

Enterprise Logistics — Focusing on the Warfighter

Jaclyn Pitts

Enterprise logistics is about making elements work together. It's also about public-private partnership. Ultimately, though, it's about supporting our customer — the warfighter. Military leaders discussed how the Army is employing these elements and partnerships for the warfighter's benefit and how the U.S. Army enterprise is evolving through the Army Force Generation (ARFORGEN) model during a panel discussion at the Association of the United States Army Annual Meeting and Exposition in Washington, DC, Oct. 8, 2008.

"The focus on the Soldier will not change," said GEN Benjamin S. Griffin, then-U.S. Army Materiel Command (AMC) Commanding General (CG). **"The mission of AMC will not change. It's focused on the Soldier."**

The enterprise logistics approach is streamlining the business aspect of logistics to help Soldiers efficiently accomplish their missions. Here, U.S. Army 1LT Jonathan Kiel and 2LT Michael Cooper (facing page) discuss clearing the route of obstacles for a convoy headed to designated Iraqi communities on Aug. 19, 2008. (DOD photo by SPC Daniel Herrera.)



Partnership

AMC relies heavily upon partnerships within the private sector. “When we reach out for help, the private sector has been right there to help and work with us and partner with us,” Griffin said. And it’s not just partnerships with big businesses, either. “We learn every day how to be more efficient. ... It’s big business and it’s small business. I’ll be the first to tell you that for us, small business is big business, too. This is key to the success of our ability to do the job.”

Charles M. Hall, Executive Vice President, Combat Systems, General

Dynamics, discussed enterprise logistics from the defense industry perspective. “Partnering is a major piece of enterprise logistics,” he said. “In my experience, it requires strong leadership and is not for the weak.”

“When I started down this path, we were all in our own silos,” Hall said. “In today’s environment, there are fewer silos. We have to focus on the core and we must have strong leadership across the enterprise so that your employees buy into this, whether they are Soldiers or workers in the factories. ... If you don’t have a good business model when you

establish a joint venture, and you don’t have the right decision-making model or the right leadership, then you’re going to have problems in these kinds of relationships.”

Hall also emphasized the qualities of the Future Force: “Versatile, expeditionary, agile, lethal, sustainable, and interoperable. ... I would say the first five of those tie very heavily in my mind to enterprise logistics, and the relationships we’re talking about here can help influence that.”

Kevin Fahey, Program Executive Officer (PEO) Ground Combat

Systems, discussed the PEO perspective of life-cycle management across the enterprise. “When we’re talking about life-cycle management, it really is the integration of AL&T [acquisition, logistics, and technology] across the life cycle,” he said. “We’re all in the same boat, all working for the common good of the warfighters in the field. We’ve got to continually understand our roles and responsibilities.”

Feedback

AMC’s CSM

Jeffrey J. Mellinger discussed the importance of Soldier feedback. “A lot of times we’ll field something that has the potential to be the greatest thing we’ve ever seen on the battlefield, but when Soldiers get it in their hands, they find ways to break it that we never envisioned, and find ways to use it that we never would have thought of. Therefore, it’s critical we get that feedback so that we know how

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they’re using it and how it broke, so we can reconfigure parts and procedures to get it out to them.” One of the challenges often faced is obtaining feedback, because equipment failure often occurs in isolated events, so it is difficult to capture the systemic picture across the theater of operations. Mellinger also discussed the

benefits of Soldier innovation, such as development of a glass shield for gunners’ turrets to protect gunners from improvised explosive device blasts.

COL Bryan Roberts, Deputy Chief of Staff (DCS)/G-8, Joint Requirements and Assessments, said

he has seen a tremendous difference with reset between 2005 and 2008 because of enterprise management. “I think the logistics community has been using this enterprise concept for a long time,” he said. “Enterprise management is alive and well in

the logistics community, and were it not for the business approach to support the warfighter, we certainly would not be as successful as we are in the complex environment in which we work.”

ARFORGEN

AMC focuses on daily support to the Joint warfighter, getting feedback from the field, and finding a balance between the current and future fight. “There is a certain amount of goodness in making sure that what we’ve developed day-to-day and what we’re doing today is applying to the future,” Griffin said. “Our focus is on ARFORGEN and sustaining our Life Cycle Management Command because that’s so critical to us. That is key; we’ve got to work together as a team.” ARFORGEN is the structured progression of increased unit readiness over time, resulting in recurring periods of availability of trained, ready, and cohesive units. The goal is to achieve a sustained, more predictable posture to generate trained and ready modular forces.

Roberts also stressed the importance of using the ARFORGEN model. “We need to manage expectations, and we need to know that ARFORGEN is a model that needs to be flexible enough to move around the calendar and make sure we get everything done.” Some of the challenges of ARFORGEN include synchronizing Soldier equipment and training resources and aligning them during reset. “Asset visibility is extremely important in ARFORGEN,” Roberts said. “AMC is on point in terms of the process here in CONUS and is interjecting where they are needed in order to speed up the process.”

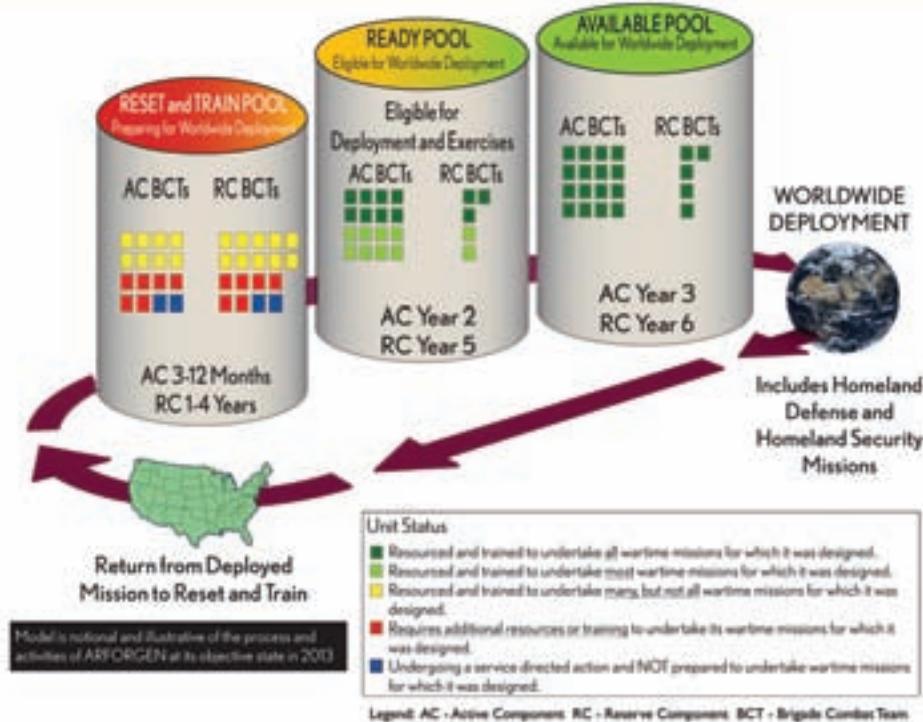
BG(P) (now MG) Rodney O. Anderson, Deputy CG (Support), 82nd



At the Missile Recycling Center on Anniston Army Depot, AL, Amtec Corp. employee Donnie Chastain, left, and Anniston Defense Munitions Center (ADMC) explosives operator Torrence Sims prepare a Tube-launched, Optically-tracked, Wire-guided missile to be removed from the launch tube. ADCM and Amtec partnered to recycle these missiles. (U.S. Army photo by Miranda Myrick.)

ARFORGEN Model

Generating Trained and Ready Forces to Meet Global Demands



about this enterprise approach, what we're really talking about is adapting the institutional Army to support the operational Army," she said. "The chiefs of staff have focused on transforming the operational piece of our Army since 1974. Now we have an operational Army that's 21st-century, expeditionary, agile, and lethal, and probably a 20th-century institutional Army since it hasn't transformed since 1973."

The Army is a large enterprise handling billions of dollars on a daily basis. As an institution, the Army must be a good steward and manage its resources as efficiently and effectively as possible. "We're looking at the Army as an enterprise, with AMC being the primary owner of the life-cycle management enterprise," Dunwoody said.

"The million-dollar question is while we're at war, while we're transforming, while we're growing the Army, and while we're doing BRAC [Base Realignment and Closure], can we afford to take on another challenge at the department level to change the way we do business to be more effective? I think the answer is that we can't afford not to. If we really want to rebalance the Army, we have to take a hard look at how we're doing business from the entire institution and see if we can do it more effectively and more efficiently to support ARFORGEN and the warfighter," Dunwoody concluded.

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Airborne Division, discussed enterprise transformation through support from AMC. "AMC's sustainment strategy and the fielding of the sustainment network with specific guidance to partner with units and anticipate and assist across the logistics enterprise proved invaluable in accomplishing the mission in Afghanistan," he said.

Anderson also discussed three challenges to the ARFORGEN enterprise-level mission:

- Continuing to mature the network and strategy of supporting units forward through a network of logisticians linked to the industrial base.
- Building sustainment capability and capacity in coalition and national forces we support.
- Continuing to advance and streamline property accountability, especially at the company battery loop level.

LTG Mitchell H. Stevenson, DCS/G-4, discussed three major components of ARFORGEN:

- Visibility — Being able to see what is going on in retrograde and in reset.
- Control — Understanding the impact of the policies made and resources provided.
- Capacity — Receiving, transporting, and repairing equipment.

"The bottom line is all about understanding and applying an equipment sustainment strategy through the life cycle and understanding these three components," he said.

Enterprise Transformation

LTG(P) Ann E. Dunwoody, AMC Deputy CG/Chief of Staff (*Editor's Note:* Dunwoody recently received her fourth star and is now AMC CG), discussed enterprise transformation and fiscal responsibility. "As we talk