

Defence Logistics Enabling And Sustaining Successful Military Operations

Readiness is the term used to describe the means by which the Ministry of Defence holds its military forces at varying levels of preparedness to respond to emerging operations. An effective system for assessing and reporting military readiness is a key part of modern armed forces

capability, in order to manage risks and address any deficiencies and plan for the future. This has become increasingly important in recent years given the unpredictable nature of the current security environment. This NAO report finds that the MoD has a good system for reporting the readiness of its armed forces, although there is scope for further improvement, both to better define and measure its Public Service Agreement target for readiness, and to manage the main areas of

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risk, such as logistic support.

Defence Logistics Enabling and Sustaining Successful Military Operations Kogan Page Publishers

Hearings Before a Subcommittee of the Committee on Appropriations, United States Senate, One Hundred Fifth Congress, First Session, on H.R. 2561/S. 1122, an Act Making Appropriations for the Department of Defense for the Fiscal Year Ending September 30, 2000, and for Other Purposes

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*Reducing the Logistics
Burden for the Army After
Next*

*Driving the Successful
Delivery of Major Defence
Projects*

*Actions Needed to Improve
the Availability of Critical
Items During Current and
Future Operations*

*Operational Logistics
Air University Library Index
to Military Periodicals
War as Business*

For the last 20 years the
annual Major Projects
Report has highlighted the
variable performance of
the Ministry of Defence's

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highest value defence equipment procurement projects, many of which have suffered cost overruns and delays. The NAO is examining the complex cultural and systemic drivers which need to be managed if military capability is to be delivered faster, cheaper and better. Project control is a critical linking factor between a number of the key drivers of successful acquisition, including management information, governance and assurance, risk and cost estimating,

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and ultimately budgeting and funding. The report describes four main levels of a gold standard practice pyramid: establishing and sustaining the right cultural environment; creating clear structure and boundaries; measuring progress and making decisions focused on successful project delivery; reporting to enable strategic decisions. The report finds the strongest message emerging from the analysis is that it is the "softer" factors about

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building and sustaining relationships (the bottom level of the pyramid) upon which success is predicated. There is a wide variety of performance against the gold standard, and this report presents recommendations to help ensure projects adopt practices closer to the standard. The full evidence underlying the recommendations is available on a website - www.naodefencevfm.org. This comprehensive study explores the history, theory, ethics and

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practice of war in the
21st century.

Hearing on National
Defense Authorization Act
for Fiscal Year 2011 and
Oversight of Previously
Authorized Programs Before
the Committee on Armed
Services, House of
Representatives, One
Hundred Eleventh Congress,
Second Session
Defense Logistics
Reengineering Initiatives
Hearing Before the
Subcommittee on Emerging
Threats and Capabilities
of the Committee on Armed
Services, United States
Senate, One Hundred

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Seventh Congress, First
Session, June 5, 2001

Defence Logistics

Military Review

Supply Chain Resilience

One Man's Story

The privatization of defence assets and the outsourcing of military services from the armed forces to the private sector is an increasing trend. This book approaches the issue of military privatization by linking it to the transformation of the defence industries since the early 1990s, and shows the extent to which many military functions and activities, ranging from military research to military consulting/training to operational support services, have already

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been outsourced in the US and in Europe. This detailed study provides new and updated information on the ongoing privatization of the defence sector and offers an original theoretical explanation as to why the most modern armed forces throughout the world have come increasingly to rely on private companies for nearly everything they do. Contributing to a better understanding of military privatization and its close connection to technological change, the book explains the complexity of the whole phenomenon and discusses its implications for national and international security. The last comprehensive study of defense logistics was published

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in 1959. In the ensuing forty-five years a revolutionary change in information technology and defense strategy has swept the field and mandated a new understanding of the objectives and principles of military logistics. The author, renowned defense logistics expert General William Tuttle, covers all aspects of the subject including force projection, force sustainment, and minimizing the logistics "footprint" in battle spaces. Within these objectives, he includes five principles that are employed to assess the effectiveness of the process and identifies their shortfalls and remedies. He also illuminates the major influences of culture and politics on defense logistics and

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proposes ways to minimize their adverse impact on combat readiness. Written for defense logistics leaders - those currently coping with the challenges and those logistics aspiring to lead - and for everyone involved in the complexities of planning and strategy, this up-to-date volume is sure to become a hallmark in the field.

Assessing and Reporting Military Readiness

Hearings Before the Committee on Armed Services, United States Senate, One Hundred Twelfth Congress, First Session, on S. 1253, to Authorize

Appropriations for Fiscal Year 2012 for Military Activities of the Department of Defense and for Military Construction, to

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**Prescribe Military Personnel
Strengths for Fiscal Year 2012,
and for Other Purposes
Department of Defense
Authorization for Appropriations
for Fiscal Year 2012 and the
Future Years Defense Program
Military Research and
Development Subcommittee
Hearings on Title II--Research,
Development, Test, and
Evaluation : Hearings Held March
22, June 14, 20, and 26, 2001
Enabling Operational Maneuver
from the Sea
Fiscal Year 1998
Doing More with Less**

While many books have been written on the Falklands War, this is the first to focus on the vital aspect of logistics. The challenges were

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huge; the lack of preparation time; the urgency; the huge distances involved; the need to requisition ships from trade to name but four.??After a brief discussion of events leading to Argentina's invasion the book describes in detail the rush to re-organise and deploy forces, despatch a large task force, the innovative solutions needed to sustain the Task Force, the vital staging base at Ascension Island, the in-theatre resupply, the set-backs and finally the restoring of order after victory.??Had the logistics plan failed, victory would have been impossible and humiliation inevitable, with no food for the troops, no ammunition for the guns, no medical support for

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casualties etc.??The lessons learnt have never been more important with increasing numbers of out-of-area operations required in remote trouble spots at short notice. The Falklands experience is crucial for the education of new generations of military planners and fascinating for military buffs and this book fills an important gap.

No-one in the Australian government or Army could have predicted that in the 25 years following the end of the Cold War Army personnel would be deployed to Rwanda, Cambodia, Somalia, Bougainville, East Timor, Afghanistan, Iraq and the Solomon Islands. In a constructive critique of the modern Australian Army, 'On

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Ops' examines the massive transformation that has taken place since troops were deployed to East Timor 1999. After decades of inactivity and the 'long peace' of the 1970s and 1980s the Army was stretched to the limit. Contributors include John Howard and Peter Leahy as well as Craig Stockings, David Horner and an impressive array of military historians, academics, intelligence experts and ex and current Army.

Logistics in the Falklands War
Defense Logistics Agency Annual
Financial Report 2005

"Leap Ahead" Technologies and
Transformation Initiatives Within the
Defense Science and Technology
Program

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Ministry of Defence

The Art and Science of Sustaining
Military Operations

Insights from Theory and Practice

Annual Department of Defense

Bibliography of Logistics Studies
and Related Documents

**2011 Updated Reprint. Updated
Annually. Australia Army Handbook**

**The management of logistics and
supply chain operations is of vital
importance in the defence sector.**

**Defence Logistics looks at
established theories and their
practical utility, providing insights
into current thinking for**

**postgraduate and undergraduate
students, lecturers, researchers,
practitioners and professionals
through real-life case studies.**

Defence Logistics focuses on key

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areas of logistics and supply chain management in context, such as sustainability, inventory management, resilience, procurement, information systems and crisis response. This comprehensive and up-to-the-minute collection includes contributions from international academics from a range of universities, academies and defence schools, along with practitioners who are currently working in the field of defence logistics.

**Full Committee Hearing on Budget Requests from the U.S. European Command, U.S. Africa Command, and U.S. Joint Forces Command, Hearing Held March 10, 2010
Lack of Key Information May Impede DoD's Ability to Improve**

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**Supply Chain Management
Hearings on National Defense
Authorization Act for Fiscal Year
2002--H.R. 2586 and Oversight of
Previously Authorized Programs,
Before the Committee on Armed
Services, House of Representatives,
One Hundred Seventh Congress,
First Session**

**Air Force Journal of Logistics
Management and Military Studies
Hearing Before the Military
Readiness Subcommittee of the
Committee on Armed Services,
House of Representatives, One
Hundred Sixth Congress, Second
Session, Hearing Held, June 27,
2000**

**Enabling and Sustaining Successful
Military Operations**

*This study assesses the
potential of new technology*

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to reduce logistics support requirements for future Army combat systems. It describes and recommends areas of research and technology development in which the Army should invest now to field systems that will reduce logistics burdens and provide desired capabilities for an "Army After Next (AAN) battle force" in 2025. This text offers a practical approach for understanding the US Army's extremely complex global logistics system, widely acknowledged as one of the largest in the world. The focus is on inventory management policy where prescriptions are illuminated through the

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prism of an enterprise supply chain analysis. Although Army aviation logistics examples are emphasized throughout, the fundamental issues and potential solutions are broadly applicable to other large-scale military and industrial supply chains as well. Following a summary of recent trends for background and context, a multi-stage conceptual model of the logistics structure is presented to segment and guide the effort. This multi-stage model is used to systematically analyze major organizational components of the supply chain, diagnose structural disorders and

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prescribe solutions.

Integration challenges are addressed using cost-benefit perspectives which incorporate supply chain objectives of efficiency, resilience, and effectiveness. The design and evaluation section proposes an "analytical architecture" consisting of four complementary modeling approaches, collectively referred to as "dynamic strategic logistics planning", to enable a coordinated, enterprise approach for Army Logistics Transformation. An organizational construct is presented for an "engine for innovation" to accelerate

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and sustain continual improvement for Army logistics and supply chain management - a "Center for Innovation in Logistics Systems". Finally, strategic management challenges associated with enterprise integration and transformational change are addressed: organizational design; management information and decision support systems; strategic alignment for a learning organization; and workforce considerations including human capital investment needs. The text concludes with a relevant historical vignette and closes with a summary of expected

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benefits.

*Operations Strategies for Management
Innovation*

Defense Logistics

*Australia Army Handbook
Volume 1 Strategic*

Information and Materials

The Logistics of War..

*On Ops: Lessons and
Challenges for the*

*Australian Army since East
Timor*

*Naval Expeditionary
Logistics*

*Classical and Current
Foundations*

At the request of the Chief of Naval Operations, the National Research Council (NRC) conducted a study to determine the technological requirements, operational changes, and combat service support structure necessary to land and

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support forces ashore under the newly evolving Navy and Marine Corps doctrine. The Committee on Naval Expeditionary Logistics, operating under the auspices of the NRC's Naval Studies Board, was appointed to (1) evaluate the packaging, sealift, and distribution network and identify critical nodes and operations that affect timely insertion of fuels, ammunition, water, medical supplies, food, vehicles, and maintenance parts and tool blocks; (2) determine specific changes required to relieve these critical nodes and support forces ashore, from assault through follow-on echelonment; and (3) present implementable changes to existing support systems, and suggest the development of innovative new systems and technologies to land and sustain dispersed units from the shoreline to 200 miles inland. In the course of its study, the committee soon learned that development

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of OMFTS is not yet at a stage to allow, directly, detailed answers to many of these questions. As a result, the committee addressed the questions in terms of the major logistics functions of force deployment, force sustainment, and force medical support, and the fundamental logistics issues related to each of these functions.

Every global crisis highlights the strategic importance of industrial and non-profit supply chains for society. In terms of coping with unforeseen and unpredictable events, supply chain resilience enables the parties and networks involved to stay successful during and after the disruption. Furthermore, a resilient supply chain contributes to the sustainable competitive advantage of the entire value chain.

Written by scholars and practitioners alike, this book not only puts forward a new framework for resilience in supply chain

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management, but also presents best practice cases from various areas and industries. As a particular highlight, it includes a Delphi study that gathers state-of-the-art insights from supply chain leaders. In addition to practical approaches, methods and tools, the book also offers food for thought on the future of supply chain resilience. As such, it offers a valuable resource for current and future managers in the public and private sector, as well as researchers and students engaged in this field.

Defense Management Journal

Pure Logistics

Department of Defense Appropriations for
Fiscal Year 2000

Transforming US Army Supply Chains

A Reader

Defense management : actions needed to
sustain reform initiatives and achieve
greater results : report to the Chairman,

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Subcommittee on Military Readiness,
Committee on Armed Services, House of
Representatives

Technological Change and Military
Service Contracting

This Reader provides a structurally coherent explanation and review of the magnified role conception and organizational task expansion for the Nigerian military establishment in foreign policy. It argues essentially that one of the most problematic and intractable areas of public policy in Nigeria since the Civil War concerns the development of a professional defence establishment adequate to meet the challenges arising from the altered parameters of our

security environment. The correction of this condition is the primary motivation of the Armed Forces modernization and augmentation program that touches upon all elements of Nigeria's military power. This Reader is at once a review and a critique of the major facets of this modernization and augmentation process of the Nigerian armed forces within the operative context of the changing dimension of threat perception and the strategic parameters that have guided Nigerian military planning since the Civil War in 1970. Military operations in Iraq and Afghanistan have focused attention on the performance of

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DoD's supply chain management. DoD spent \$178 billion on its supply chain in FY 2007. There have been many reported weaknesses in DoD's management of its supply chain. DoD released its Logistics Roadmap in July 2008 to guide, measure, and track logistics improvements. DoD has identified two technologies included in this roadmap -- item unique ident. (IUID) and passive radio frequency ident. (RFID), as having promise to address weaknesses in asset visibility. This report reviewed: the extent to which the roadmap serves as a comprehensive, integrated strategy to improve logistics; and the progress DoD has made

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implementing IUID and passive
RFID.

Defense Logistics for the 21st
Century

Defence Policy of Nigeria:

Capability and Context

Effective Project Control is a Key
Factor in Successful Projects;

Ministry of Defence

Transportation and Logistics

Dept. of Defense Authorization for
Appropriations for FY 2013,...S.

Hrg. 112-590, Pt. 1, 112-2

Hearings

The United States Army

Modernization Plan

Army Strategic Logistics Plan:

Enabling Strategic

Responsiveness Through a

Revolution in Military Logistics

Operational Logistics: The Art and Science of Sustaining Military Operations explores military logistics in terms of the theoretical foundations of operational logistics (OpLog) and its applications. The theoretical foundations are examined with regard to two dimensions. First, the artistic or qualitative aspects of contemporary logistics are looked at in the context of the operational level of war. These OpLog aspects include principles, imperatives and tenets, which are stated and analyzed. The second dimension relates to the scientific aspects of logistics.

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It is manifested by a formal network model that represents the structural and operational features of an OpLog system. Hence the book examines both artistic and scientific dimensions of military logistics and integrates the respective qualitative and quantitative aspects into a unified and definitive presentation of operational logistics. Chapter 1 presents a general introduction to military logistics. Chapter 2 discusses the general structure and characteristics of logistics and describes its three levels - strategic, operational and tactical. Chapter 3 focuses on

Operational Logistics (OpLog). Chapter 4 deals with the logistics planning process. Chapter 5 addresses the issue of logistics information. Chapter 6 deals with forecasting logistics demands. Chapter 7 introduces the first version of the logistics network model. Chapter 8 addresses an important property of an OpLog system - Flexibility. Chapter 9 discusses two major (and dual) issues in OpLog practice: force accumulation and medical treatment and evacuation. Chapter 10 presents an inter-temporal network optimization model that is designed to

determine deployment and employment of the support chain in an OpLog system. The mission of the United States Army is to fight and win our nation's wars by providing prompt, sustained land dominance across the full range of military operations and spectrum of conflict in support of combatant commanders. Accomplishing this mission rests on the ability of the Army to equip and move its forces to the battle and sustain them while they are engaged. Logistics provides the backbone for Army combat operations. Without fuel, ammunition, rations, and other

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supplies, the Army would grind to a halt. The U.S. military must be prepared to fight anywhere on the globe and, in an era of coalition warfare, to logistically support its allies. While aircraft can move large amounts of supplies, the vast majority must be carried on ocean going vessels and unloaded at ports that may be at a great distance from the battlefield. As the wars in Afghanistan and Iraq have shown, the costs of conveying vast quantities of supplies is tallied not only in economic terms but also in terms of lives lost in the movement of the materiel. As the ability of

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potential enemies to interdict movement to the battlefield and interdict movements in the battlespace increases, the challenge of logistics grows even larger. No matter how the nature of battle develops, logistics will remain a key factor. Force Multiplying Technologies for Logistics Support to Military Operations explores Army logistics in a global, complex environment that includes the increasing use of antiaccess and area-denial tactics and technologies by potential adversaries. This report describes new technologies and systems that would reduce the demand for

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logistics and meet the demand at the point of need, make maintenance more efficient, improve inter- and intratheater mobility, and improve near-real-time, in-transit visibility.

Force Multiplying

Technologies also explores options for the Army to operate with the other services and improve its support of Special Operations Forces.

This report provides a logistics-centric research and development investment strategy and illustrative examples of how improved logistics could look in the future.

The Science of War

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Preparation
Operations

Force Multiplying

Technologies for Logistics

Support to Military Operations

Defense logistics DOD has

begun to improve supply

distribution operations, but

further actions are needed to

sustain these efforts : report to

the Subcommittee on

Readiness, Committee on

Armed Services, House of

Representatives.

Army Science and Technology

Master Plan

The Oxford Handbook of War

The Army Strategic Logistics

Plan (ASLP) is the Army Logistics

community's strategy to

achieve the DCSLOG's Logistics

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Vision the Revolution in Military Logistics (RML). The ASLP will achieve the goals of that vision by transforming Army logistics from a system based predominately on redundancy of mass to one based on velocity mobility and information. It will be supported by a single logistics system employing shared situational awareness to facilitate real-time logistics control extending from the tactical level of operations in a theater to the strategic or sustaining base - from the factory to the foxhole. The RML will support an Army that will be strategically responsive along

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the entire mission continuum. To do so requires a streamlining of Army logistics to achieve the Army's deployment timelines and reduced footprint goals. This streamlining process began over two years ago when the RML was institutionalized and it focused on exploiting information and communications technologies. Revolutionary changes to materiel systems were deferred to the far-term. The new Army vision accelerates the transformation process by pulling the modernization of materiel systems and force structure into the near-term so

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that the processes of acquiring physical agility and mental agility are conducted concurrently, rather than sequentially. The ASLP consolidates the full spectrum of logistics modernization in a single executable plan. It includes for example logistics efficiencies and best commercial practices being pursued consistent with Sections 347 and 912 of the FY 98 Defense Authorization Act. It reflects the importance of developing the civilian workforce as cited in the Defense Reform Initiative. The theater distribution and

sustainment programs are outlined in the Total Distribution Program at Appendix D.

This book connects findings and insights authored by famous scholars in management and organization studies with challenges the military is facing today. One assumes that management and organization studies is only about the rational, predictable, and manageable, and that military action is predominately irrational, unpredictable, and unmanageable; both assumptions are wrong. This book argues that the discipline of management and

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organization studies is highly relevant for the military in both peace- and wartime conditions, and for any situation in between. In all conditions, the giant and complex military organization needs to be structured, processed, administrated, led, and accounted for. Each chapter presented in this volume focuses on the contributions of founding thinkers in management and organization studies, with their work translated and applied to the military setting. These scholars are drawn from a variety of backgrounds, including

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organizational sociology, economics, political science, psychology, and engineering. Although the work of only a few explicitly refers to the military, the contributions of all these scholars are relevant in order to come to grips with security and military affairs. Together with many other academics' work, the contributions of these 18 scholars constitute the core of the field of management and organization studies. This book will be of much interest to students of military studies, management studies, and organization studies.