

Charter for the NDIA Logistics Executive Committee Human Capital Working Group

1.0 Purpose:

This document charters the NDIA Logistics Executive Committee to form a working group, sub-groups and an oversight committee to develop an analysis and overall strategy for the human capital engaged in defense logistics and sustainment.

2.0 Introduction:

Logistics support to the warfighters and sustainment of combat capability are of paramount importance to National imperatives. Thousands professionals are engaged in defense Logistics which consumes annual obligational authority of over \$120B per year. Because the DoD logistics expenditures are essentially 25% of the DoD budget, the need to ensure logisticians are properly trained, and groomed for future tasks has been identified as an urgent, acute task for consideration by the entire logistics community.

The overall logistics profession, because it is so multi-faceted, does not have a holistic definition nor recognition amongst the family of defense professions. Therefore, it lacks coherency with regard to professional development, education, training, certifications and overall career planning. Without this coherency, motivating and preparing high school graduates to enter a college logistics curriculum, convincing colleges and universities that there should be a current, relevant, and transforming curriculum, and providing a professional segue to either the military or supporting defense industry is today serendipitous rather than by a well – thought out, coordinated design.

Some of the issues with which we are dealing are as follows:

- Industry workforce requirements in logistics will double in the next few years but neither government nor industry can retain its current aging workforce much less increase it
- Quality college graduates are not entering our communities at sufficient rates
- We have insufficient experienced logistics visionaries to train our existing government & industry workforces
- Investments in logistics related technology are a mere fraction of the total technology base and continue to diminish ~ forcing perpetuation of legacy processes
- No single DoD CONOPs, accepted business model nor IT vision for logistics exists. Military services and components within a service, all “do it” differently
- Government & Industry acquisition managers are unaware of DoD policy and hence their staff’s are not trained or educated in their nuances. Thus mythology often prevails vice fact, creating distrust on all sides of the industry
- There is a severe lack of logistics “ombudsmen” throughout DOD & Industry

- DAU curricula is designed primarily for the government student thus industry is developing internal training programs often using academia and outside consultants who do not possess “real” experience in the DoD market
- Few, if any, academic institutions deal with the new paradigm
- Knowledge management (classical) has not yet been globally exploited

The Nation deserves and requires a much more defined and orchestrated program to recruit, educate and train defense logistics professionals of the future and to ensure mobility amongst the defense military, civilian and industry work force.

The bottom lines are:

- DoD and Industry need to replenish and retain its workforces with a collaborative spirit so that the future workforce is professionally trained, and able to understand the relational details of the logistics profession
- There is a need to define logistics communities that have respect and value within the workforce and
- Devise ways to maintain knowledge continuity

3.0 Background:

3.1 The NDIA Logistics Executive Committee expressed the willingness and desire to perform the necessary studies to address this topic and the Assistant Deputy Secretary of Defense for Logistics Plans and Studies, and the Joint Staff (J-4) expressed their willingness and desire to receive this input as OSD and the Joint Staff develop the Department’s human capital plan.

Thus the effort involves studying previous and ongoing efforts in connection with DoD civilian and military personnel and to provide recommendations for shaping the future of the overall profession. Similarly, the industry members of Logistics Executive Committee recognize the need for overall industry standards and career development of its Logistics workforce. Concomitantly, there is an overall recognition of the need for mobility amongst these workforce segments which are:

- DOD Military
- DOD Civilian
- Defense Industry

3.2 OSD identified the following workforce components to be of particular interest:

- Program Logistics
- Supply Chain Management
- Technical Management Support
- Maintenance Support
- Operational Logistics
- Logistics Management Information Systems
- “Logistician of the Future” {added by Logistics Executive Committee}

4.0 Overall objectives & Deliverables

An incremental set of deliverables is planned as follows:

1. For each of the above workforce components and using, to the maximum extent possible, previous work done under the auspices of DAU and other DOD study groups:
 - a. A “core” Job description for the professional component that includes:
 - i. A high level definition of the component (e.g. what is supply chain management in the DOD context)
 - ii. Description of the set of duties, responsibilities and performance outcomes correlated with early career, mid career and senior career professionals
 - iii. Addendum description that tailors the “core” to each of the workforce segments (DOD Military and Civilian, defense industry)
 - b. A Profile that describes the personal attributes that must be possessed, requisite education, experience and foundational core skills and knowledges
 - c. Correlation of the final deliverables to the “Logistician of the Future” profile
 - d. Upon concurrence with the Profiles by the logistics executive committee, develop unified job codes, competencies and critical skills and specialty codes for DOD civilian; DOD Military; Industry for the three phases of a career (entry, mid, senior)
 - e. Development of an overall career development program for each profile group under a holistic umbrella concept that includes education, training, experience, certifications, through the career of L&S professionals.
 - f. Creation of a National strategy for raising the esteem of the Defense Logistics profession that targets high school and college students and academia to feed future human capital needs of the Nation.

5.0 Organizational Actions:

1. An oversight committee shall be formed by the Logistics Executive Committee Chair and NDIA executives to review and guide the activities of the HCWG (Human Capital Working Group).
2. A chair of the HCWG shall be named to provide guidance, direction and oversight of the HCWG sub-groups. This assignment may be rotated annually or periodically at the determination of the oversight committee.
3. The HCWG chair shall appoint leaders of the subgroups that will correlate with the components identified in para. 3.2.

6.0 Initial Deliverable Time-Lines (for 2007)

1. Define Logistician of the Future (Holistic Perspective) ~ 2020
(1 August initial; 1 Sept final)
2. To the extent possible, validate current career field definitions, i.e. obtain and bench-mark current government & industry efforts
(1 Sept initial; 1 Oct final)
3. Gap analysis between 1 & 2 (develop the roadmap for each group to build profiles)
(1 Nov initial)
4. Build a profile of future logistician for each working group as previously defined
(1 Dec initial)
5. Develop unified job codes, competencies and critical skills and specialty codes for DOD civilian; DOD Military; Industry (2008)
6. Initial Report by Nov 2007 with SITREP in March 2008 NDIA Log Conference
7. Commence development of overarching career development roadmap for each profile group and professional component; spring 2008