

Defining Metrics in a Capabilities Based Environment

DoD Maintenance Conference

October 25, 2006

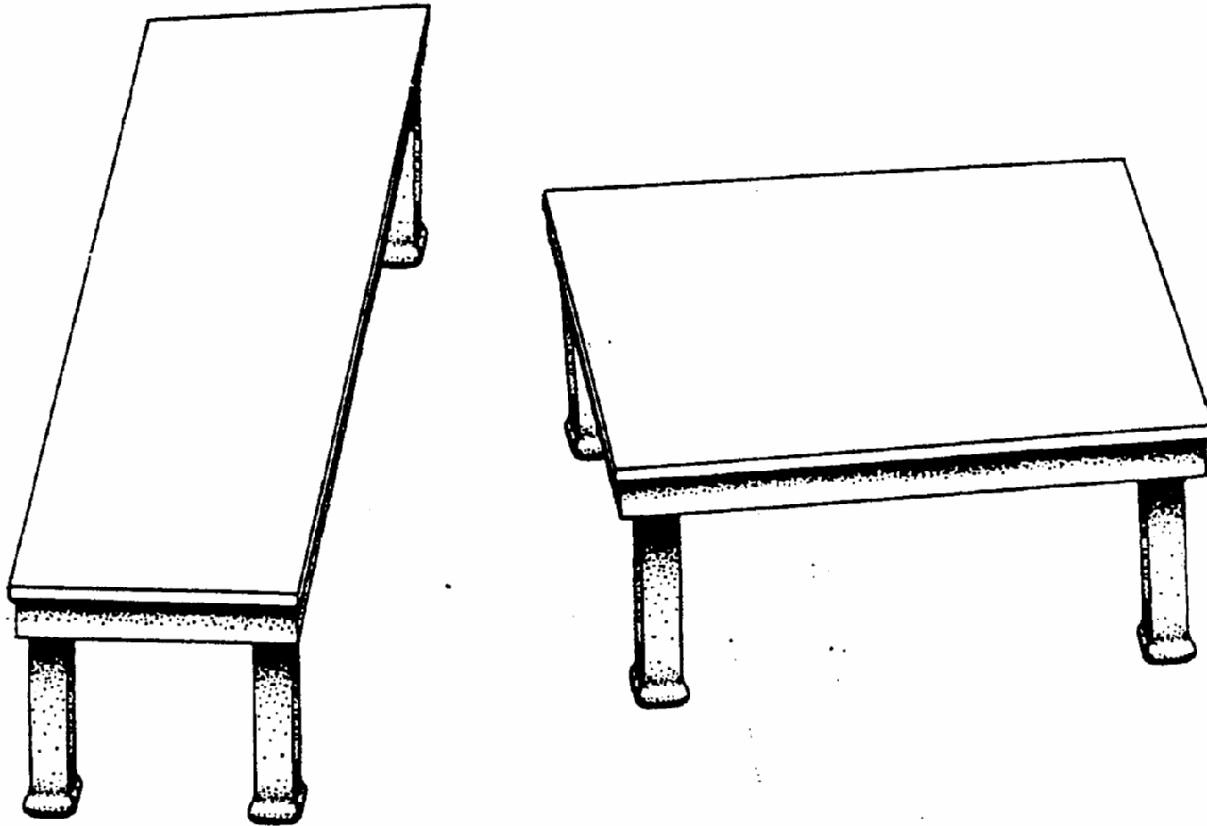
Captain Basil F. Gray III

Joint Staff / Institutional Reform and Governance

Why Measure?

Which Is Bigger?

Which is longer?

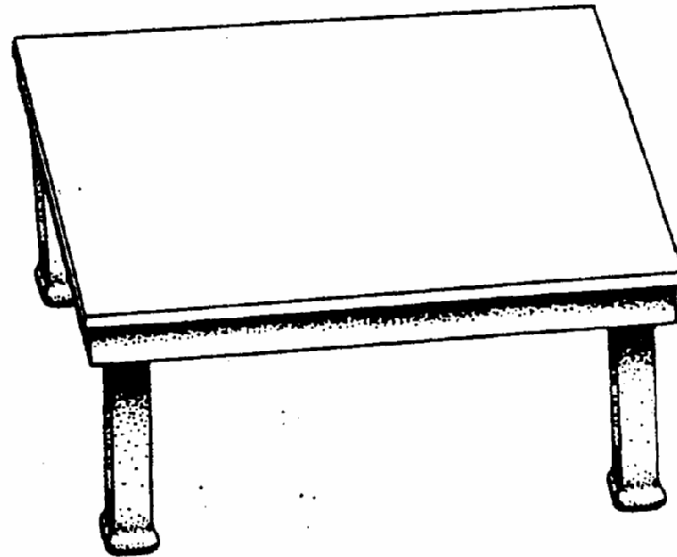
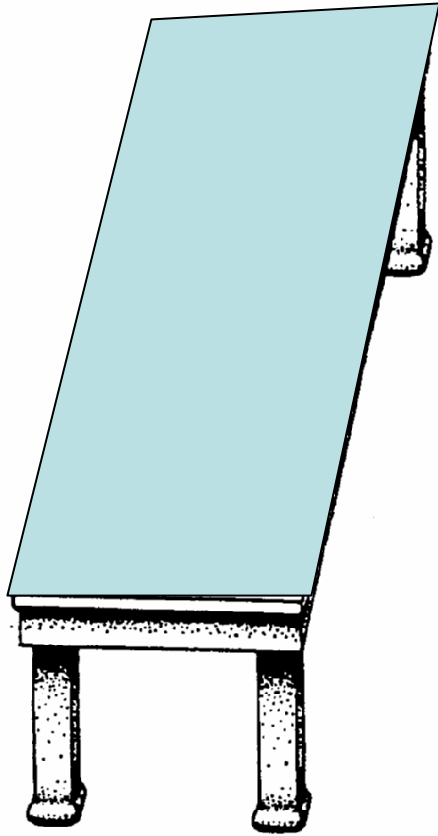


Which seats the most people?

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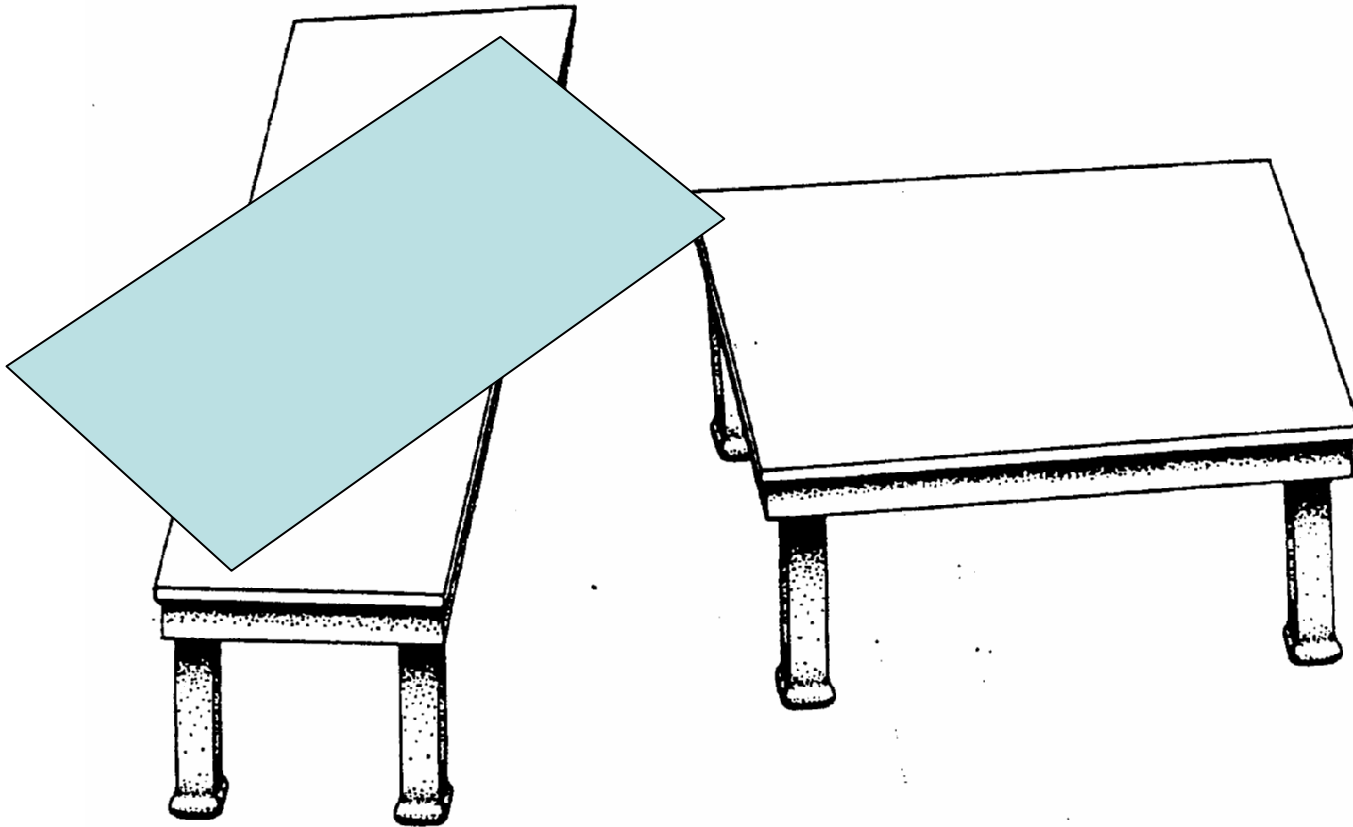


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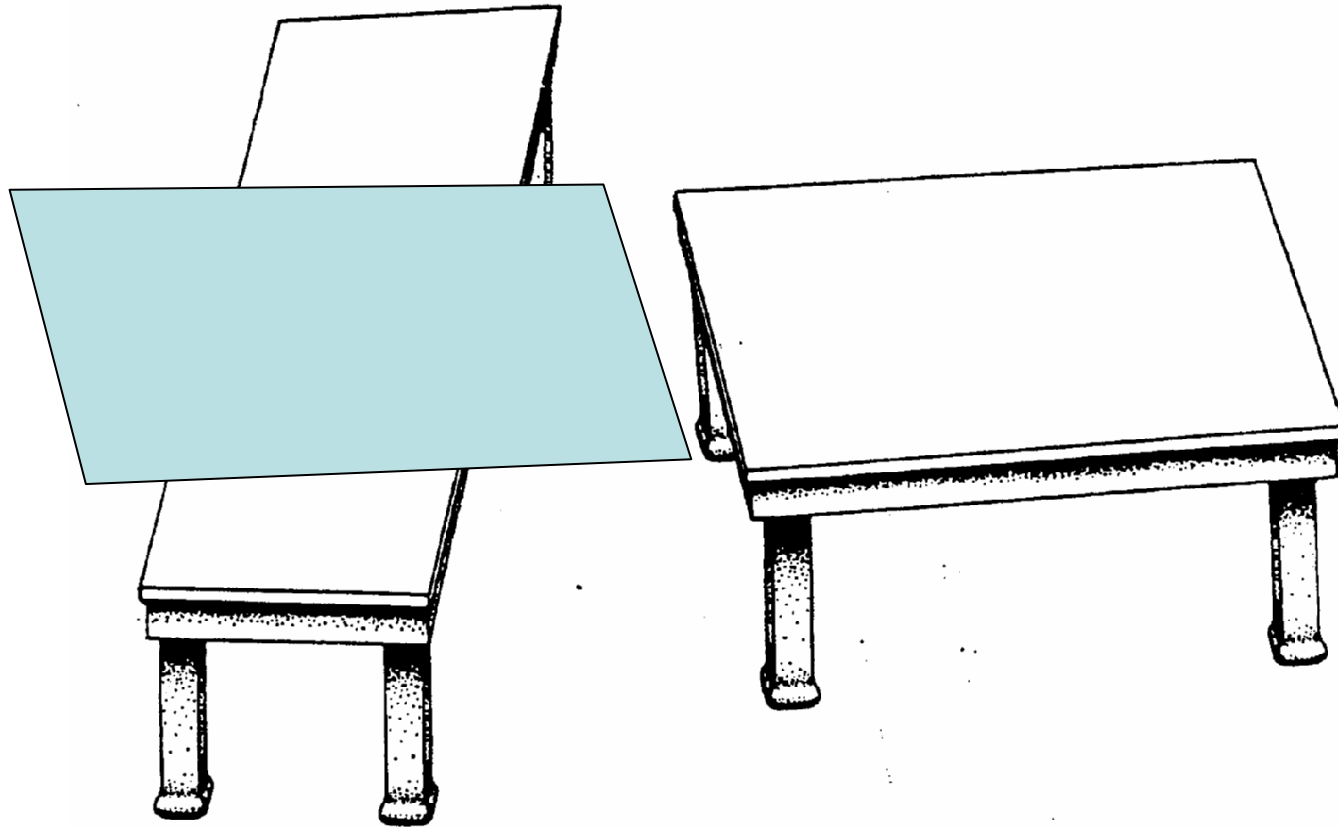


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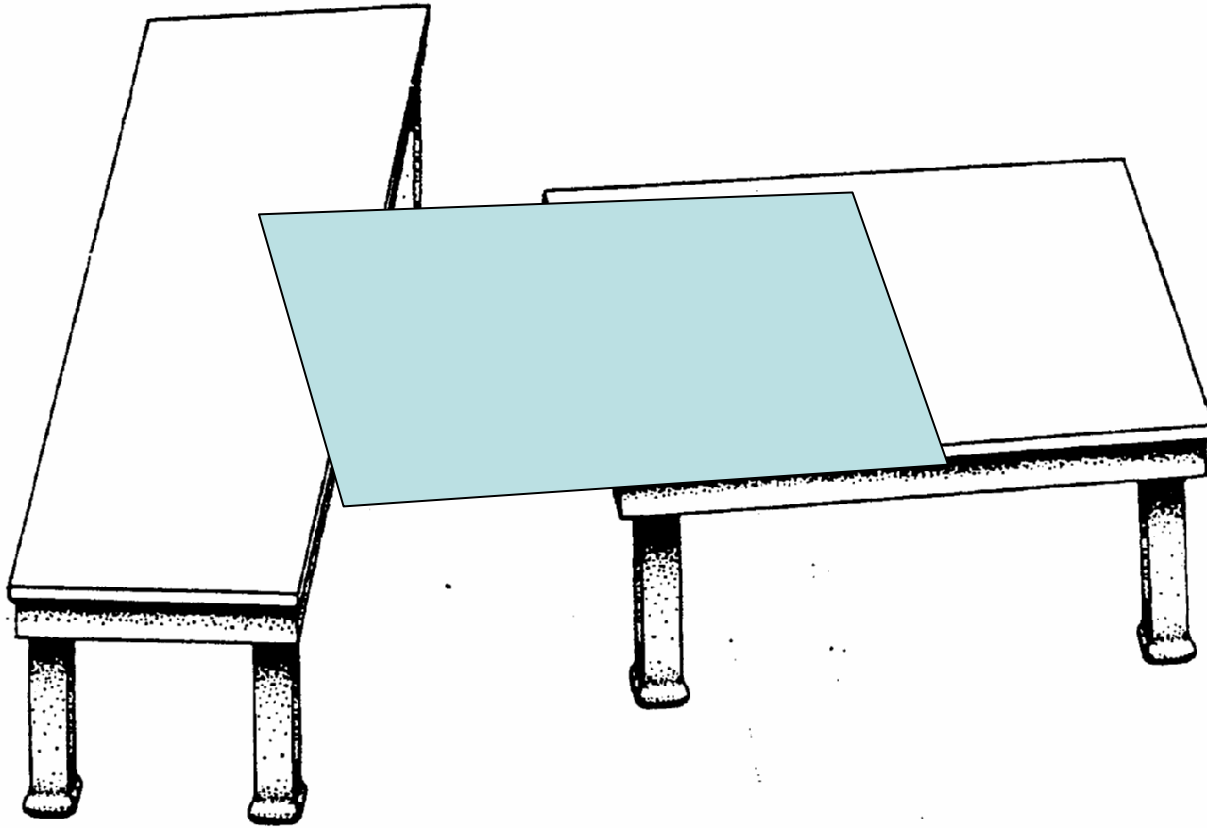


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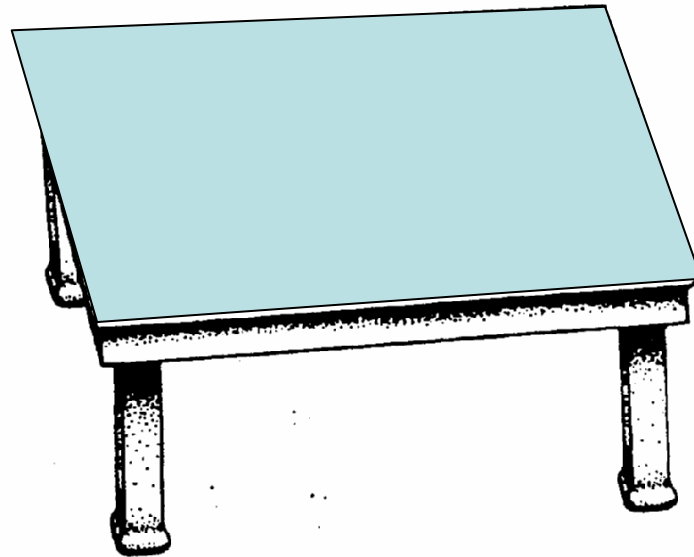
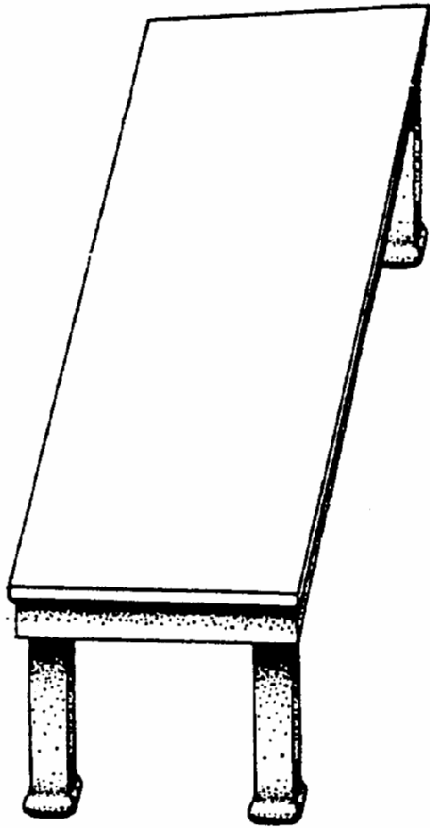


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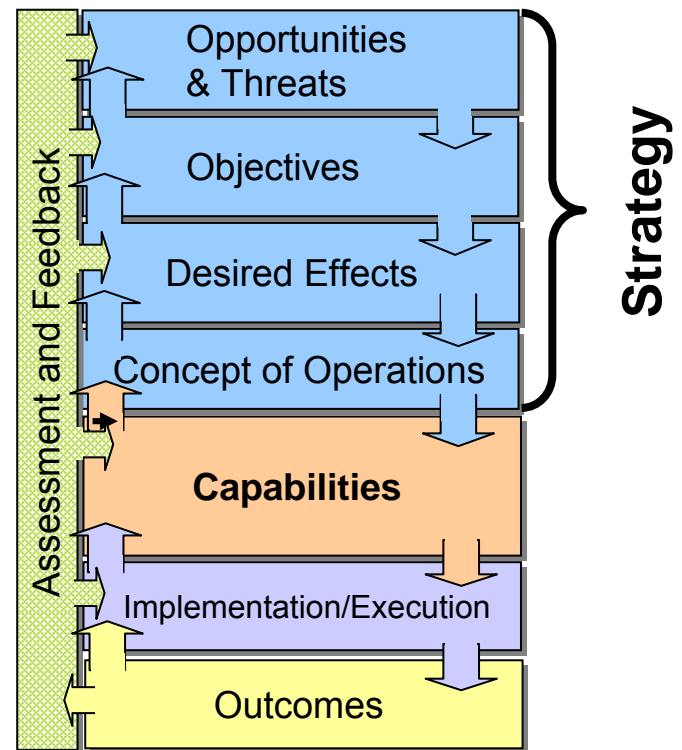
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**If you aren't making
decisions, then don't bother
asking the questions!**

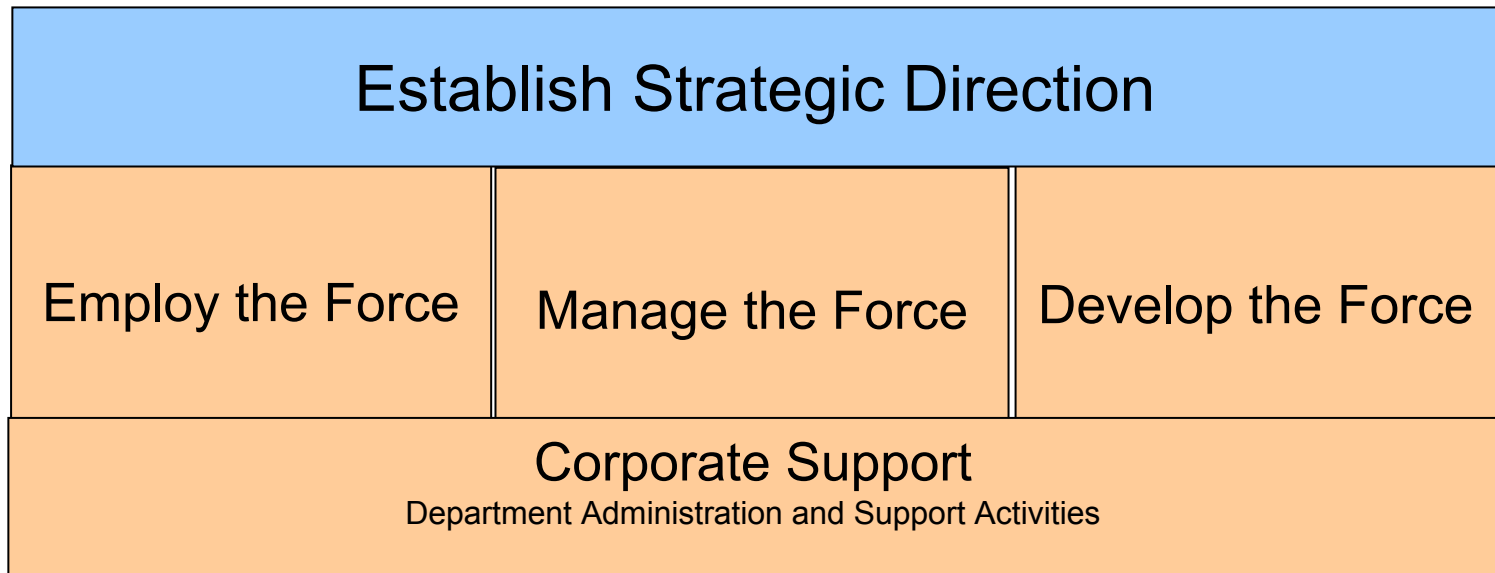
Decision Management Paradigm

- Objective: Institutionalize a capability based planning approach to manage risk, conduct trades and better enable strategic choice across the enterprise.

- Establish a common understanding of a capability-based decision framework
- Identify opportunities for process improvements and eliminations
- Adapt and develop tools to support portfolio decision making
- Determine impacts to roles and responsibilities



Deconstructing the Decision Management Paradigm Decision Lanes from a Framework, Process and Roles Perspective



Thought is sad without action, and action is sad without thought.
- Henri Amiel

Establishing a Capability-Based Language

Establish Strategic Direction

From Objectives to Effects/Approaches to Capabilities

Employ the Force

Manage the Force

Develop the Force



Capabilities

Joint Integrated Capability Portfolio (ICP)

Joint (ICP)

Joint (ICP)

Joint (ICP)

Joint (ICP)

Joint (ICP)

Joint (ICP)

Joint (ICP)

Corporate Support

Joint (ICP)

Near-Term

Far-Term

capabilities-based language serves as universal integrator/translator

Joint Logistics Portfolio – Future

Vision

***Globally responsive, operationally precise,
and cost-effective logistics support
for America's warfighters***

Strategic Goals

- ***Unity of Effort*** – the coordinated application of all logistics capabilities focused on the JFC's intent.
- ***Domain Wide Visibility*** – the ability to see the requirements, resources & capabilities across the joint logistics environment
- ***Timely & Precise Response*** – the ability of the supply chain to effectively meet the constantly changing requirements of the joint force

Proposed Capability Portfolio & Governance

How will the test case deliver our Strategic Objectives?

For capabilities we must:

- **Include all capabilities needed to project and sustain Joint Force Operations**
- **Characterize functions & processes in an integrated way**
- **Recognize that Medical & Engineering capabilities are more than logistics**

For governance we must:

- **Facilitate integrated decision making**
 - Integrate Force Development, Management & Operations
 - Define roles, responsibilities and authorities
 - Flatten & simplify governance structure & processes
- **Focus on war fighter outcomes**
 - Align Service capabilities, functional structures and joint requirements

Proposed Test Case Portfolio Capabilities

Tier I

TBD



Tier II

Force Health Protection

- Casualty Mgmt.
- Patient Mvmt.
- Medical Log
- Preventive Med.

Personnel Services

- Postal / Finance
- Per Readiness
- Legal Services
- Religious Support
- Exchange Spt

Operational Engineering

- Plan / Design
- Construct / Dev.
- Maintain Infra-structure

Supply Chain Operations

- Plan
- Supply / Source
- Maint / Repair
- Deploy / Dist

Logistics Services

- Contracting Spt
- Food Service
- Mortuary Affairs
- Field Svcs.

Changes

- Includes all capabilities to project & sustain the Joint Force
- Integrates the Supply Chain
- All have measurable inputs and outputs
- Facilitates strategic and integrated resourcing decisions & portfolio management

Joint Logistics CPM Test Road Ahead

Capabilities

- ***Refine Joint Capability Areas to:***
 - ✓ Provide clarity over all functions which sustain the Joint Force
 - ✓ Integrate across functions to deliver joint capabilities

Governance

- ***Create a single, integrated structure which:***
 - ✓ *Enables integrated decision making*
 - ✓ *Links capability development, to resourcing, to operational execution*
 - ✓ *Is empowered to make policy and resourcing decisions*
 - ✓ *Provides better clarity into resource scope*

Putting it in context

A B C

7 B 9

Putting it in context



C-130 SDLM

Pure Pallet Initiative



Understanding/Influencing “Value Decisions”



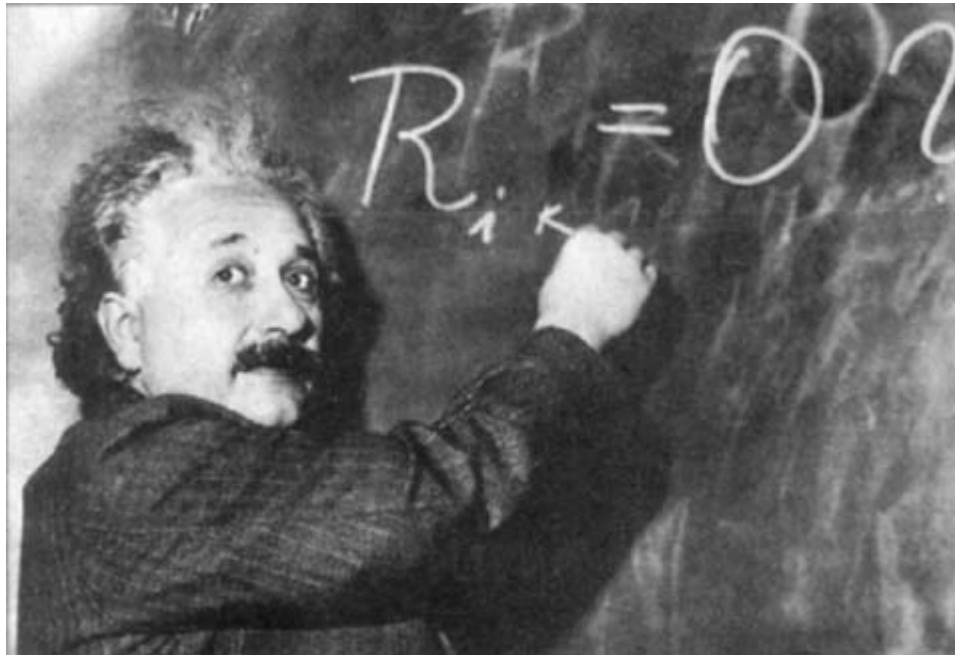
Decisions are easier when values and guiding principles are known:

- Freedom of Action for the Joint Warfighter
 - Unity of Effort
 - Rapid, precise response
 - Domain wide visibility and accounting

Hell hath no greater fury than a vested
interest masquerading as a moral principle
–Barber Conable

Not everything that can be counted counts,
not everything that counts can be counted.

– Albert Einstein



Data>Information>Knowledge

- Manage
 - You can not manage below the level you measure
 - Data quality issues (Capt / Capt; Tank/Tank)
- Location
 - Distributed data forces centralized decision making.
Centralized data enables distributed decision making.
- New Initiatives / New Opportunities?
 - Integrated Data Environment (IDE)
 - Unique Identification (UID)

It is the relationships between data, not the data itself, that gives us information, insight and value.

Driving Action

“The measure of success is not whether you have a tough problem to deal with, but whether it is the same problem you had last year.”

John Foster Dulles, Secretary of State