Welcome to Management Process

This lesson addresses three areas the life cycle logistician (LCL) should be familiar with when managing a project. The LCL must:

1. Understand the Joint Capabilities Integration & Development System (JCIDS) process,
2. Make capabilities assessments, and
3. Fully comprehend the various support elements needed during the pre-Material Solution Analysis phase.

Objectives

By completing this lesson, you will be able to:

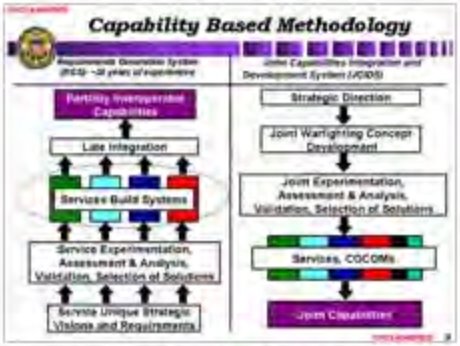
- Identify the three principles that form the foundation of the JCIDS.
- Recognize LCL's role in the JCIDS process and how the LCL helps develop support strategy goals.
- Identify factors the LCL should include in the analytical basis of the supportability objectives.
- Identify the various support elements the LCL will use to define supportability objectives.

The JCIDS Process

The catalyst for the JCIDS process was a March 2002 memorandum from the Secretary of Defense, Donald Rumsfeld.

The JCIDS process provides the Department of Defense (DoD) with the methodology to assess capabilities gaps, shortfalls and redundancies, and to take action to develop appropriate capabilities through an analysis of doctrine, organization, training, material, leadership and education, personnel, facilities (DOTMLPF) in an integrated, collaborative process to define gaps in warfighting capabilities and propose solutions.

Watch this Video message from Mr. Rumsfeld.



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To: Gen. Pace

CC: Paul Wolfowitz
Gen Myers
Steve Cambone

FROM: Donald Rumsfeld

SUBJECT: Requirements System

As Chairman of the JROC, please think through what we all need to do, individually or collectively, to get the requirements system fixed.

It's pretty clear it is broken, and it is so powerful and inexorable that it invariably continues to require things that ought not to be required, and does not require things that need to be required.

Please screw your head into that, and let's have four or five of us meet and talk about it.

Thanks.

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Long Description

Chart depicting Capability Based Methodology by comparing Requirements Generation System to JCIDS: In the left column, Requirements Generation System (RGS) is touted as resting on 30 years experience. It is shown as a bottoms-up process. At its base, Service Unique Strategic Visions and Requirements feed up to Service Experimentation, Assessment, Analysis, Validation, and Selection of Solutions. Those outcomes feed up to a process labeled Serviced Build Systems. That step feeds up to a process labeled Late Integration, and the final output is marked Partially Interoperable Capabilities. In the right column, Joint Capabilities Integration and Development System (JCIDS). It is shown as top-down process. The process labeled Strategic Direction feeds down in the phase titled Joint Warfighting Concept Development. That phase feeds down to Joint Experimentation, Assessment, Analysis, Validation, and Selection of Solutions. Those outcomes feed down to the Services and COCOMS, with the final output named Joint Capabilities at the end.

Popup Content

Long Description

Donald Rumsfeld addressing an audience.

Closed Captioning

* Music starts* The AFRCS news center presents the leaders. Defense secretary Donald Rumsfeld says the military services have to become more joint oriented in their war fighting and their budgets. He told reporters that joint orientation needs to take place much earlier in the budget process. Rumsfeld: “What happens in the Department of Defense and it runs me up the wall is each service comes up with their things, and then I look out here with the combatant commander whose got to go do a job, and how in the world you get those four things into a single fighting force at the end? It’s a train wreck right in here. Right in that area it’s a train wreck and every year when you’re trying to do the budget, every year when you’re working on things, every year it’s just a meat grinder. Trying to pull things together because they didn't start coming together earlier at a lower level. And we’re going to fix that. I’ll be the meat grinder.”

Three Principles of JCIDS

Three principles form the foundation of JCIDS:

1. Describing needs in terms of capabilities, instead of systems or force elements
2. Deriving needs from a Joint perspective, from a new set of joint concepts
3. Having a single general or flag officer oversee each DoD functional portfolio

"JCIDS is new, ambitious, evolving, and far from perfect. Consequently, executing JCIDS processes requires flexibility and creativity, because the DoD does not have a lot of experience with a system based on the principles listed above."

- anonymous Joint Staff, J-8 Action Officer

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Long Description

“JCIDS is new, ambitious, evolving, and far from perfect. Consequently, executing JCIDS processes requires flexibility and creativity, because the DoD does not have a lot of experience with a system based on the principles listed above.” - anonymous Joint Staff, J-8 Action Officer

JCIDS Analysis

LCLs must have a solid understanding of JCIDS and be aware of every step of the process to ensure that logistics implications are addressed across DOTMLPF and policy. This involvement helps ensure that DoD identifies and fields the right sustainable capabilities.

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Long Description

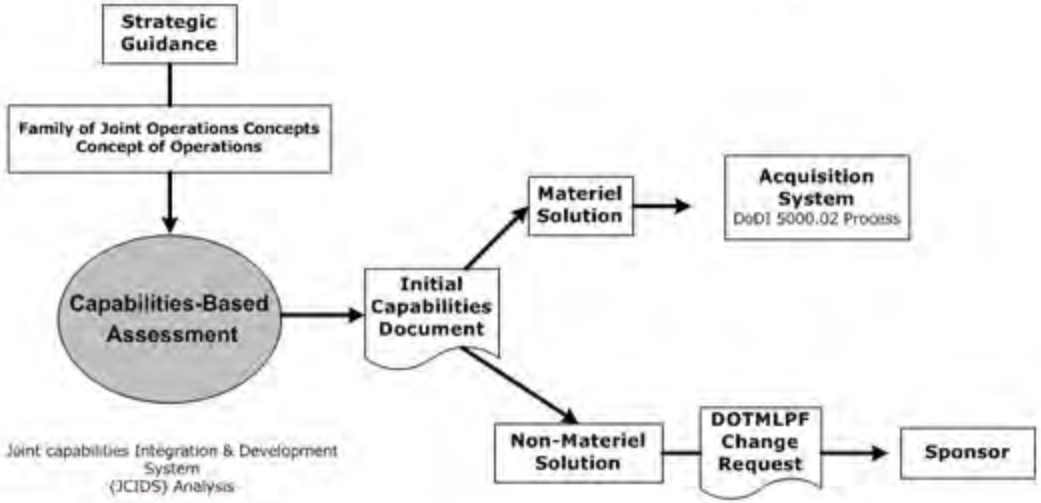
Chart titles Top-Down Direction to Support JCIDS Analysis.

Strategic Policy Guidance (National Security Strategy, National Defense Strategy, and National Military Strategy) flow down to form the single Capstone Concept for Joint Operations (CCJO). The CCJO flows down to form Joint Operating Concepts, Joint Functional Concepts, and Joint Integrating Concepts – these three are collectively known as the Joint Operations Concepts (JOpsC). There are six JOCs: Military Contribution to Cooperative Security; Irregular Warfare; Homeland Defense and Civil Support; Major Combat Operations; Military Support to Stabilization, Security, Transition, and Reconstruction Operations, and Deterrence Operations. There are eight JFCs: Battlespace Awareness; Joint Command and Control; Force Application; Focused Logistics; Protection; Net-Centric Environment; Force Management; and Joint Training. There are eight JICs: Combating Weapons of Mass Destruction; Joint Urban Operations; Persistent; Joint Logistics (Distribution); Net-Centric Operational Environment; Command and Control: Seabasing; and Global Strike. There are also nine Functional Capability Boards (FCBs) that influence the JOpsC: Force Application; Battlespace Awareness; Command & Control; Net-Centric; Force Support; Protection; Building Partnerships; Logistics; and Corporate Management and Support. The JOpsC influence CONOPS (campaign plans and oplans) and Joint Tasks (COCOM input, Experimentations, and Joint Lessons Learned).

Capabilities Based Assessments (CBAs)

LCLs get involved early in the JCIDS process by effectively advocating sustainment key performance parameters (KPPs). Their familiarity with strategic guidance, Joint Operations Concepts, and execution of the capabilities based assessments (CBA) provide the analytical underpinnings for the LCL's ever increasing role in the later phases of the acquisition process. Logisticians, some who may be outside the program office, must be embedded in each and every CBA conducted to ensure support requirements get "upfront and early" attention.

The CBA is the backbone of the JCIDS process. It identifies capability needs and gaps and recommends non-materiel or materiel approaches to address gaps. A JCIDS CBA is not really different from any other analysis. It must specify the capability need, estimate the current and projected abilities, and recommend actions.



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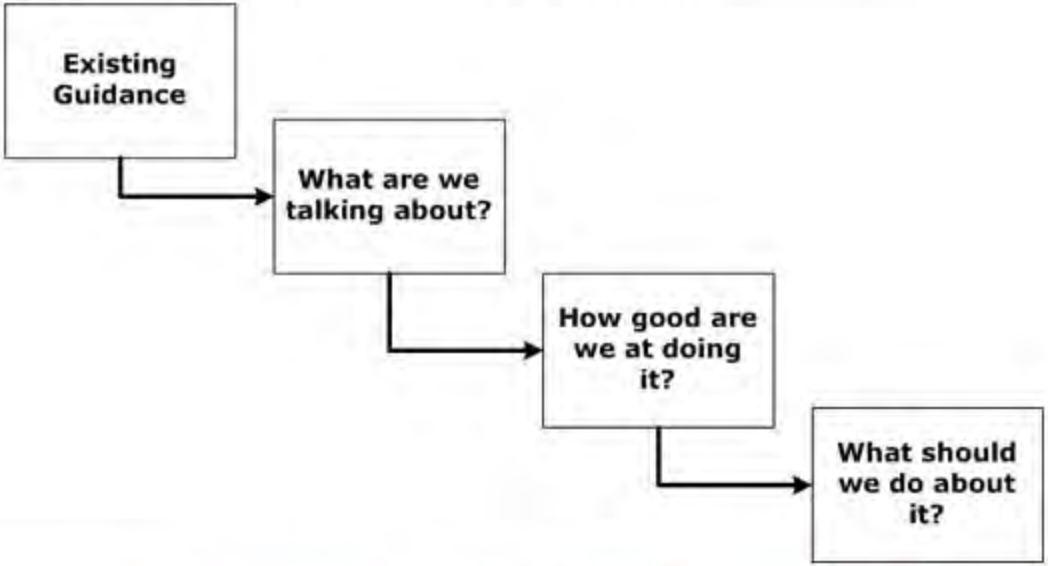
Long Description

Chart showing how the Capabilities-Based Assessment (CBA) fits into JCIDS. At the top of the chart DoD Strategic Guidance flows to a block of guidance which includes the Family of Joint Operating Concepts and Concept of Operations. This block flows into a highlighted Capabilities-Based Assessment oval. The output from the CBA is the Initial Capabilities Document (ICD) The ICD summarizes the CBA and flows into a 'Materiel Solution' block or a 'Non-Materiel Solution' block. A non-materiel approach flows into in a DOTMLPF Change Request and then to a sponsor. A materiel approach flows into the Acquisition System.

Major Elements of a CBA

The CBA starts the formal process of identifying needs and acquiring solutions. There are four major elements or activities of a CBA. They are:

- Synthesize existing guidance to specify the military problems to be studied.
- Examine the problem to assess how well the DoD can address the problem given its current program.
- Recommend needs the DoD should address.
- Develop general recommendations for solutions to the needs.



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Long Description

Chart showing a simplified diagram of major CBA inputs, analyses, and outputs. The first box in the upper left of the diagram is titled “Existing Guidance". This box flows down and right into the second box titled "What are we talking about?". This box then flows down and right into the third box titled "How good are we at doing it?". This box flows down and right into the fourth and final box titled "What should we do about it?".

Knowledge Review

Describing needs in terms of capabilities, instead of systems or force elements is a function of which of the below choices?

- [x] Foundation Principles of JCIDS
- [ ] Granular Analyses of the JCIDS CBA

Check Answer

This is the **foundation principle of the JCIDS.**

Joint Capability Areas (JCA)

In 2005, DoD implemented the Joint Capability Areas (JCA) as a common lexicon and taxonomy for defining and identifying joint capabilities. The joint capability areas (JCA) (maintained at http://www.dtic.mil/futurejointwarfare/) are currently the preferred method the Department of Defense uses for reviewing and managing capabilities. The JCA framework provides the structure around which capabilities and capability gaps can be aligned across the Department and across the various portfolios to correlate similar needs, leverage effective solutions, and synchronize related activities. Program success for LCLs means articulating the linkages between the program and the JCAs.

- A **Tier 1 JCA is a high-level capability category** that facilitates capabilities-based planning, major trade analysis and decision-making. All DoD capabilities can be mapped to at least one Tier 1 JCA.
- A subordinate **(Tier 2 or lower) JCA is a more specific capability category** within a parent Tier 1 JCA. Subordinate JCAs provide sufficient definition to enable the identification of required capabilities. Currently there are nine Tier 1 JCAs.

Select each Tier 1 JCA to learn more:

Force Support | Logistics | Protection | Battle Space Awareness | Command and Control | Building Partnership | Force Applications | Net-Centric | Corporate Management and Support

Popup Text

Force Support

The ability to establish, develop, maintain and manage a mission ready Total Force.

Logistics

The ability to project and sustain a logistically ready joint force through the deliberate sharing of national and multi-national resources to effectively support operations, extend operational reach and provide the joint force commander the freedom of action necessary to meet mission objectives.

Protection

The ability to prevent/mitigate adverse effects of attacks on personnel (combatant/non-combatant) and physical assets of the United States, allies and friends.

Battlespace Awareness

The ability to understand dispositions and intentions as well as the characteristics and conditions of the operational environment that bear on national and military decision-making.

Command and Control

The ability to exercise authority and direction by a properly designated commander or decision maker over assigned and attached forces and resources in the accomplishment of the mission.

Building Partnerships

The ability to set the conditions for interaction with partner, competitor or adversary leaders, military forces, or relevant populations by developing and presenting information and conducting activities to affect their perceptions, will, behavior, and capabilities.

Force Applications

The ability to integrate the use of maneuver and engagement in all environments to create the effects necessary to achieve mission objectives.

Net-Centric

The ability to provide a framework for full human and technical connectivity and interoperability that allows all DoD users and mission partners to share the information they need, when they need it, in a form they can understand and act on with confidence, and protects information from those who should not have it.

Corporate Management and Support

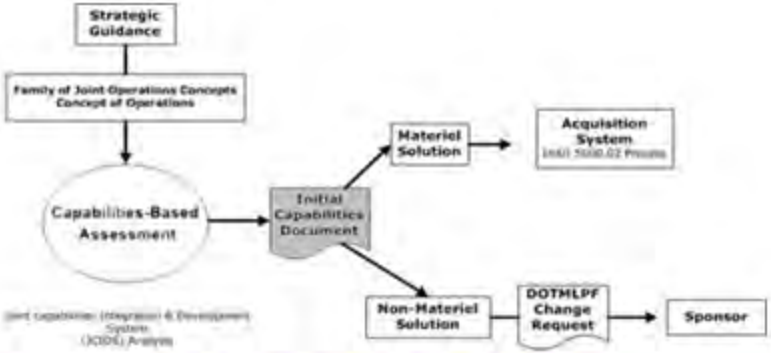
The ability to provide strategic senior level, enterprise-wide leadership, direction, coordination, and oversight through a chief management officer function.

Initial Capabilities Document (ICD)

The ICD is the document that communicates the requirement to resolve a specific capability gap or a set of capability gaps. Logistics considerations are thoroughly addressed in JCIDS documents across all phases of the acquisition process. The JCIDS document relevant before and during the Materiel Support Analysis phase is the Initial Capabilities Document (ICD).

The ICD is the output of the Capabilities-Based Assessment. The ICD:

- Describes the capability gaps that exist in joint warfighting functions;
- Summarizes the results of the DOTMLPF analysis;
- Identifies and summarizes the DOTMLPF and policy changes (non-materiel approaches) that may address the deficiency in part or in whole;
- Recommends pursuing a materiel approach to addressing the gaps.



Click here to see enlarged image.

Long Description

Chart showing how the Initial Capabilities Document (ICD) fits into JCIDS. At the top of the chart DoD Strategic Guidance flows to a block of guidance which includes the Family of Joint Operating Concepts and Concept of Operations. This block flows into a Capabilities-Based Assessment oval. The output from the CBA is the ICD The ICD document shape is highlighted. The ICD summarizes the CBA and flows into a 'Materiel Solution' block or a 'Non-Materiel Solution' block. A non-materiel approach flows into in a DOTMLPF Change Request and then to a Sponsor. A materiel approach flows into the Acquisition System.

Initial Capabilities Document (ICD), Cont.

The ICD should articulate the requirement to resolve a specific capability gap or set of capability gaps for a given timeframe. For potential materiel approaches the ICD guides the Materiel Development Decision (MDD). When a materiel approach is required, the ICD will include preliminary support requirements that may help guide the final system selection:

- Concept of Operations Summary;
- Support environment and support locations;
- Maintenance Concepts; and
- Duration of support.

When the JROC approves an ICD, it validates:

- Capabilities required to perform the mission as defined
- Capability gap(s)
- Need to address the capability gaps.

Knowledge Review

Which JCIDS document is the output of the Capabilities-Based Assessment?

- [ ] AT&L Life Cycle Management Framework
- [ ] Capability Development Document
- [ ] Capability Production Document
- [x] Initial Capability Document

Check Answer

The **Initial Capability Document** is the output of the Capabilities-Based Assessment.

Support Strategy Guidance

In November, 2005, the Under Secretary of Defense (Acquisition, Technology & Logistics) articulated his approach for improving support strategies: deliver cost-effective joint logistics performance with definable, measurable outcomes.

The Under Secretary outlined five specific objectives to support this approach:

- End-to-end integration of the distribution processes
- Improved forecasting of logistics demand and requirements
- Real-time asset visibility
- Improved reliability of delivery schedules
- Improved reliability of equipment and weapon systems

Support Strategy Guidance, Cont.

To achieve the five support objectives, the USD (AT&L) prescribed a series of key support areas that collectively constitute a framework of acceptable support solutions. Select each of these support areas to learn more:

- ENGINEERING & ASSET MANAGEMENT
- MATERIAL FLOW
- INDUSTRY & INNOVATION
- INTEGRATED KNOWLEDGE & LOGISTICS C3
- PEOPLE & TRAINING
- REDUCED TOTAL OWNERSHIP COSTS
- LOGISTICS SUPPORT/ SUSTAINABILITY
- RESOURCE MANAGEMENT
- OPERATIONAL CONCEPTS
- ENVIRONMENT & SAFETY

Popup Text

Engineering & Asset Management

Guiding Principle: The delivery of agreed upon levels of performance through high reliability and improved supply and maintenance support.

Material Flow

Guiding Principle: Creation of an integrated supply chain that offers speed, total asset visibility, certainty, timeliness and affordability.

Industry & Innovation

Guiding Principle: Having a relationship with industry to reduce costs and create value to defense through a flexible, intelligent supply chain.

Integrated Knowledge Enterprise

Guiding Principle: The integration of logistics data and development of knowledge from that data with minimal human intervention.

People and Training

Guiding Principle: The timely acquisition, retention and training of an effective logistics workforce.

Reduced Total Ownership Costs

Guiding Principle: Critical examination and reduction of weapon system and equipment long-term costs.

Resource Management

Guiding Principle: Management of logistics financial resources to ensure accountability and optimum use of resources.

Environment and Safety

Guiding Principle: Compliance with all legal and regulatory requirements.

Logistics Support / Sustainability

Guiding Principle: The ability to provide logistics support sufficient to generate, deploy, sustain and recover forces in the conduct of operations to levels of readiness and performance capability specified by the warfighter.

Operational Concepts

Guiding Principle: Application of the readiness driven current and future operational logistics procedures, doctrine and concepts.

Analytical Basis for Supportability Objectives

LCLs should establish supportability objectives for their assigned systems and identify the associated risks of not accomplishing these objectives.

The analytical basis of the supportability objectives should include such factors as:

- Probable design, maintenance concept, and operational approaches for the new weapon/equipment
- Expected mission and functional requirements for the new weapon/equipment
- Expected project funding, schedule constraints, and other known key resource constraints that would impact support
- Information databases available from the project/contractor for use in support tasks, and delivery approach for any data required
- Previously conducted DoD or Service mission area and equipment analyses, which are pertinent to the weapon/equipment requiring support
- Gross estimates of the supportability targets for each system/sub-system design and operational approach with regard to:
    - Reliability and Maintainability (R&M)
    - Operational and Support (O&S) costs
    - Logistics support resources
    - Readiness objectives
    - The potential design impact of performing the support tasks and subtasks
- Human resource constraints (which includes constraints on the number of personnel, constraints imposed by the entry level knowledge, skills and abilities required by those personnel, and constraints imposed by training needed to fully prepare those personnel to effectively use the new weapon system/equipment)

Support Strategy Goals

The LCL must consider the following support strategy goals during the definition of supportability objectives:

1. Meeting/exceeding operational readiness and performance objectives
2. Reducing logistics cycle times
3. Identifying best value support providers from government, industry, or government/industry partnerships
4. Lowering total ownership costs
5. Minimizing the logistics footprint
6. Reducing support risks:
    - Providing effective stewardship of DoD assets
    - Increasing stakeholder and customer satisfaction
    - Avoiding harm to the environment and promoting human health and safety

Click here to see enlarged image

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Popup Text

Long Description

This graphic depicts the DoD life cycle logistics process from acquisition to disposition. The information is presented from left to right: from peacetime to wartime & missions other than war. Peacetime activities include wholesale activities, intermediate activities, and some consumer activities. Wartime activities primarily include intermediate and consumer activities. Wholesale activities (private sector suppliers, distributors, maintainers, and transporters and container consolidation managed by inventory control points, maintenance & supply depots, and other services) are located on the left. Intermediate activities (supply, maintenance, and transportation activities at posts and bases) are located in the middle. Consumer activities (distribution points for units and bases in theater) are located on the right. Materiel and services flow from wholesale activities to intermediate activities to consumer activities, from suppliers to distribution points, and back. Information is fed back from theater activities to CONUS wholesale activities. The idea is that there should be a closed loop of material and information flow, from manufacturer to consumer and back.

Support Elements

The LCL considers the following integrated product support elements while defining supportability objectives. Please select each for details.

SUPPLY SUPPORT	SUPPORT EQUIPMENT	TECHNICAL DATA	TRAINING & TRAINING SUPPORT	COMPUTER RESOURCES SUPPORT	FACILITIES
MANPOWER & PERSONNEL					PACKAGING, HANDLING, STORAGE & TRANSPORTATION
MAINTENANCE PLANNING					DESIGN INTERFACE

Popup Text

Supply and Support

Determine requirements to acquire and manage spares and repair parts.

Support Equipment

Identify all equipment required to support operation and maintenance of the system.

Technical Data

Ensure availability of scientific and technical information used to support systems acquisition, operations and sustainment.

Training & Training Support

Determine requirements to acquire and support training devices and conduct training of the user community (i.e., operators, maintainers, support personnel)**.**

Computer Resources Support

Identification of facilities, hardware, software and support tools to operate and support embedded computer systems.

Facilities

Identify real property required to support system operations and maintenance.

Packaging, Handling, Storage & Transportation

Identify designs and methods to ensure the system is preserved, packed, stored, handled and transported

properly.

Design Interface

Document relationships of logistics-related design parameters to readiness and support resources requirements; influence design for supportability.

Manpower & Personnel

Identification of personnel skills, grades and quantity required to support operation and maintenance of system.

Maintenance Planning

Establishes and documents maintenance concepts and requirements. Translates system engineering data and analysis into executable maintenance actions.

Support Documentation

Several significant documents are prepared during the pre-Materiel Solution Analysis phase. Although LCLs may not have a primary role in the development of these documents, they need to be actively involved in their development:

- Capabilities based assessments (CBAs)
- Acquisition decision memoranda (ADMs)
- Initial capabilities document (ICD)
- Analysis of alternatives (AoA) plan/ criteria

Knowledge Review

Which of these precepts would help the LCL participate fully in the requirements documentation required by JCIDS?

- [ ] Adopt strategies that facilitate management flexibility
- [ ] Satisfy legal and/or policy requirements
- [x] Select support strategies that will maintain/enhance weapons and equipment performance
- [ ] Continually assess the viability and practicality of supportability approaches

Check Answer

Select support strategies that will maintain/enhance weapons and equipment performance is a precept that will help the LCL with the JCIDS process.

Management Processes Summary

You have completed Management Processes and should now be able to:

- Identify the three principles that form the foundation of the JCIDS.
- Recognize the LCL's role in the JCIDS process and how the LCL helps develop support strategy goals.
- Identify factors the LCL should include in the analytical basis of the supportability objectives.
- Identify the various support elements the LCL will use to define supportability objectives.

Lesson Completion

You have completed the content for this lesson.

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