



Managing Materiel Readiness in Today's Operational Environment

October 25, 2006



The Department needs to change how it thinks about materiel readiness

From:

- Addressing demands for current operations
- Major weapons systems
- Deficiencies
- Service centric
- Increasing the efficiency of the supply chain

To:

- Anticipating the demand for the next operation
- All essential equipment
- Their implications
- Joint centric
- Increasing the likelihood of meeting emergent operational need

We've seen real success in some areas, but much work remains



Anticipating mission and materiel requirements

- Focus on assigned missions and high-probability crises (e.g. domestic terrorism, hurricanes, pandemic)
- Perform quick-turnaround, scenario-based “war” games to identify requirements and response capabilities
 - Estimate critical/mission essential equipment requirements
 - Understand operational consequences of deficiencies
- Provide feedback to the leadership through the readiness assessment and resource planning processes



What do forces have?

- Inventories for all mission essential equipment (scenario dependent)
- Current inventories at units, depots, and storage facilities
- Availability information
 - For simpler systems, binary indicators
 - For more complex equipment, information indicating whether it is suitable for a given mission
- Supporting detail
 - Sourcing decisions and mitigation options
 - Production or supply chain changes

The Defense Readiness Reporting System (DRRS)

Summary Status Personnel Equipment Ordnance Training

Drag a column header here to group by that column.

Unit Name	EQP OVL%	CASREP Count						
Unit Name	EQP OVL%	CASREP Count	Name	Allocated	On Hand	FMC	PMC	NMC
0640 QM TM WATER PU... 66								
			D T D ANCYZ-10 V2: D...	5	2	2	0	0
			FLOODLIGHT ST TLR M...	4	0	0	0	0
			PUMP CTRF GD FM 125...	4	4	4	0	0
			RADIACMETER IM-93A/...	4	1	1	0	0
			TELEPHONE S TA 43/PT...	4	4	4	0	0
			TRK UTIL 1-1/4T M998:...	5	5	5	0	0
			ALARM CHEMICAL AGE...	4	4	4	0	0
			NIGHT VIS GL AN/PVS-...	9	0	0	0	0
			GEN ST DSL MEP 002A:...	0	2	2	0	0
			MASK CHEM BTO M40 S...	16	16	16	0	0
			RADIO ST AN/PRC-119...	0	5	5	0	0
			RIFLE 5.56MM M16A2: ...	16	16	16	0	0
			RADIAC SET AN/VDR-2...	4	3	3	0	0
			GEN ST DSL MEP-016B...	4	0	0	0	0
			STLR LB 22-1/2T M871:...	4	4	4	0	0
			TANK ASY WTR 3000 G...	40	12	12	0	0
			WTR PURIF 3000GPH T...	4	4	4	0	0
			RADIO ST AN/VRC-88A...	4	4	4	0	0
			TRK TRAC M818 W/WN...	4	4	4	0	0
			CHGR RADET PP-1578/...	2	2	2	0	0
			GEN ST MEP-006A: J3B...	4	4	4	0	0
			RADIO SET: AN/VRC-9...	1	1	1	0	0
			TLR CGO 3/4TON M101...	4	3	3	0	0
			WTR QTY ANAL SET PU...	5	0	0	0	0
0217 QM TM WATER PU... 94								
			CHGR RADET PP-1578/...	2	2	2	0	0
			GEN ST DSL MEP-016B...	4	0	0	0	0
			GEN ST MEP-006A: J3B...	4	4	4	0	0



What mission can they do?

The Defense Readiness Reporting System (DRRS)

Joint Force Headquarters Texas - Active Assessment

All tasked organizations report

Core Tasks Major Plans Named Ops Overall

	CORE	HLD	DSCA	CBRNE	CD
Mission Assessment	Q	Q	N	Y	Y
Last Approved Date	25-Jan-2006	25-Jan-2006	25-Jan-2006	25-Jan-2006	25-Jan-2006
Approval Status	Approved	Approved			

Asks whether organizations can conduct assigned missions and the tasks that support them

Mission Essential Tasks	OPR	Rating			
ST 4 Sustain Theater Forces	J4	Y	Y		
ST 7.2 Maintain and Report Readiness of Theater Forces	J3	Q	Q		
ST 8.4 Provide Theater Support to Other DOD and Government Agencies	J3	Y	Y		
OP 5.1 Acquire and Communicate Operational Level Information and Maintain Status	COS	Q	Q	Y	Y
OP 5.5 Establish, Organize, and Operate a Joint Force Headquarters	COS	Y	Y	Y	Y

Notional Data

Task assessments are based on performance standards



How do we respond to materiel deficiencies?

- Adapting plans or identifying other creative mitigation strategies may be viable in the short run
 - Knowing what's currently available
 - Visibility of assets
 - Do viable substitutes exist?
 - How quickly could they be implemented?
- Adapting the supply chain is more effective in the longer run



Concluding Thoughts

- Today's operational environment poses significant challenges to the this community
 - Broad range of potential operations translates into a broad range of materiel limiting factors
 - Short response time necessitates detailed asset visibility and well-rehearsed mitigation options
- The successes in improving the effectiveness of the supply chain over the past several years suggests that the Department is up to the challenge
 - Expanding our focus to identifying mission requirements and managing the supply chain of critical items such as include IBA and night scopes



Backup





Our challenge

- Ensure that the Department can provide the right forces for emergent, probably unforeseen crises
 - Critical equipment ranges from traditional items like major weapons systems to crisis-specific items like individual protective gear
 - For domestic crises, response timeline is hours
- We need to create a force structure that is
 - Flexible enough to respond to unforeseen, emergent demands
 - Responsive to a variety of operational requirements
 - Able to surge and sustain itself effectively
- Materiel readiness management must be part of the force management and planning processes



SORTS is not designed to provide this information

Unit Status Reports don't tell the whole story



This HMMWV is R1 So is this one

- Designed broadly for designed, rather than assigned missions
- Rules differ within and among services
- May lead to either over or underestimates of a unit's capabilities
- Will be skewed by cross leveling
- Does not contain enough information to support or even identify mitigation options