The coordination that takes place between partners and customers of the JSE spans all levels of the enterprise, and recognizes mutual dependencies upon information, materiel, and financial flows.

The JSE responsibilities will span from the source of supply to the point of employment – the point where supplies are expended or consumed. Future receipt capabilities will be developed so that a unit or individual will have an automated capability or other means to record a receipt or complete the supply transaction at the point of employment. POF will then be able to be measured at the point of employment.

The JSE will direct its resources toward the outcomes of POF as far forward as possible to provide increased joint supply readiness for the JFC.

JSE Partners: JSE partners provide strategic, operational, and tactical level supply capabilities that are integrated or synchronized with other related Joint Logistics Enterprise capabilities. The JSE also flexibly incorporates and leverages other government agency (OGA), multinational (MN), Industry, and other partners as required.

JSE Partners at the Strategic level include:

- The Services' logistics commands and organizations that are responsible for systems acquisition and life cycle management/readiness.
- The Defense Logistics Agency (DLA), which provides integrated logistics support to all Services and JFCs including materiel life cycle management, industrial base preparedness, surge production, and theater sustainment capabilities.
- United States Transportation Command (USRANSCOM), which is the single manager for transportation (other than Service-unique theater assigned assets) and provides common user and commercial air, land, and sea transportation to support global sustainment.
- Other government agencies that establish and manage strategic supplier relationships.
- Industry partners that produce or provide supplies necessary to ready and sustain JSE customers.

The JFC owns the supply capabilities at the tactical level and is therefore a key partner of the JSE as well as a customer. The JFC collaborates with other JSE partners to plan, execute, and control supply distribution to the point of employment.



Figure G-1: JSE Partners and Processes

As shown above in figure G-1 the JSE will include both traditional DOD joint supply partners such as Services and DLA and include other partners such as Industry and IAs.

The JSE facilitates collaboration among these strategic partners to conduct very early-on integrated logistics support (ILS) planning focused upon the increased reliability, interoperability, and commonality of systems and components; new ways to reduce demands and conserve energy; and to develop concepts of integrated supply support (e.g., prime vendor, prime contractor, or in-house sustainment). JSE partners and customers conduct modeling and simulation to forecast supply demands based upon integrated planning and analyses with the JFC to ensure sufficient supply capacity and capability to support JFC requirements.

JSE partners will develop integrated supply solutions optimized for the JFC. The JSE will operate based upon agreements among JSE partners, including IA and MN partners, to integrate or synchronize and leverage each other's capabilities and enable functional and financial interoperability. The agreements will include business rules and supporting IT solutions that facilitate control and cross leveling of materiel to meet JFC priorities. They

will create opportunities to reduce unnecessary redundancies and promote operational efficiency through enterprise organizational and process relationships, to include consolidation of supply operations for common items. The JSE partners are networked within the JSE to coordinate and synchronize plans, business processes, information systems interfaces across multi-tier organizational and functional boundaries.

At the operational level, JSE partners include supply and other logistics enterprise partners that provide operational-level supply support to the JFC. These include forward-based supply and distribution centers of the Services and the Defense Logistics Agency (DLA), and as well as operational supply capabilities deployed on land or at sea.

Example: JSE in a DSCA environment -- This JS JIC envisions flexibility in the JSE roles and relationships. In a DSCA setting the JSE, in its supporting role, will provide joint supply support to both the deployed DOD force and, when directed, to IA partners. The JSE will perform in these dual roles through common standards and common understanding of lexicon. This dual dynamic role with its IA partners will be transparent to the customers.

In some environments the JSE Partners will act both in a lead role and as supporters of an IA. For example, in a DSCA environment, where IA have the primary supporting responsibilities, JSE partners will serve in a supporting role to those partners outside the DOD.

JSE Customers: Customers of the JSE are those supported organizations or individuals that generate demands, place supply orders, and acknowledge receipt of supplies used to accomplish JFC assigned missions and priorities. The JFC establishes supply priorities based upon his requirements.

The JSE will leverage its information architecture and customer-focused supply process management to understand and meet JFC requirements. It will be networked with the supply systems supporting each commodity supply chain to capture all demands. It will link to the JFC organizations responsible for managing those capabilities to enable a collaborative sustainment planning process, anticipate supply/supply operations implications, and enable proactive actions to minimize constraints on JFC courses of action. It will provide customers with real-time information on supply availability and the fully burdened cost of alternative modes of delivery as well as real-time order confirmation and reliable, time-definite

delivery status. The JSE will exchange information seamlessly with the JDDE to enable supplies to move through distribution channels with transparency and positive control to enable rapid response to changes in JFC needs or priorities.

Sample JSE Partners:

- Services
- Geographic Combatant Commands/JFCs
- USTRANSCOM/Distribution Process Owner
- JDDE
- DOD Supply Executive Agents
 - Defense Logistics Agency (DLA)
 - Single Manager for Conventional Ammunition (SMCA) – U.S. Army
- Interagency (IA) Organizations
- Commercial Industry (Both domestic and international)
- Multinational (MN) Organizations
- Nongovernmental Organizations (NGO)
- Intergovernmental Organizations (IGO)
- Private Volunteer Organizations (PVO)
- Theater Lead Agents
- National Guard Bureau (NGB)
- Joint Force Headquarters – State (NGB Headquarters in each state)

Sample JSE Customers:

- Combatant Commands/JFCs
- Service Components
- Defense Agencies
- Multinational (MN) Organizations
- Nongovernmental Organizations (NGO)
- Interagency (IA) Organizations

JSE Integration with JLEnt Partners:

The Joint Logistics White Paper (JLWP) states that “Integrated supply planning and networked operations must provide a common framework for deciding sources of supply, inventory levels, and transportation modes.” Accordingly, the JSE integrates or synchronizes joint supply operations capabilities with other logistics capabilities at all levels within the JLEnt. At the strategic level, these include partners such as the Distribution Process Owner (DPO) and other members of the Joint Deployment & Distribution

Enterprise (JDDE) as well as the major logistics commands that perform acquisition, supply, maintenance, and other logistics services in support of the operational capabilities provided by their respective Services. They also include strategic partners that provide major operational capabilities outside of the JLEnt such as health readiness. The JSE will implement partnership agreements to reduce supply demand and variation, and improve reliability and maintenance attributes, and the standardization and interoperability of materiel solutions provided to the JFC.

In order for the JSE to achieve benefits intended for the JFC, the JSE will:

- Establish a joint supply operations information network. The JFC shall access this network based upon an open systems architecture using standard terminology, processes, and authoritative supply data. The network will facilitate JSE and JFC decision-making.
- Forecast supply demands with accuracy. Accurate composite demand forecasts enable development of adequate supply and distribution capacity. Forecast accuracy will be supported by visibility of actual commodity demands and joint supply planning processes using robust, scenario-based modeling tools. Common DOD standards for modeling and simulation and for the data used in supply management systems will enable JSE-wide information sharing through net-centric capabilities.
- Establish robust and reliable supplier networks. The JSE will ensure robust and reliable supplier capacity to meet anticipated, prioritized JFC needs through DOD infrastructure and/or IA, MN, NGO, PVO, and commercial industry agreements. It will adopt best business practices tailored to specific industry segments and national or global industry standards for item identification and exchange of data to enable seamless information flow between DOD and its supplier networks.
- Provide visibility and control of materiel in storage & in-transit. The JSE will develop IT solutions and management processes that provide enterprise-level visibility, accountability, and control materiel held in DOD or commercial facilities. It will link supply information, asset visibility, and enabling systems so the JFC can “see” supply requirements and assets by location, ownership, quantity, and condition status. This will enable redirection of materiel as the JFC’s priorities mandate.
- Partner at new levels with the DPO and link seamlessly to the JDDE to achieve:

- A common operating picture including materiel availability and delivery status.
 - A collaborative synchronized supply chain between the JSE and JDDE.
 - Ability to direct or redirect movement of materiel to meet immediate and anticipated JFC prioritized requirements.
 - Establishment of common rules, tools, and processes including carrier agreements to move materiel directly from supplier locations into distribution channels.
 - Optimized global integrated route structures from point of origin to point of employment with necessary levels of service and supported with appropriate performance metrics.
 - Positioning of supplies using a routine review process that balances materiel readiness, management, and distribution inputs to provide optimal supply chain performance.
 - Common supply and distribution performance metrics to align processes and optimize support for the JFC.
- Respond rapidly to demand triggers. The JSE will develop or adopt information technology (IT) solutions that sense or capture immediate and anticipated demands driven by predictive sensors, perpetual inventory management, and/or partner requirements. It will integrate national and intermediate-level Joint Supply management capabilities with operational-level Service operations and systems to eliminate gaps/seams between suppliers and the JFC, and between Services, organizations and systems. Networked IT solutions will provide real-time confirmation of order, item availability, and delivery status.
 - Link to financial processes. The JSE will require and influence the development of seamless and interoperable financial capabilities that enable the most effective and integrated business processes to take place between all JSE partners, including IA, MN, NGO, PVO, and commercial industry partners, and that ensure efficient and effective joint supply support for the dynamic priorities of the JFC. The JSE will require financial systems that provide transparency, and reduce the complexities of processes and transactions for financial accountability, billing, and for the redirection/cross leveling of joint supply resources.

Joint Supply Process Owner (JSPO)

A key element of the solution envisioned in this concept is the designation of a JSPO. To accomplish all JSE tasks requires a JSPO capable of coordinating and synchronizing the dependencies between multiple

organizations operating across multiple levels, commands and Services. The JSPO will be the head of an organization designated to serve as the single DOD point of contact to coordinate and synchronize the end-to-end processes and capabilities necessary to provide all classes of supply support to the JFC. The JSPO will lead a Defense supply organization that has inherent business, information, infrastructure, financial resources, and authority to establish supplier networks, manage the JSE information network, establish strategic partnerships, and plan, coordinate, and execute supply operations on a global scale. The JSPO will not subsume logistics responsibilities and organizations inherent to the Services, but serves as their primary strategic partner in execution of their Title 10 and 32 functions. The JSPO also serves as the principle point of contact for the JFC to ensure JSE supply support provides freedom of action and operational adaptability.

The JSPO serves as the DOD focal point responsible to establish JSE partnerships, integrated processes, shared information and programs that enable multiple organizations to achieve unity of effort sustained supply readiness, and POF for JFC. Within this concept, supply process improvements will include both vertical and horizontal integration of supply chain processes and information to improve and sustain supply support from source to customer.

The JSPO engages JSE customers in order to anticipate and understand their demands, ensure that there is sufficient supply capacity available from supplier networks or government stocks, and orchestrate JSE processes that ensure responsiveness to JFC needs and priorities. The JSPO works collaboratively with JSE Partners to integrate or synchronize and leverage core capabilities and to provide acquisition, financial, and organizational solutions tailored to each customer. Within this collaborative framework, organizational solutions offered by the JSPO to minimize unnecessary layers of management and inventory and improve flexibility in response to JFC requirements will be tailored to each supported capability. Such solutions may range from consolidation of supply management for some common commodities to the integration of JSPO capabilities inside Service organizations at all levels to promote overall efficiency and process integration while maintaining organizational accountability to the supported Service or capability area manager.

JSPO and JSE Partners' Authorities, Responsibilities, and Objectives

The JSE Partners operate based upon the authority derived from U.S statute, organizational command, and delegation by DOD Directive. The Services will continue to exercise command and control of their organizations responsible to equip, maintain and sustain their respective forces. The Combatant Commanders exercise command and control of

assigned or attached forces and Directive Authority for Logistics (DAFL) within their JOA. Per JP 4.0, DAFL should be exercised judiciously to avoid needless interference with the Services' responsibility to equip and sustain their forces.

The JSPO will coordinate and synchronize JSE Partner processes designed to accomplish assigned functions, responsibilities, and missions. As a global supplier, inherent JSPO responsibilities include the management and maintenance of robust supplier networks, management and visibility of supplies in storage and/or held under agreements by commercial partners, and visibility of movement in synchronization with the DPO. The JSPO also manages defense working capital funds and other resources within a financially-compliant information system that supports electronic financial transaction interchange between JSE Partners and Customers.

The applicable policy and governance will guide the authorities of the JSPO outside the DOD. For example, pertinent laws such as Title 32 and policy such as the National Response Framework will guide the JSPO's authorities in a DSCA or other setting. Formal agreements defining DOD relationship with IA, MN, NGO, PVO, and commercial industry partners will be negotiated and ratified by the appropriate authority.

The JSPO and JSE Partners will be enabled by DOD policy to exercise specific authorities and responsibilities necessary to support the following objectives:

- ***Eliminate existing gaps and seams between joint supply and other related processes and capabilities***

The JSPO will establish the strategic and operational relationships necessary to achieve effective and efficient supply support. The JSPO will manage the availability of surge and sustainment materiel from commercial sources to the point of employment, and establish theater operational relationships to ensure availability of supplies at the point of employment. The JSPO, working in concert with JSE Partners, will ensure supplier capacity, secure contingency materiel at commercial sources, and position materiel in strategic locations to support JFC operational requirements.

- ***Synchronize the implementation of the joint policies, and performance metrics in DOD's supply network***

In collaboration with JSE partners and customers the JSPO will work to establish and implement DOD policy for overseeing, coordinating, and synchronizing the DOD-wide supply processes and operations,

and performance standards and metrics for joint supply support. The JSPO will measure, assess, and report supply readiness and performance in meeting JFC requirements and recommend changes to policies, as necessary, to achieve unity of effort and to resolve systemic barriers that negatively impact supply support. Metrics shall measure JSE contribution to JFC effectiveness. JFC effectiveness shall not be compromised for the sake of JSE efficiency.

- ***Ensure interoperability of supply IT systems to enable visibility and control of supplies in storage and in-transit***

The JSPO will serve as the DOD capability area manager for joint supply support to the JFC. The JSPO will lead the development of the JSE architecture to link the supply sustainment of JFC capabilities to sources of supply and to supporting distribution capabilities of the JDDE. In this capacity, the JSPO will collaborate with the DPO to ensure total inventory visibility (TIV) and control of supplies from their source until delivery to the JFC customer at the point of employment.

- ***Ensure that strategic supply constraints arising from DOD contingency planning are identified and addressed***

The JSPO will establish a computation and management process for forecasting surge and sustainment requirements appropriate for each class of supply to support DOD operations across all CSER activities. The JSPO and JSE Partners will assess the capability of government, commercial, and global supply networks to meet those requirements and identify constraints that would inhibit the JFC's operational adaptability and freedom of action. In so doing, the JSPO will ensure JFC operations and contingency plans are based upon realistic assumptions regarding the availability of supplies needed to execute various courses of action.

- ***Establish accountability to the JFC for the provision of joint supply***

The JSPO has DOD responsibility for establishing, implementing and improving joint supply processes, among JSE Partners, and is accountable to the JFC for JSE outcomes POF and sustained joint supply readiness. To achieve these benefits for the JFC the JSPO collaborates with all JSE Partners and Customers to ensure joint supply effectiveness. The Services shall involve the JSPO very early-on in ILS planning, provide the JSPO with accurate requirements data for forecasting and sourcing the types and quantities of supplies needed, and engage in partnerships led by the JSPO to provide unity of effort in meeting JFC requirements.

- ***Perform Global Supply risk assessments and reporting***

The JSPO will conduct ongoing global supply risk assessments of requirements and capabilities in collaboration with JSE partners and customers. The assessment includes vertically and horizontally integrated supply support planning to ensure strategic supply capacity exists around the globe when and where needed and that mitigation strategies are put in place for potential competing requirements and identified shortfalls. The JSPO will conduct and report global assessment results in coordination with the JSE and JDDE and make recommendations how best to position and manage stocks globally for the JFC. The JSPO establishes JSE data and information standards to ensure supply assessment and readiness information is made readily available to JSE partners and customers. The JSPO's ongoing global risk assessments enhance JSE responsiveness, flexibility, and adaptability in an environment of rapid global change and persistent conflict.

Controlling JSE Operations

Throughout this concept, control of supply operations is described as the ability to coordinate and synchronize. Control is inherent in command; however, end-to-end supply operations rarely have unity of command rendering the control of the JSE more challenging. The JSPO coordinates and synchronizes the activities of the JSE partners and enables them through management of supplier networks, strategic partnerships, and its own assigned organizational capabilities. The JSPO also encourages and enables joint partnerships and teaming to minimize redundancy and improve flexibility among JSE partners.

Figure G-2 reflects how these organizations are aligned to support the JFC.

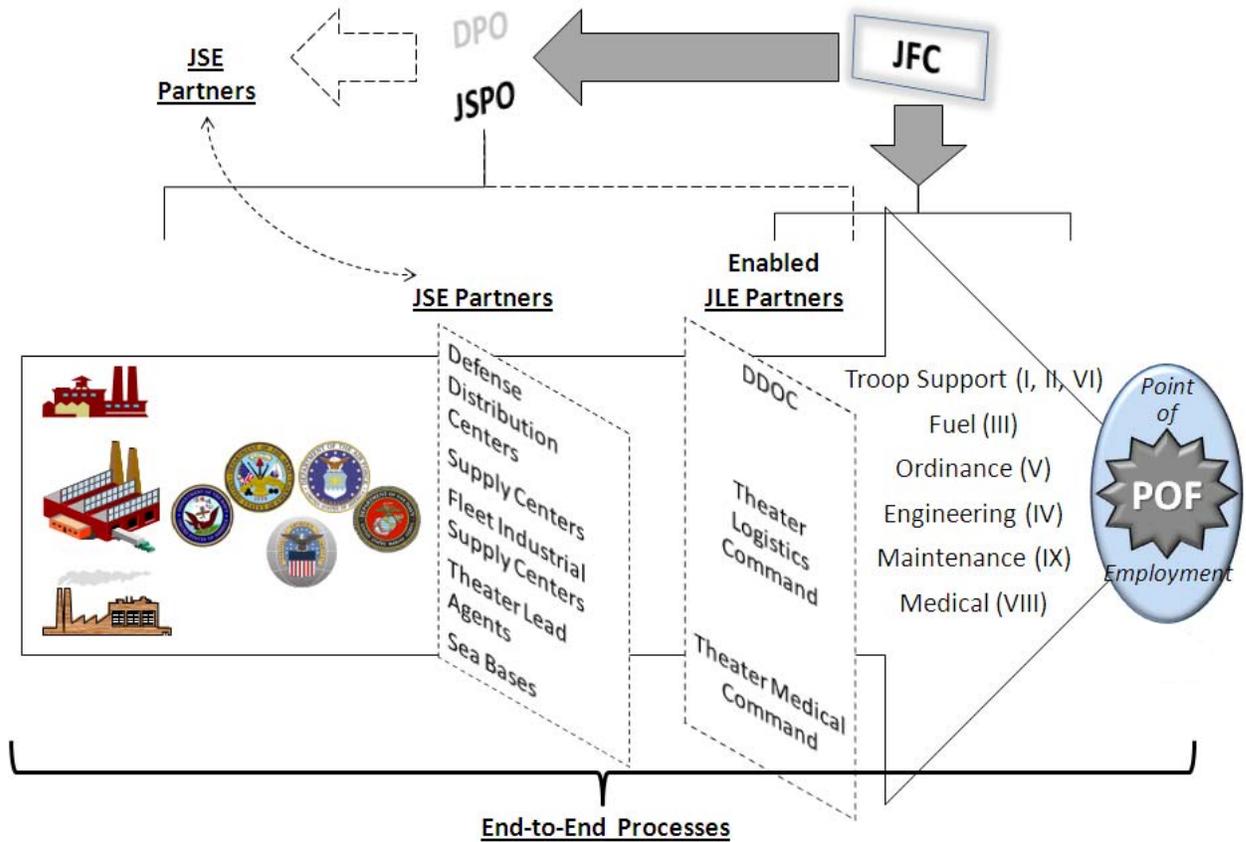


Figure G-2: Controlling JSE Operations

The JSPO exercises control of its own operational and strategic capabilities supporting the JFC, manages commercial supplier networks, and coordinates and synchronizes support delivered to and through enabled operational JSE partner organizations. The JSPO will coordinate directly with the JFC and Service Component logistics staffs to support contingency planning and development of integrated supply support concepts.

Appendix H: Relation to Joint Capability Areas (JCAs)

Each Tier I JCA listed below generates supply requirements or demands that are driven by applications as indicated below. This categorization represents the relationship between the predominant capability area, supply class, and application driving the demand for supplies. For example, though fuel is consumed by all entities of DOD across the JCA construct, the Force Application JCA manifested in Joint Warfighter Operations drives most of the demand for Class III, V, and VII. The below matrix describes that relationship for all classes of supply that drive the majority of supply requirements.

Example: JCAs that Drive the Majority of Supply Demands		
Tier I JCA	Supply Class	Application
Force Application	I, II, III, IV, V, VII, VIII IX	Warfighter
Logistics	I, II, IV, VI, IX	Supply, Maintenance, Engineering
Protection	IV	
Force Support	VIII	Health Readiness
Build Partnerships	I, IV, VI, VIII, X	IA/MN Opns
Corporate Management & Support	VII	Acquisition

Joint supply operations are dependent on capabilities beyond the Logistics JCA. For example, joint supply operators will not be able to effectively plan operations without the capabilities of the Command and Control JCA. Nor will they be able to see warfighter requirements without the capabilities of the Net Centric JCA. The below matrix shows examples of enabling capabilities resident within other JCAs. These are essential to successful joint supply operations.

Example: Enabling JCAs	
JCA	Enabling Capability
Command & Control	Planning, Understand, Organize
Net Centric	Enterprise Services, Information Assurance, Net Management
Corporate Management	Program, Budget & Finance, Acquisition

Appendix I: Demonstration of the Solution – Vignettes

The following four vignettes demonstrate a future operating environment with joint supply operations under the solution set proposed in this JIC.

In each vignette, a JSE, coordinated and synchronized by a JSPO, delivers optimized supply operations for the JFC. These vignettes demonstrate specific capabilities and tasks identified in the solution set under various operating conditions. Collectively, these vignettes demonstrate the joint supply capabilities in each of the CSER military activities described in the CCJO.

As the vignettes demonstrate the various capabilities proposed in this JIC, those capabilities are called out in bold type. The five capabilities: Operate the JSE; Inventory Management; Manage Global Supplier Networks, Manage Supplies and Equipment; and Assess Global Requirements, Resolutions, Capabilities, and Risks (abbreviated to “Assess Global Requirements...”), may be cross walked to the tale of Capabilities and Tasks in Appendix C to identify the specific tasks which must be accomplished to make the vision of this future optimized JSE a reality.

The final vignette, ***The Joint Supply Professional Certification***, contains no references since the entire vignette is a demonstration of one specific Task from the Operate the JSE capability.

Future Environment: Optimized Joint Supply in Abazul

The country of Abazul, a coastal nation rich in natural resources, is in a state of unrest due to internal sectarian conflict. Abazul is also facing what appears to be an impending invasion by Red, a hostile neighboring country with an army of over 300,000 troops.

The country’s ruling government has requested a United Nations (UN) force to stabilize and secure the country and deter invasion by Red. The UN Security Council requests the United States lead a coalition task force to provide stability and conduct security operations.

The President of the U. S. forges a coalition of nations who contribute 50,000 troops in addition to the U. S. force of 100,000 troops to stabilize Abazul and deter or defeat Red. The coalition must also undermine the terrorist organizations currently operating with impunity and with the full support of Red.

The Regional Combatant Commander, USXCOM, and the U.S. Department of State (DoS) hold a conference chaired by Deputy Commander of USXCOM for Civil-Military activities, who also serves as a senior U. S. DoS official.

USXCOM, and the DoS agree to deploy a joint assessment team to Abazul including subject matter experts in logistics, health care, and civil-military affairs. Simultaneously, USXCOM begins updating contingency plans determining the required composition of JTF capabilities and evaluating alternatives for their employment. Networked global connectivity and well-practiced planning processes enable shared situational awareness and collaboration among the JTF, USXCOM, supporting commands, and agencies. DOD requirements for in theater airfield, seaport, and other host nation support within DOD planning systems are completely accessible from DoS computer networks. Embassy and consulate staffs are able to immediately negotiate clearances for use of the identified facilities to support the operations.

As various alternatives for JTF composition and mission scope are developed, the associated supply requirements for the JTF are modeled in real time. As the supply requirements of alternative mission scenarios and courses of action are estimated, the JSPO assesses the capacities of DOD and commercial supplier networks as well as the capacities of coalition and regional partners. **(Assess Global Requirements...)** In coordination with the JDDE, the JSPO evaluates the implications of various sourcing strategies with respect to both strategic and operational distribution. **(Manage Global Supplier Networks)** Potential supply and distribution constraints and mitigating strategies are identified and fed back into the planning process and decision cycle for the JTF to ensure the overall plan is logistically supportable. **(Operate the JSE)**

Logistics analysis and planning conducted by the JSPO during preparation for the operation ensure that U.S. JTF elements arrive in theater completely provisioned to begin their mission. The JSPO has identified supply sources for each supply commodity, increased inventory levels at designated DOD supply nodes, and negotiated additional capacity from supplier networks. **(Operate the JSE, Inventory Management)** Sea-based supply capabilities deployed to the littoral region adjacent to Abazul have been incorporated into support planning and will be available to support initial entry forces. The JSPO has also identified regional sources for Classes I, III, and IV and provided the necessary information to Joint Theater Support Contracting Command (JTSCC) supporting the JTF. The JSPO has also coordinated with DoS and USAID to activate established agreements with coalition and NGO partners. **(Manage Global Supplier Networks)**

All of these actions occur nearly simultaneously and are controlled within an integrated JSE framework that enables all supporting supply organizations and processes to be coordinated, synchronized, and networked with the JDDE. This has enabled real time visibility of all supply assets in storage and in-transit as well as the capabilities to direct release of materiel from inventories, cross-leveling, and/or redirection of materiel from any point in the supply network. **(Operate the JSE, Manage Inventory)**



Figure I -1: Combined MN, NGO, IA Relief Effort in Abazul

Within the JTF, the maneuver, logistics, and health service elements execute their missions in coordination with coalition and NGO counterparts. The net-centric operating environment, use of authoritative data, common data standards, and the operational and technical alignment of functional and service specific information architectures allows all requisitions to be captured, confirmed, and matched to the most appropriate supply source based upon customer need, JFC priority, and operational criteria for optimization of supply resources. **(Operate the JSE, Manage Global Supplier Networks)**

Eventually, the JTF is tasked with the management of the relief supplies and assigns a small coordination cell to augment the NGO task force established in the Civilian Military Operations Center (CMOC).

Perfect Order Fulfillment in Abazul

The JSPO is assessing the performance of the JSE in support of Abazul operations. There are a number of metrics to assist in this process, but none are more important or relevant as the rate of providing Perfect Order Fulfillment for the JTF.

The rate of POF metric is derived by simply assessing how often the

POF in Abazul, continued next page....

...POF in Abazul, continued

JSE provided the right items in the right condition when and where the customer requests it. The measurement is made possible by the fully integrated network of the JSE. When a consumer receives a requested item, the network records the closing of the transaction and the consumer's feedback. That feedback simply states a "yes" or "no" to each of the elements of POF: A "No" in any category impacts the POF rate.

The JSPO notices a lower than expected POF rate for a forward Marine unit in Abazul. He drills down and finds supplies are routinely progressing through the JSE in time to meet time definite delivery to the point of employment, but are delayed before reaching the ultimate consumer. He asks "why?"

Upon investigation his staff finds the supplies are arriving in standard containers configured for new delivery vehicles which were to be provided to all forward units. "That unit doesn't have the new vehicles, yet," the JSPO is informed. "They had to go with their old trucks. We delivered what they needed and turned it over on time, but they can't get it forward until they break it down and load their trucks. That can take days."

The JSPO coordinates with the DPO and directs shipments for all units without the new delivery vehicles to be custom packaged to accommodate their older vehicles. This takes additional time and resources at JSE warehouses, but is necessary to support the forward units. Soon this is reflected in an improved POF rating.

During a later conference, the JTF J-4 advises the JSPO of another unit that will need supplies in a timeframe and manner that is completely beyond the normal capabilities of the JSE and JDDE. The JSPO advises the J-4 of the costs associated with this unique requirement. He responds, "Well, it's worth that to us. We'll code it Priority 1 and authorize payment from our funds." The JSPO and DPO make the appropriate arrangements and the supplies are provided meeting all elements of POF.

Within the JTF coordination cell are some certified Joint Supply Professionals (JSP) who are trained and experienced in planning and managing NGO supply efforts. **(Operate the JSE)**

JTF staff continuously assesses and revises plans in response to the changing tactical situation. The JSPO participates in this planning process within the JTF and at the strategic level, assesses the supply implications of alternative courses of action. The JTF commander considers the recommendations and sets priorities for delivery and allocation of both

forces and supplies. The JSPO coordinates supply operations with supporting commands and supplier networks in response to JTF priorities. He begins the process of cross leveling of DOD inventories, releases stocks held for contingencies by commercial entities, and coordinates with IA for access to critical items in short supply. **(Manage Supplies and Equipment, Assess Global Requirements...)**

Using designated interfaces and connectivity, each enterprise customer orders what they need with full visibility provided to the enterprise. The JSE exploits that visibility and maintains complete accountability and transparency of all transactions. **(Operate the JSE, Manage Global Supplier Networks)**

Legislation has enabled the JSE to optimize its control of sourcing from international sources and provide access to materiel to meet operational needs. At both the national and JTF levels supply-sourcing strategies are synchronized with the JDDE for time-definite delivery to the JTF in concert with JFC priorities and the standard of POF is performed routinely. **(Operate the JSE)**

Civil Disaster along the New Madrid Fault

A catastrophic earthquake occurs along the New Madrid Fault in February, 2020. Damage extends throughout western Kentucky, Tennessee, southeastern Missouri, northeastern Arkansas and southern Illinois. The greater Memphis area is the most heavily populated region within the seismic tremor zone and experiences the most catastrophic damage. Casualties and damage to infrastructure occur from downtown Memphis to points as far away as St. Louis and Little Rock. Lesser but significant damage occurs in Alabama, Mississippi, Indiana, Illinois, and, Kentucky.

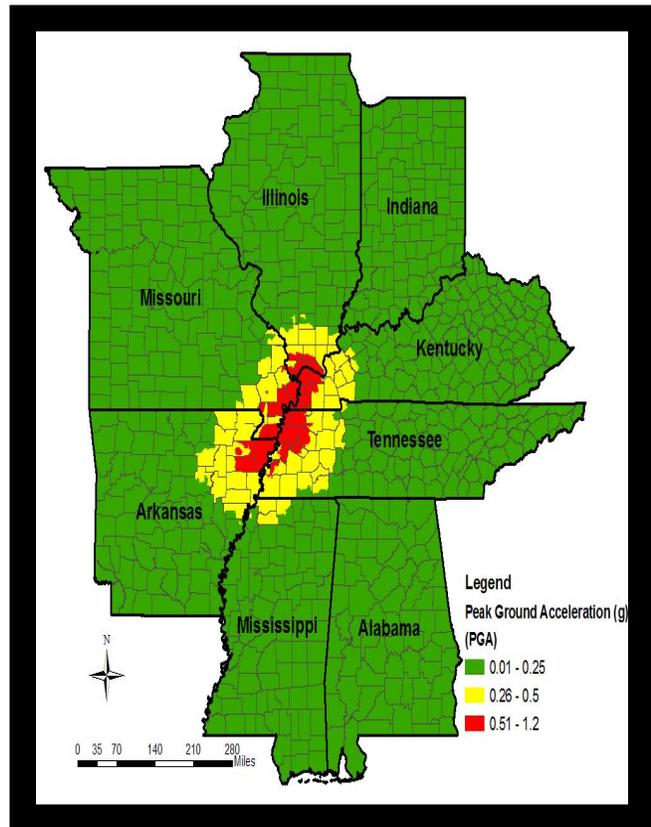


Figure I-2: New Madrid Fault Earthquake Impacted Areas

Over two million people in the eight affected states require shelter. Over one million homes are without water and electricity. Public shelters cannot meet the demand and protection from the winter weather quickly becomes a high priority.

State and local officials quickly determine they do not possess sufficient resources to deal with the disaster and the governors of the eight states request federal assistance. The President declares the eight states affected by the quake a major disaster area and directs the Federal Emergency Management Agency (FEMA) to coordinate assistance and recovery.

In accordance with established pre-scripted mission assignments, USNORTHCOM provides FEMA access to DOD facilities and supplies. USNORTHCOM and FEMA establish evacuee support centers at Scott Air Force Base (AFB), Memphis Naval Air Station (NAS), and other military facilities in the region. Scott AFB, on the perimeter of the damaged zone remains fully mission capable and is designated as DOD's primary center of support to FEMA operations. **(Operate the JSE, Assess Global Requirements....)**

As evacuees are transported to the various support centers, USNORTHCOM initiates sustainment support for Service and National Guard personnel engaged in response operations. USNORTHCOM also initiates DSCA support for FEMA operations. After exhausting all locally prepositioned stock, FEMA immediately draws berthing, medical, and basic subsistence materiel from stocks flown into Scott AFB and provides NORTHCOM with a set of emergency requirements. **(Operate the JSE)**

As the materiel leaves warehouse facilities at Scott AFB, automatic identification technology (AIT) records the reduction in stock and updates the on-line inventory within the JSE. The networked JSE has visibility of all federal and local materiel identified as potential relief assets as well as distribution capabilities. The networked JSE, with real time visibility of FEMA's needs, and real time visibility of available supplies, matches those needs with the available supplies. The network, integrated seamlessly with the JDDE, also identifies and reveals the necessary distribution assets to deliver the supplies to FEMA. **(Operate the JSE, Manage Global Supplier Networks)**

This visibility of needs and assets extends to the local, state, federal, commercial, and NGO levels empowering first responders with the knowledge needed to most effectively and efficiently deliver relief. The networked JSE provides FEMA immediate relief supplies and the ability to draw and distribute subsequent materiel from any entity in the network. **(Manage Global Supplier Networks, Inventory Management)**

Furthermore, as FEMA requirements are processed through the JSE network, the transaction is identified as an emergency supply transaction of the highest priority. In response to this designation, pre-programmed business rules invoke a series of actions to identify the supplies to meet FEMA requirements. Unless there is human intervention of appropriate authority to interrupt the process, the high priority designation will generate a search through the entire Joint Logistics Enterprise, beyond supply to include other logistics areas (Distribution, Maintenance, etc.) for available replenishments. **(Operate the JSE)**

As stocks are depleted, requisitions are automatically generated throughout the JSE. All nodes within the JDDE and JSE are queried for available replenishments via the JSE network seamlessly integrated with the JDDE. The network queries identify two tractor-trailers which recently departed an Illinois based Meals Ready to Eat (MRE) manufacturing plant bound for Norfolk. The emergency priority designation associated with the FEMA requirement results in a reroute order that has the trucks turning back west and arriving at the Scott AFB truck Gate within a few hours. **(Inventory Management)**

Queries also identify medical supplies en route to Travis AFB for further delivery to United States Forces Korea (USFK). That portion of the shipment that is needed for earthquake relief is identified and rerouted to Scott AFB. **(Inventory Management)**

Finally, the priority alert associated with the food and sanitation facilities from Scott AFB generates emergency contracting action to provide FEMA the benefit of service from DOD vendors. Bulk food, potable water, food preparation facilities, and portable sanitation facilities, are immediately procured along with portable sanitation facilities. Temporary food service personnel are also contracted. The contracting action includes the requirement for transporting the food, water, and facilities to FEMA managers who coordinate distribution and installation at Scott AFB. **(Operate the JSE, Manage Global Supplier Networks)**

In each case where an item was rerouted, business rules generate another requisition to replace that materiel for the originally intended recipient. Replacement MREs are delivered to Norfolk a few days later and the USFK receives their full medical materiel shipment well before their shelf stock reached expiration date. **(Inventory Management, Manage Global Supplier Networks)**

Within a few weeks, FEMA and local officials begin to provide a greater portion of support and rely less on DOD assets. USNORTHCOM, in careful

coordination with FEMA, scales down support and turns over relief responsibilities to local organizations.

Relief and Reconstruction: Earthquake Relief in Paraguay

A major earthquake causes severe property damage, loss of life, and general mayhem in Paraguay. The President of Paraguay immediately requests assistance from the United Nations and the President of the United States (POTUS) pledges full aid and support to the Paraguayan people. POTUS orders the SecDef to provide whatever resources necessary to provide Security to Paraguay and subsequent Relief and Reconstruction aid. USSOUTHCOM establishes a Joint Task Force in support of the United Nations to response to the crisis.

The JTF Commander immediately calls for a planning conference. While airborne, he conducts a virtual conference with his senior staff. Also included in the conference via a collaborative conferencing tool are representatives from U.S. State Department, Paraguayan national and local government, United Nations, International Red Cross, Doctors Without Borders, other NGOs, and representatives from the governments of Chile, Argentina, Bolivia, Peru, and Brazil.

The JTF Commander outlines his concept of support for the operation and achieves general agreement among participants on a division of responsibilities. The JTF Commander volunteers to assume responsibility for providing all supplies to the operation, though not necessarily all funding. He assures all participants no supplies will be delayed for the sake of accounting. To facilitate this, JTF staff assists representatives from each of the MN partners in gaining access, via conventional internet connectivity, to the U.S. DOD supply chain – unquestionably, the most capable and efficient supply chain in the world at that time. **(Operate the JSE)**

Through this method, each organization orders what it needs and their transactions are fully visible to the JTF staff. U.S. DOD Supply chain provides the needed supplies and maintains complete accountability and transparency of all transactions. **(Manage Global Supplier Networks)**

The JTF commander has full visibility of all supply transactions related to the operation and the ability to negate any he does not support. The strict role-based access to the JSE network allows the international partners to interact and see what they need from the network while denying them access to any data or processes deemed beyond their needs. The JTF Commander, participating in the same net-centric environment, sees the same data as the international partners while also maintaining full

connectivity to, and visibility of, his sensitive and classified warfighting capabilities. He views an operational picture layered with various elements of various classifications and business rules to support his situational understanding. **(Operate the JSE, Manage Global Supplier Networks, Inventory Management)**

“Cyber (threat) should not disrupt us from the sharing of information (especially in multinational operations). Achieve a balance based on risk assessment, not risk avoidance.”¹

-- MGen Gijsbers, Royal Netherlands Army

Commercial airlift providers, also partners in this operation, are part of this two-way data exchange with the JTF’s net-centric environment. Like the non-U.S. partners, they are able to see what the JSE business rules allow them to see and transmit location and delivery status data to the network as required by the JSE. **(Manage Global Supplier Networks)**

All business rules, data standards, and prioritization of delivery, which make this level of integration of partners possible, are the result of the centralization of this coordinating authority within the JSPO. The JSPO establishes the role based business rules that allow the appropriate level of access to the net-centric environment for the respective partners. The JSPO mandates the data standards which support interoperability of the various information systems across the JSE and into the commercial networks. The JSE establishes the hierarchy of prioritization which determines what supplies are reassigned. **(Operate the JSE, Assess Global Requirements...)**

The Joint Supply Professional Certification

Prior to assignment to a COCOM, LTC X, LCDR Y, and MSgt Z complete a series of courses and training exercises administered in a joint training environment under the auspices of the Joint Qualifications System (JQS). That system establishes criteria for Joint Qualified Professional (JQP) and approves courses and exercises administered by the Services and Combatant Commands that lead to a Joint Qualification. The system includes a specific qualifying standard for a Joint Supply Professional (JSP) certification.

¹ MGen Gijsbers; Royal Netherlands Army; Remarks at the Joint Warfighting Conference 2009; May 12, 2009

LTC X, LCDR Y, and MSgt Z have each attained a portion of their JSP certification through a combination of experiences and formal training throughout their careers. Neither would have been considered for a joint assignment without satisfactory progress towards this certification.

Their progress towards their JSP certification was neither arbitrary nor haphazard. It was the result of deliberate choices and efforts on their part and the part of their Services' professional development infrastructure. In the course of their professional development, the candidates received their prescribed Service specific supply or logistics training. The Joint training curricula are based on joint training requirements provided to the Services by the JQS. The Service schools coordinate with JSPO to develop curricula. The curricula are periodically updated and tailored for the changing needs of the joint force. The curricula also include in-depth training in Defense Support of Civil Authorities (DSCA) procedures and include thorough instruction in the National Response Framework (NRF) and National Incident Management System (NIMS).

Each candidate progressively satisfied other requirements of the JSP via correspondence courses pursued on their own initiative and leveraging the joint nature of their respective assignments. LTC X and MSgt Z received credit for a tour as part of a Joint Task Force; LCDR Y received credit for his experience supporting Marines as part of an Amphibious Task Force.

Approximately six months into their assignments, they are ready for the qualitative portion of their JSP certification. A USCENTCOM senior official, who has been designated a Joint Supply Certifying Professional by the JSPO, convenes JSP certification boards. The boards thoroughly examine each officer's depth of knowledge, sense of judgment, and overall suitability to address joint supply issues in their current and future assignments.

Upon the recommendation of the Joint Supply Qualifying Professional, the three candidates are designated Joint Supply Professionals. Their records reflect this certification and they are now eligible for promotion and assignment to the senior staff billets requiring the JSP certification.