



JOINT LOGISTICS
Annual Guidance | 2010





Purpose

The purpose of this memorandum is to relay my priorities to accomplish our strategic objectives and achieve unity of effort for 2010-2011.

Intent

As Director for Logistics on the Joint Staff, I am responsible for providing the best logistics advice to the Chairman of the Joint Chiefs of Staff (CJCS) and enhancing joint force readiness. This guidance serves as my primary means of focusing and aligning J-4's efforts as we work towards our goal of providing joint logistics strategic direction, delivering integrated joint logistics capabilities, and developing our organization and people. It identifies my areas of focus, better enabling each of you to prioritize your day-to-day actions required to achieve our mission and vision. More importantly, this annual guidance is in direct alignment with the broader J-4 strategic planning process and ties directly to the 2010-2014 J-4 Strategic Plan. This approach will enable us to meet our important responsibility of providing a long range focus for the logistics community of interest.

Assessment

Over the past year, we have contributed significantly to the tremendous progress that has been made throughout the logistics community of interest. Your sustained efforts in the entire spectrum of logistics created an unprecedented level of trust and confidence throughout the community. These accomplishments are due in large part to the support each of you has provided during the development and implementation of key initiatives delivering dynamic logistics support to the joint warfighter. Through your efforts, we have been able to effectively facilitate and expertly advocate logistics solutions at a time of unprecedented operational challenges. Additionally, you have provided sound and valuable advice to the Chairman and other Defense officials during a period of intense logistics focus.

Another critical component of the J-4 mission is the imperative to look forward with a strategic focus to ensure we are able to provide the joint warfighter viable logistics solutions in the future. Through our continued development of initiatives, such as the Joint Logistics COMPASS and the Joint Logistics White Paper, we are developing a culture of innovation, generating efficiencies, and creating cohesive integration of all logistics functions to face the challenges addressed in the joint operating environment over the next 20 years and beyond.

Mission	Drive Joint Force readiness, maximize the Joint Force Commander's freedom of action, and provide the best logistics advice to the Chairman of the Joint Chiefs of Staff in order to shape the logistics environment
Vision	Dynamic Logistics → Nothing Constrained - - Everything Possible
Goals	<ul style="list-style-type: none"> ■ Provide joint logistics strategic direction ■ Deliver integrated joint logistics capabilities ■ Develop the organization and our people

Goal 1: Provide Joint Logistics Strategic Direction

Transition the logistics Community of Interest into the Joint Logistics Enterprise

The logistics Community of Interest (COI) will transition into the Joint Logistics Enterprise. Creating the Joint Logistics Enterprise is critical to providing sustained logistics readiness, achieving unity of effort, and giving the Joint Force Commander the trust and confidence to plan and execute operations unfettered by logistical constraints. We will have created the Joint Logistics Enterprise when all logistics partners and stakeholders are interoperable, can leverage all support available, and are synchronized such that the support provided is optimized. Developing a sound roadmap to guide the community through this transition is key to our success.

Facilitate ownership, development and integration of the Joint Logistics COMPASS

The Joint Logistics COMPASS serves as one of the primary strategic documents for the logistics COI. Last year, we successfully migrated ownership of the Logistics Education Plank to the Center for Joint and Strategic Logistics. Building on this momentum, we will take the necessary steps to transfer ownership of the two remaining planks, Common End-to-End Framework and Life Cycle Management, to the appropriate organizations outside of J-4. Accomplishing this will allow us to achieve our goal of fully “institutionalizing” the COMPASS within the logistics COI. We will continue to work with the respective plank owners to track progress and provide support to the logistics COI to successfully complete each plank.

Influence joint logistics through strategy, policy and doctrine

Improving unity of effort throughout the logistics COI is critical for members’ various activities to align towards a common goal of supporting the joint warfighter. We will

develop and shape current strategy, policy, and doctrine to influence joint logistics strategic direction in accordance with Joint Publication 4-0, *Joint Logistics*, our capstone publication. We will continue to develop and refine the subordinate joint logistics publications. We will continue to streamline existing logistics governance forums, including finalizing the Joint Logistics Board Charter, to further align our efforts across the community. We will further develop a common lexicon for Joint Logistics, one that is embraced and accepted by the entire logistics COI, so that we are all speaking in a common language to facilitate interoperability. We will re-examine existing doctrine and expand/clarify guidance on multinational, interagency, and operational contract support.

Advance joint logistics concept development

A key factor in laying the foundation for the next generation of joint logisticians is our ability to develop concepts and processes that support joint operations in the future. We must finalize the Joint Logistics White Paper and facilitate its dissemination so that the entire logistics COI is in alignment and working towards a common vision. We will participate in Joint Concept Development and Experimentation programs and Joint Capability Technology Demonstrations to integrate logistics equities into joint experimentation.

Through authoring white papers and developing concept of operations for different core capabilities, we will shape and influence the progress of joint logistics concepts in an effort to accelerate the development of future capabilities.

Simultaneously, we will create Joint Integrating Concepts, specifically for engineering and operational contract support, to ensure they are in alignment with the Joint Logistics White Paper.

As we establish the foundation for the future of joint logistics, we must incorporate a thorough assessment of our energy concepts and policies. Energy can be a force multiplier. We must examine the Defense Science Board's recommendations on operational energy needs and determine how we can minimize the logistical impacts for the Joint Warfighter.

Strengthen strategic relationships

Our success is determined by our ability to leverage partnerships and relationships. We will continue to conduct and participate in the Office of the Secretary of Defense, Services, and Combatant Command (COCOM) forums. The Conference of Logistics Directors (COLD), COCOM Face-to-Face meetings and COCOM Tandbergs/ video teleconferences allow us to reach out to logisticians across the logistics COI to leverage best business practices and identify opportunities for improvement.

We will build on the successes of COLD 2009, to enhance our non-traditional relationships with interagency, multinational, and industry forums. Additionally, we will team with Deputy Under Secretary of Defense (Installation & Environment) and the joint COI partners to establish a formal Joint Staff role on Joint Basing.

Strengthen strategic communications

A consistent message throughout the logistics COI will enhance relationships and ultimately improve our support of the joint warfighter. It is important we all understand and consistently communicate our mission, vision, and priorities so that we have a common understanding of our strategic direction and are all working towards a common end. We will publish and implement a J-4 Strategic Communications Plan to advance an integrated strategic logistics message that builds unity of effort and common understanding within J-4 and across the logistics COI. Our communications plan will include key components of the Chairman's priorities, Joint Logistics COMPASS, the Joint Logistics White Paper and other joint logistics initiatives.

Goal 2: Deliver Integrated Joint Capabilities

Enable effective execution of plans and operations

Our support of the COCOM J-4s remains paramount. Our unique ability to facilitate across the COCOMs demands our extensive involvement in plans and operations. We will vigilantly monitor, assess, and validate functional logistics requirements across the COCOMS. We must continue our focus on the drawdown in Iraq and the expanded operations in Afghanistan and Pakistan in order to ensure our Warfighters have the assets and capabilities necessary to successfully continue operations. We will ensure we have the most up-to-date operational information in order to provide the Chairman with the best logistics military advice.

Enable effective logistics planning and decision-making

The development of the right tools and processes will allow for the integration of information and will improve situational awareness throughout the logistics community. We will accelerate the development of the Global Command Support System-Joint to enhance our ability to support the Joint Warfighter.

Advocate and integrate for solutions to meet the needs of the COCOMs and Services

We will identify and mitigate joint capability gaps and advocate for solutions to those gaps to meet the needs of the COCOMS and Services. We will fulfill our role on capabilities boards and conduct the logistics portion of the Joint Combat Capability Assessment to inject a joint perspective that benefits the Joint Warfighter by encouraging common and interoperable equipment and cost-saving measures.

Optimize materiel availability and joint force readiness

Our joint forces continue to operate at a demanding tempo. In order to support our forces, we will assist in optimizing the "Health of the Force," which includes increasing materiel

availability and caring for our people. We will monitor and synchronize maintenance operations and planning, support the established reset definition policy and adjudication process, facilitate the synchronized distribution of materiel, and advocate for resource allocation. We will assist in the development and tracking of proper metrics to ensure transparency of materiel availability. We will continue our common engineering equipment and base camp standardization efforts. Simultaneously, we must also look inside all of our functional areas to determine if there are other standardization opportunities to enhance the Joint Forces Commander's freedom of action.

Shape Multinational and Interagency Logistics

The future Joint Operating Environment will require us to work with our multinational partners and to employ a "whole of government" approach to increase the freedom of action of the Joint Force Commander. We will develop a long-term vision and supporting plan to institutionalize cooperation with our multinational and interagency partners. We will use initiatives such as the "interagency quick wins" identified during COLD 2009 and the Day of Interagency Logistics to build relationships. In addition, we will identify opportunities to leverage multinational capabilities in support of current and future operations.

Goal 3: Develop the organization and our people

Develop the organization

I continue to be impressed by the quality of our organization. To maintain our high-performance, we must fully leverage our skill sets and experiences and periodically assess our internal processes. We will validate and implement a standard competency set for J-4 personnel to ensure that all of our staff members have the appropriate level of training, experience, and education to meet the requirements of his/her position. Through increased information sharing and the implementation of process efficiencies, we will enable better use of our valuable time.

Develop our people through a mix of experience, education and training

Our people are our greatest asset. We have an obligation to provide training, education, and career development opportunities that sharpen and challenge each member. We will develop a Logistics Directorate training program to advance our personnel and their ability to perform their duties, as well as prepare for crisis situations. We will incorporate a balanced internal personnel rotation plan to provide flexibility and opportunity for cross-experience among divisions.

Align Resources to support J-4 goals and objectives

Recognizing our fiscally constrained environment, we will align our resources so that we can best accomplish the goals and objectives laid out in the J-4 Strategic Plan. We will

remain flexible to quickly respond to global logistics crises and other requirements from the CJCS and the joint logistics community. We will develop program and budget guidelines to help prioritize fiscal execution in order to meet goals and objectives, and also to assess, control, and monitor resources.

Mission first, people always

Thank you for your exceptional support, leadership and performance during a critical period in our nation's history. Your sustained commitment and continued devotion to our Joint Warfighters will be a vital part of our success. We must devote continued focus and the full weight of our efforts towards the important tasks outlined in this guidance. I am proud to serve with such a professional group of service members, civilians, and contractors.

A handwritten signature in black ink that reads "Kathleen M. Gainey". The signature is written in a cursive style with a large, stylized initial 'K'.

Kathleen M. Gainey
Lieutenant General, USA
Director for Logistics, J-4