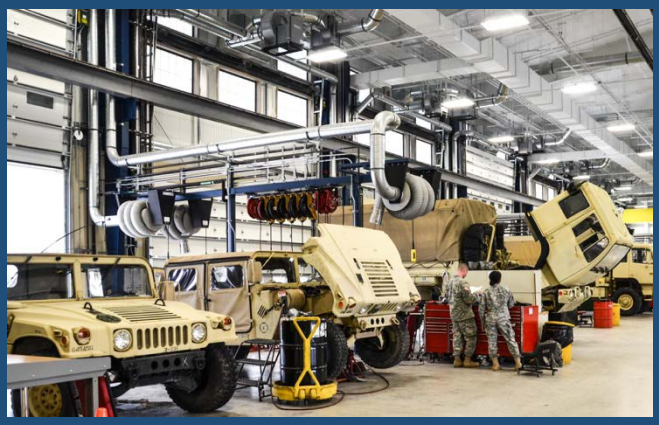
DoD Logistics Human Capital Strategy



Office of the Secretary of Defense
Sustainment

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A MESSAGE FROM THE DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR PRODUCT SUPPORT

In the 2017 National Security Strategy, the President directed that the Joint Force remain capable of deterring and defeating a full range of threats to the United States. The Department of Defense (DoD) must be prepared to defend the homeland, remain the preeminent military power in the world, ensure the balances of power remain in our favor, and advance an international order conducive to the nation's security and prosperity. To meet this call to action, the Department is investing broadly in the deployment of autonomous vehicles, artificial intelligence, machine learning, and the rapid application of commercial breakthroughs to gain a competitive advantage. With this new technology comes new operational concepts and capabilities and the need for resilient and agile logistics support.

Logistics by its very nature is a human endeavor. As the DoD introduces more advanced weapons systems and enterprise resource planning tools to bolster supply chain and distribution systems, the guild concept we've used since the 1950s to grow logisticians and maintainers will have to become more adaptive to address global threats and continuously changing technologies.

The DoD Logistics Human Capital Strategy we're introducing with this document addresses the President's concerns as codified in the National Security Strategy. It supports the Secretary of Defense in ensuring our military remains the preeminent fighting force. It advances the joint logistics enterprise by introducing human capital tools to complement our current workforce and ensures a modern, agile, information-advantaged workforce for the future, as new technologies are introduced into the DoD weapon system inventory.

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Mission and Vision

Mission

Support the Department of Defense (DoD) with a professional, flexible, highly-skilled human capital logistics workforce that possesses the knowledge, skills and abilities needed to ensure readiness for winning the war across the spectrum of military operations. Design, implement, and sustain a world-class employee professional development program to facilitate a highly trained and well-educated workforce empowered to continually learn and thrive in a rapidly changing environment.

Vision

A logistics enterprise cultivated and institutionalized by DoD Logistics Human Capital planners that is ready to support any combination of combat, security, engagement, acquisition, sustainment, and relief and reconstruction operations. The employee development program will include a broadly-based, highly integrated combination of practitioner training, continuing education, career development, professional certification, proficiency documentation, competency-based evaluations, mentoring, employee recognition, career broadening, leadership development, and easily quantifiable workforce readiness metrics for assessing and rewarding successful performance.

Introduction

Scope

This human capital strategy covers approximately 156,000 civilian logistics professionals across the Department, including the Military Departments and Defense Agencies. The logistics workforce is the largest functional community (group of occupational series with common functions, competencies, and career paths) within DoD, currently spanning 126 logistics occupational series, operating globally to provide precision support to United States Soldiers, Sailors, Airmen, and Marines. The logistics community landscape consists of four logistics workforce categories: life cycle logistics (LCL), supply management, maintenance support, and deployment/distribution/transportation – and includes both salaried and wage-grade logisticians (Figure 1). This strategy outlines goals and objectives to sustain and improve the capacity and capabilities of the DoD logistics workforce. Its goals are aligned and support overarching DoD strategic direction outlined in the 2018 National Defense Strategy and the National Military Strategy.

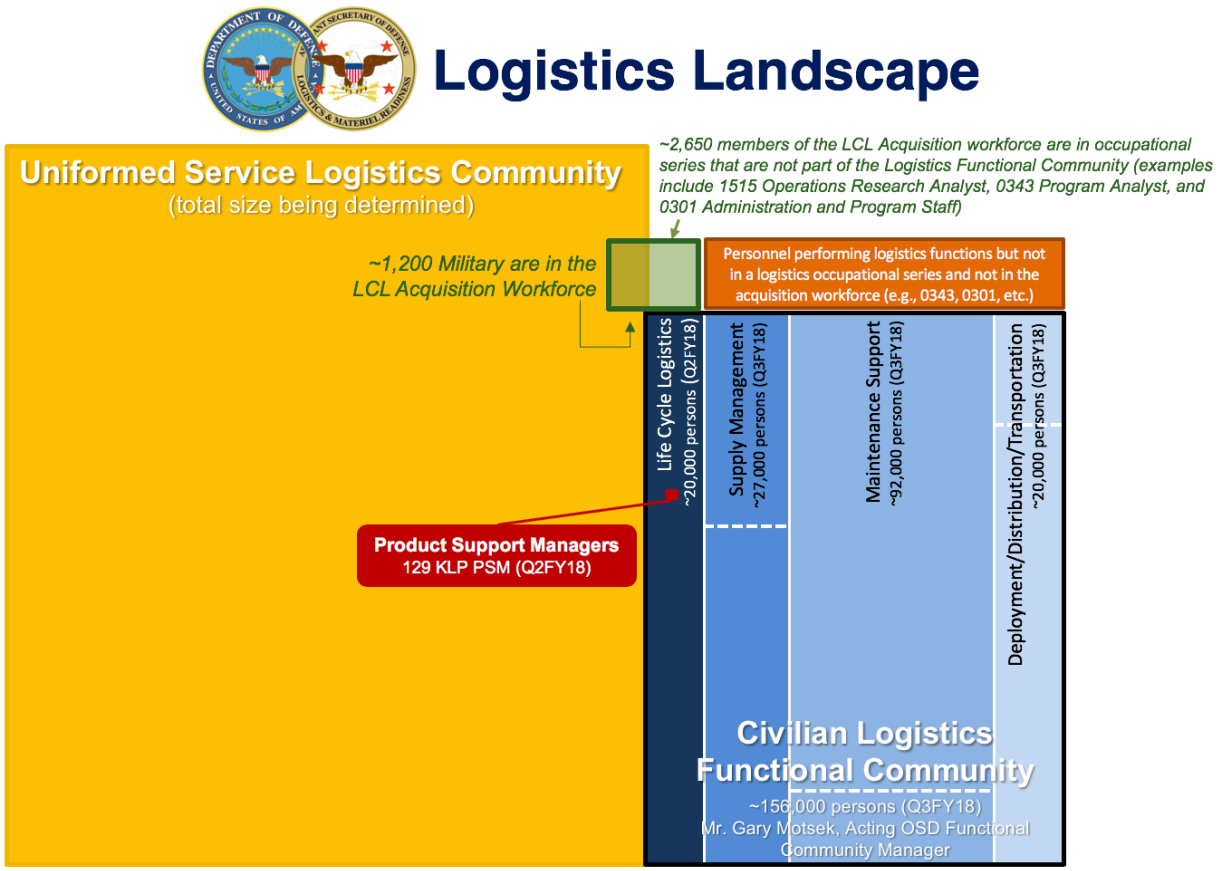

Figure 1: The 2018 Logistics Landscape
***Note: Dotted line in each lane represents the Salaried/Wage Grade composition of that portion of the workforce. Salaried is below the line, and wage grade is above the line.**

This picture is a representation of the complexity of the DoD logistics workforce. The blue boxes, when all taken together, represent the ~156,000 civilians in the 126 occupational series assigned to the Logistics Functional Community (LFC). Each of the blue boxes represents one of the four logistics workforce categories – life cycle logistics, supply management, maintenance support, and deployment/distribution/transportation. The white dotted line within each lane represents the Salaried/Wage Grade composition of that portion of the workforce (Life Cycle Logistician (LCL) has only 1 Wage Grade employee). Salaried is below the line; wage grade is above the line.

The green box augments the darkest blue box and represents the personnel who have been coded as a LCL in the Defense Acquisition Workforce but are either military or not in an occupational series that belongs to the LFC.

The red box exists entirely within the darkest blue box and represents those personnel that have been assigned to Key Leadership Positions as a Product Support Manager.

The orange box represents personnel who are performing logistics work but are in occupational series not assigned to the LFC and are not part of the LCL Acquisition workforce. These personnel may be supporting supply, maintenance, or deployment/distribution/transportation efforts.

The yellow box represents the military personnel working in logistics as estimated at this time.

FY 2018 – FY 2026 Logistics Workforce Strategic Goals

In order to effectively support the efforts of U.S. Warfighters worldwide, the DoD must recruit, retain, and professionally develop a logistics workforce that is integrated, agile, innovative, and high-performing. In response to that requirement, it is essential that the Department pursue the following strategic goals.

Strategic Goal 1: Develop and Manage the Talent

Strategic Goal 2: Enhance Logistics Human Capital-Related Processes and Tools

Strategic Goal 3: Well Informed Civilian Logistics Workforce

Structure of the Logistics Human Capital Strategy

- **Background**: Provides an overview of the 2008 DoD Logistics Human Capital Strategy (HCS), and accomplishments and concludes with a look at the current environment and challenges.
- **Innovation, Emerging Technology and Key Enablers**: Outlines the Logistics Workforce Strategic Goals and supporting initiatives.
- **State of the Workforce:** Provides an analysis of the current logistics workforce and the apparent trends shaping the future force.
- **Summary.**
- **Appendices**.

Section 1. Background

DoD Logistics Human Capital Strategy

The DoD logistics workforce exists to enable the military force to "fight and win wars" through its continuity, unique skills, competencies and dedicated commitment to the mission. This is encapsulated in the DoD's three lines of effort: 1) increase the lethality of the Department; 2) strengthen U.S. alliances and partnerships; and 3) reform the Department. These priorities support building a larger, more capable and lethal Joint Force. The knowledge, skills, and abilities of the logistics workforce are essential in supporting these priorities. The skill sets possessed by DoD logisticians support national and global operations ranging from security cooperation, logistics, cyber security, and more. To ensure the DoD maintains an informed and capable civilian base, strategic human capital planning is paramount for increasing civilian talent acquisition, training and development, and recruitment/retention strategies. This DoD Logistics HCS identifies goals, objectives, and performance measures that support the DoD priorities and drive logistics workforce improvements necessary to achieve the desired outcomes.

One of the most notable successes associated with the 2008 DoD Logistics HCS, as depicted in Figure 1.1, was the identification, development and publication of the Logistics Career Development Framework (LCDF), which involved validation of competencies and proficiencies for the logistics workforce. This achievement not only provided the DoD the ability to manage the three workforce competencies (workforce category technical competencies, fundamental competencies, and leadership and management competencies) but expanded on the technical competencies that specifically align to the Logistics Functional Community (LFC). This model provided the ability to execute logistics human capital management in a highly effective manner.

Logistics Career Development Framework

Competency Categories	Workforce Categories	Proficiencies	Competencies and Professional Attribute Categories
WORKFORCE CATEGORY TECHNICAL COMPETENCIES* (Defined by logistics SMEs; specific to logistics workforce)	SUPPLY MANAGEMENT	The ability to accurately forecast requirements, identify and select supply sources, schedule deliveries, receive, verify, and transfer product, and authorize supplier payments.	Forecasting & Demand Planning Supply Planning Sourcing Inventory Management
	DEPLOYMENT/ DISTRIBUTION/ TRANSPORTATION	The ability to plan, coordinate, synchronize, and execute force movement and sustainment tasks in support of military operations.	Deployment Planning Physical Distribution/ Transportation Operations
	MAINTENANCE SUPPORT	The ability to manufacture and retain or restore materiel in a serviceable condition to achieve world class, agile maintenance capabilities in support the full spectrum of military operations.	Maintenance Operations (includes depot maintenance) Production & Support
	LIFE CYCLE LOGISTICS	The ability to plan, develop, implement, and manage comprehensive, affordable, and effective systems support strategies. Life cycle logistics encompasses the entire system's life cycle including acquisition (design, develop, test, produce and deploy), sustainment (operations and support), and disposal.	Logistics Design Influence Integrated Logistics Support Planning Product Support & Sustainment Configuration Management Reliability & Maintainability Analysis Technical/Product Data Management Supportability Analysis
Defined by OPM; applicable across all career fields	FUNDAMENTAL COMPETENCIES+	Fundamental skills and abilities necessary for all logistics personnel, regardless of specific workforce category. They have been defined by the Office of Personnel Management (OPM).	Public Service Motivation Continual Learning Oral Communication Written Communication Integrity/Honesty Interpersonal Competencies
	LEADERSHIP & MANAGEMENT COMPETENCIES+	Skills and abilities required by logistics leaders and managers, which are critical to assess leadership and management experience and potential needed to succeed in a variety of environments. They have been defined by OPM with input from DoD (Enterprise-Wide Perspective). Organized within six professional attribute categories, at right.	Building Coalitions Business Acumen Results Driven Leading People Leading Change Enterprise-Wide Perspective

Figure 1.1: LCDF includes Three Types of Competencies

* Assessed from level 1 (entry level) to level 5 (enterprise-wide recognized subject matter expertise).

+ Assessed at three levels: foundation, experienced and advanced.

Building on the foundation of the three competency categories (workforce category technical competencies, fundamental competencies, and leadership and management competencies), the Department developed distinct validated proficiencies and associated competencies to ensure deliberate training and education requirements turned into mapped-out functional training strategies for the four logistics workforce categories (Supply Management, Deployment/Distribution/Transportation, Maintenance Support, Life Cycle Logistics).

Competencies will be developed, attained, and sustained through training, developmental and rotational assignments, experience (both professional and personal), education, and self-development. Attainment of a certain proficiency level and the ability to apply the competency in work, in turn, will define the proficiency level for each workforce member.

The DoD LFC will use the established Logistics Career Development Framework (from the 2008 DoD Logistics HCS) that aligns workforce categories, proficiencies, and competencies with specified logistics tasks and accomplishments, under the new Logistics HCS. A competency is defined by the Office of Personnel Management (OPM) as "a measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully. Competencies specify the "how" of performing job tasks, or what the person needs to do the job successfully." For further information, see the OPM website at https://www.opm.gov/policy-data-oversight/assessment-and-selection/competencies/.

- ***Workforce Category Technical Competencies***, of which there are 15 [Forecasting and Demand Planning thru Supportability Analysis (Figure 1.1)], describe logistics work specific to each of the four identified workforce categories. OPM and DoD define and assess workforce category technical competency proficiencies spanning Levels 1–5, with Level 1 reflecting entry-level awareness, and Level 5 reflecting enterprise-wide recognized subject matter expertise.
- ***Fundamental Competencies***, of which there are six (Public Service Motivation thru Interpersonal Competencies), describe fundamental skills and abilities necessary for all logistics personnel, regardless of specific workforce category. Fundamental competencies, defined by OPM, are assessed at three levels: foundational, experienced, and advanced.
- ***Leadership and Management Competencies***, of which there are 25 (see OPM web link above), are organized into six professional attribute categories (Building Coalition thru Enterprise-Wide Perspective) and describe skills and abilities required by logistics leaders and managers. Defined by OPM and DoD, these competencies are defined and assessed at three levels: foundational, experienced, and advanced.

2008 Human Capital Action Plan Accomplishments

The Components and Defense Logistics Agency (DLA) developed action plans to implement the strategic vision and professionally develop their respective workforces in support of the 2008 DoD Logistics HCS. As the environment in which the U.S. and its allies operate continues to rapidly evolve, the individual Component and Agency strategies are adapting in order to ensure each professionally develops a skilled, adaptive, and innovative workforce fully capable of supporting mission success. The following section highlights some of the ways members of the LFC used the plan to forward human capital development efforts. The accomplishments provided below may serve as learning points across the enterprise for ways to improve development, enhance idea generation, and provide a potential mechanism for cross-Service/Agency partnering.

The United States Air Force (USAF) logistics community established a deliberate continuum of learning and strategies that focused on growing enterprise logisticians and aligned training and development opportunities with the Secretary of the Air Force Priorities and the USAF Chief of Staff Focus Areas. Derived from senior leadership and the 2008 DoD Logistics HCS, the 2015 Air Force Logistics HCS had three lines of effort to improve force development; enabling mission ready airmen for current and future operations, develop joint/coalition logistics leaders and teams, and build cyber-ready vigilant logisticians. These lines of effort center the USAF logistics community on human capital improvements to ensure mission success now and in the future. Further, the USAF constructed robust force development programs and provided tools to the workforce that enables individuals to develop, grow, and be competitive for leadership opportunities. These tools help build an effective leadership bench for succession strategies.

The United States Marine Corps (USMC) instituted a Communities of Interest (COI) Program: a collection of job-specific communities created to provide occupational sponsorship, or professional identity, for all of the jobs available in the civilian Marine workforce.

Each COI has a senior leader who works as an advocate for Marine Corps civilian workforce community. These leaders establish a community vision, provide guidance and templates for career paths, and manage functional competencies for COI members.

The United States Navy (USN) uses the 2008 DoD Logistics HCS as a key input to Navy commands implementing the Chief of Naval Operations (CNO) Navy Civilian Workforce Framework of September 27, 2016. The Navy provides an immense range of services in response to worldwide events, and its logistics workforce must master an equally wide range of competencies that enable coordination and timely, sustainable responses to those events. The Navy's civilian framework is foundational to developing a highly trained cadre of logistics professionals that are embedded with their assigned units and commands and are able to respond anywhere in the world. To this end, the Navy logistics personnel receive in-depth training through multiple sources, such as Defense Acquisition University (DAU) LCL certification pipeline and job-level certifications for its artisans. This training paradigm is key to enabling the Navy culture focused on operational readiness throughout Air, Surface, and Subsurface warfighting domains.

The United States Army (USA) implemented a 0346 Logistics Management Specialist three-tiered certificate program (foundation, intermediate, and advanced levels) to professionalize the logistics workforce and recognize advanced certificate members as master logisticians. This helped to build a talent pool to prepare talented leaders for current and future positions. The Army also revised its Master Intern Training Plan to support a better foundation for long-term succession planning that also better prepares individuals for career growth.

The DLA tailored the logistics workforce organizationally and through development efforts to align with the needs of the supported Warfighter and the Federal Agencies. DLA has made a concerted effort to be where the customer needs support and, therefore, has strategically enhanced its presence at the Combatant Commands and contingency locations worldwide. This type of support requires a skilled and agile workforce which has been accomplished through active talent management and a systematic approach to recruitment, development, and retention. Personnel training and education supported the effort through executing an ambitious enterprise leader and executive development program, conducting impactful competency assessments, and increasing and improving learning opportunities across functional communities, such as Acquisition.

The Office of the Secretary of Defense (OSD) staff expanded participation in its program for development of selected mid-level logistics professionals to the total DoD Logistics Workforce. In 2017, that program was expanded to allow participation of logistics professionals from the Department of Homeland Security. The program will continue to expand to increase the understanding of mid-level logisticians in all government agencies. The OSD staff also established policies to address emerging challenges in logistics, e.g. supply chain risk management and prevention of counterfeit parts. Along with increasing the reliability of logistics processes, these policies drove the need for additional workforce competencies.

Current Environment and Challenges

"We are emerging from a period of strategic atrophy, aware that the United States' competitive military advantage has been eroding. We are facing increased global disorder, characterized by decline in the long-standing rules-based international order — creating a security environment more complex and volatile than any we have experienced in recent memory. Inter-state strategic competition, not terrorism, is now the primary concern in U.S. national security." — 2018 National Defense Strategy.

As the Department aligns to support strategic efforts that increase the U.S. Military's competitive advantage while also strengthening global order, the 2018 National Defense Strategy outlines three lines of effort: rebuilding military readiness as we build a more lethal Joint Force; strengthening alliances as we attract new partners; and reforming the Department's business practices for greater performance and affordability.

The cyber threat continues to be a warfighting domain battlespace that will never be free of vulnerability. Managing risk in this operating arena will require the LFC to drive cultural transformation to achieve an enterprise where personnel are informed, equipped, and agile enough to survive, defend, and operate in a highly contested, multi-domain environment.

State and non-state actors continue to threaten national security with increasingly sophisticated cyber capabilities. The logistics workforce must be cyber-ready through continuous focused training, increased collaboration and communication, and emphasis on cyber workforce retention. These efforts drive the integration of cyber capabilities into the full spectrum of military operations and the logistics infrastructure ensuring that the Joint mission is achieved. The LFC must have the human capital to manage, defend, and defeat this risk.

Related to the cyber threat, the space operational domain is likewise borderless; many advanced technologies are being weaponized to infiltrate satellites and other space systems that are valuable resources for Defense and the nation's economy. The ability to hack and intercept information poses a major vulnerability to the security of the nation. Attacks on space systems limit operations in the multi-domain and multi-control battlespace, and these attacks limit information and continuity within the Joint fight. Space weapons – such as Jammers, signal scramblers, radar systems – have the potential to limit the nation's warfighting capability. The LFC is developing and implementing human capital practices to ensure logisticians are equipped with the knowledge, skills, and abilities to combat and defeat threats in both cyber and space domains.

The nuclear threat is ever increasing, with many state actors posing an existential threat to the U.S. Those actors aim to destabilize regions through the pursuit of nuclear capability. The expansion and modernization of their nuclear arsenals is a severe challenge that the U.S. must be prepared to defeat. Per the National Defense Strategy, "The Department will modernize the nuclear triad — including nuclear command, control, and communications, and supporting infrastructure. Modernization of the nuclear force includes developing options to counter competitors' coercive strategies, predicated on the threatened use of nuclear or strategic non-nuclear attacks." With the skills and abilities achieved by logistics personnel, the LFC will ensure that the capabilities of the Department are available, sustained, and provide mission effectiveness to counter enemy threats and to protect the homeland.

Challenges abound for a DoD logistics workforce tasked to effectively and efficiently provide world-class product support to the Warfighter while simultaneously operating in an environment of uncertainty, rapidly emerging technologies, and a myriad of rapidly-evolving threats. These challenges range from risks to the supply chains and counterfeit parts to emerging technologies and sustainment of aging weapons systems supported by legacy data systems and workforce issues. The challenge includes critical skill gaps, an aging workforce, and a continuing decrease in workforce experience resulting from the ongoing bow wave of baby-boomer retirements. The ebb and flow of the size of the LFC has also been challenged by budget cuts, retirements, industrial base sustainability and private competition.

A foundational tenet of this human capital strategy is to develop a well-educated and agile logistics workforce that embraces change, promotes critical thinking, understands the integrated nature of the 12 Integrated Product Support (IPS) Elements, and is capable of adapting to rapidly evolving technologies, emerging threats, and innovations. The strategy identifies the tools to anticipate and address current and future risks, issues, and opportunities.

Section 2. Innovation, Emerging Technology, and Key Enablers

The DoD logistics workforce must continue to change in order to address a perpetually evolving strategic environment. As weapon systems continue to advance, DoD supply chains and skills of the logistics workforce must also evolve. This evolution is evident as prognostics and health management becomes increasingly commonplace, expectations for global total asset visibility and real-time availability of parts rise and software becomes an ever-more critical part of weapon systems. Successful change will entail introduction of more advanced weapons systems and enterprise resource planning tools to bolster supply chain and distribution systems. Implementation will require more data analytics and artificial intelligence capability and should be adaptive to address global threats and continuously evolving technologies. Seamless integration of technologies such as Additive Manufacturing (AM) into the supply chains will also be essential. To be successful, logisticians must become increasingly adept at influencing system design and development for supportability by more closely integrating with, leveraging capabilities of, and understanding key aspects of system engineering. This will include product support/supportability analysis; Reliability, Availability and Maintainability (RAM) analysis; configuration management; technical data management/logistics product data management; Product Lifecycle Management (PLM); Reliability Centered Maintenance (RCM); model-based engineering; and software sustainment. Moreover, a more granular understanding of supply chain management and sustaining engineering functions, including continuous product and process improvement, technology insertion, open systems architectures, obsolescence management, proactive diminishing manufacturing sources and material shortages oversight, product deficiency resolution, and reliability growth and maintainability enhancements, among others, are needed to equip the logistics workforce to support missions.

To successfully build a viable logistics workforce, evaluation and study of competencies, skill sets, training, education, and leadership are needed. As part of this human capital strategy, the DoD logistics community needs to determine current and future competency requirements, address the root causes of competency gaps, and then build dynamic and flexible solutions to close them. The LFC must look for ways to seamlessly standardize and leverage common processes, procedures, solutions and initiatives that cross Component, Agency and defense industry boundaries, while eliminating redundancy by aligning, integrating and streamlining processes, procedures, and information technology data systems.

Building the capable and adaptive logistics workforce entails a results-oriented cultural transformation supported by clear expectations and key metrics, resulting in expertly skilled logisticians. Logistics should be a highly valued, highly sought-after and desirable functional community of which people aspire to be members. To achieve this, the community must transform from a "spares, repairs, and warehousing" mentality to an agile, responsive, customer-focused, innovative, risk-taking, outcome-based, results-oriented culture that assesses, benchmarks, partners with, leverages capabilities of, and eventually strives to exceed best-in-class private sector organizations within:

- Supply chain management (e.g., Amazon, FedEx)
- Logistics and product support data analytics
- Product life cycle management (e.g., CIMdata, Dassault Systems, PTM, SAS, Siemens, Oracle, and Integrated Support Systems)
- Supportability analysis (e.g., U.S. Army Logistics Support Activity [LOGSA])
- Prognostics and health management

The threats DoD faces today continue to be more lethal and unstable. These threats provide opportunities for DoD to build a cohesive vision and streamline processes enabling the logistics community and leadership to defeat the adversary threats in cyber, space, nuclear and others. The strategic goals below were developed to ensure that DoD can inform, align and coordinate human capital efforts across the DoD logistics community.

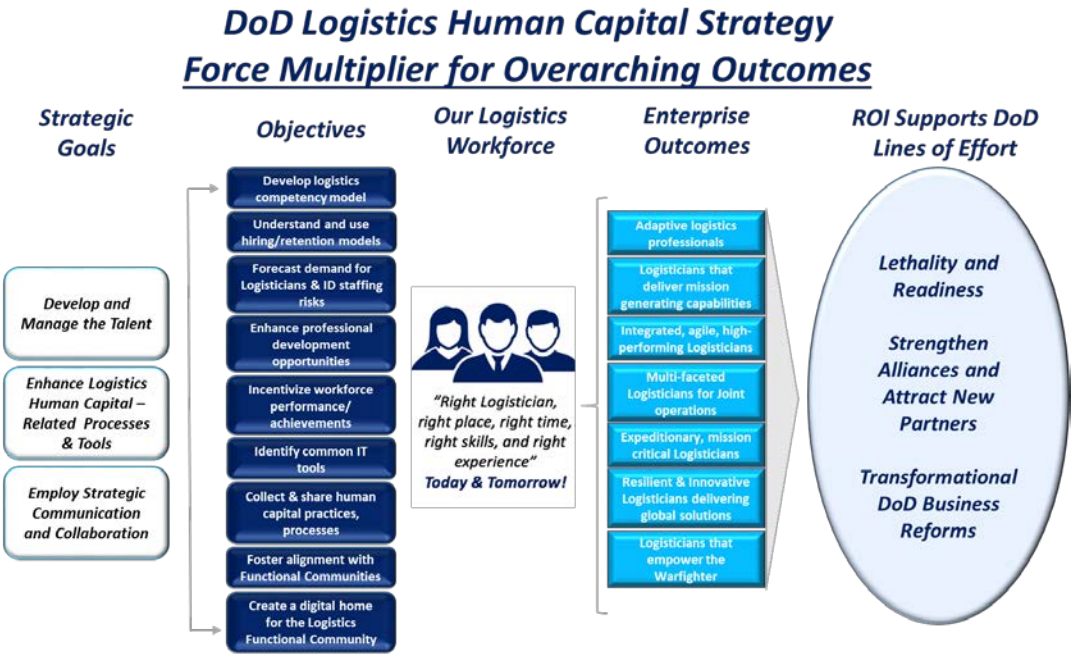

Figure 2.8 Force Multiplier for Overarching Outcomes

The 2018 DoD Logistics HCS has three strategic goals with accompanying implementation guidance. Note, the implementation guidance is not prescriptive but gives maximum flexibility to Components and Agencies to develop tailored implementation plans.

Strategic Goal 1: Develop and Manage the Talent

Due to the rapid pace of technological change and new challenges presented by adversaries, DoD is changing where and how to fight. This goal requires logisticians to apply new skills and methods in order to meet future needs. Therefore, it is critical that a human capital strategy is in place to hire, develop and retain personnel to provide the Warfighter the right logistician for mission accomplishment in support of national security.

Senior leaders throughout the DoD acknowledge the importance of properly managing people. Over the past two years, the Secretary of Defense focused personnel management activities toward a 21st Century model through the Force of the Future initiative. At the same time, the Deputy Secretary of Defense emphasized how the Third Offset Strategy is as much about people as it is about technology, and highlighted that any technological advancements must be supported with appropriate organizational constructs. To proactively address these policy shifts, DoD must continue these management principles referred to as "talent management."

1.1 Develop a LFC model.
Career development is the ongoing process of developing an individual through training, experience, and advanced education in order to improve knowledge, skills, and abilities required for progression to higher levels of responsibility. Competency models are a key foundation of career development. To date, the LFC, in conjunction with the Defense Civilian Personnel Advisory Service (DCPAS), has developed Tier 1 competency sets for six of the 126 logistics occupational series. Lower tier level models exist sporadically through the Services.

Existing logistics competency models are localized and therefore the capabilities of the workforce are inconsistent across the DoD. In addition, strategic imperatives which are emerging today are not reflected in the existing competency models. The intent of the model is to serve as a guiding tool that the functional community can use or tailor in order to complement their existing models. It guides a logistician by specifying knowledge/skills required to execute the responsibilities attendant to each functional position/level. This information will assist each member in preparing for positions of continuously increasing responsibility and complexity — from the early stages of a career to the most senior positions. Furthermore, it will be a valuable tool to guide logisticians toward the right training and development opportunities and will improve career planning.

Implementation Guidance

- Develop career paths for each of the four workforce categories to provide a framework/roadmap.
- Conduct career field competency assessments.
- Ensure LFC members remain current in their career field through continuous learning and establish the capability to measure.
- Institutionalize coaching/mentoring throughout the community of interest.
- Use talent management metrics and tools to assess the effectiveness of workforce career development.
- Metrics – Develop a competency model at the Tier 1.5 level (a competency of enhanced skills between the foundational level [Tier 1: Core Competencies] and primary level [Tier 2: Primary Occupational Competencies]). Specifically, knowledge, skills and abilities for logistical input in areas to include design interface, cyber, data analytics, and nuclear environments. This is especially important with regard to integration, alignment across the four functional workforce categories, as well as more specific actions to transform the workforce from a traditional supply, maintenance, transportation "spares, repairs and warehousing" model to a more agile, critically thinking, interdisciplinary, and innovative body of professionals.

1.2. Understand and use hiring and retention authorities.
When compared to the private sector, the DoD has a lengthy and complex hiring process, varying and limited implementation of hiring and incentive authorities, and the inability to make offers within a competitive time frame.

Attracting and retaining a highly skilled, diverse workforce requires a comprehensive strategic approach, innovative recruitment efforts and the right balance between speed and quality in the hiring process. The logistics community needs to understand availability of human capital resources, practices and processes, and the use of hiring and retention authorities, flexibilities, and strategies to more effectively attract, hire, and retain a top-notch, diverse workforce capable of meeting the mission needs of the DoD. It is imperative the LFC enhance partnerships with human resources in order to communicate the unique requirements and challenges of the logistics community.

Implementation Guidance

- Ensure DoD is fully leveraging current hiring authorities and practices to their maximum utility (need more cross-talk with HR hiring officials, i.e., Acquisition-Demonstration).
- Expand use of hiring best practices across the Department for faster and more streamlined hiring actions.
- Metrics – Use retention and hiring statistics.

1.3. Forecast demand for logisticians across the Joint Force and identify staffing risks.
There is no integrated process/system/method which allows for ongoing monitoring and analysis of logistics workforce gains, losses, diversity, required skill sets, and various other demographics at the DoD level to assess gaps in the workforce. Joint operations support requires forecasting centered on logisticians with a common core of competencies. Forecasting efforts will be able to capture the right logistician with the right skill sets based on a common core of competencies that support Warfighters across the Area of Responsibility and entire industrial base.

Implementation Guidance

- Conduct robust workforce gains and loss data analysis to understand and forecast attrition trends (engage with DCPAS).
- Utilize workforce data analytics to assess workforce requirements and identify capability gaps based upon mission requirements and functional area demands.
- Metrics – Identify a functional group that is in a state of flux and evaluate how the numbers have changed. Use current attrition rate (DCPAS).

1.4 Enhance logistics professional development opportunities (education, cross-training, job rotations, career broadening, etc.).
DoD's competitive advantage is often defined by mission products; however, the workforce is the real competitive advantage that continues the DoD success. Reinforced training and education strategies will continue to provide a significant return on investment for the DoD.

To maintain the U.S. competitive advantage, the organizations' ability to provide broadening opportunities to their workforce is paramount as DoD strives to build joint leaders, joint teams and leadership succession strategies. Formal or informal training opportunities through different Services, Agencies, Commands, locations and occupational series equip the logistician with the functional expertise to improve retention and enables the application of new and streamlined processes. Further, documenting and managing workforce career development will help provide the depth and breadth of the competency areas, overall providing the DoD a community of relevant, competent, cross-functional logisticians.

Implementation Guidance

- Establish DoD-wide standards/certification process for the development and progression of Logisticians; these standards will allow for service-specific education requirements (i.e., multilevel tied to Tiers 1.5 - 4.0 competencies).
- Charter a Memorandum of Understanding that establishes reciprocity for and amongst organizations for pre-established programs.
- Charter a study to examine a DoD-wide standard education and development program which incorporates certification in order to facilitate HCM actions.

1.5 Incentivize workforce performance and recognize achievements.
The goal of recognition is to foster mission accomplishment by recognizing excellence in the workforce and motivating it to high levels of performance and service. As the workforce strives to meet mission requirements, it should be recognized appropriately with the opportunities that DoD and the Services provide on an annual basis.

When superior performance in critical areas is not recognized, the message to the logistics workforce is that leadership does not actually value that performance. In order to foster a productive logistics workforce culture, incentives and recognition need to be carefully aligned and consistently applied. Supervisors and managers should take time to learn about these opportunities and strive to promote the workforce by recognizing its accomplishments. DoD, Service and organizational awards are always valued, and these awards provide the workforce with a sense of confidence, appreciation and positive workforce performance.

Implementation Guidance

- Use the nonfinancial recognition programs to the maximum extent.
- Streamline the award submission process at the DoD level.
- Metrics – Use the list of the 10 best places to work. (http://bestplacestowork.org/BPTW/index.php).

Strategic Goal 2: Enhance Logistics Human Capital-Related Processes and Tools

Commonality of Human Capital processes and tools is key in enhancing human capital efforts. The synergy of various DoD organizations implementing and utilizing common tools reduces duplicate and non-value processes and gets the right logistician in place at the right time. Common processes and tools are an integral component in operating jointly, with agencies internal and external to DoD, and allows the LFC the opportunity to share lessons learned, best practices, and proven successes to facilitate personnel actions. A network of common processes and tools provide a solid base of knowledge, promoting accuracy and efficiency in managing personnel. This goal is the pathway for DoD organizations to establish common processes and tools to manage the logistics workforce.

2.1 Identify common Information Technology (IT) tools to manage the LFC.
While the LFC has common tasks to execute, there are no common tools to plan and manage execution. Many efforts occur on a manual or ad hoc basis, driving up the cost of managing the Functional Community (FC) and limiting the quality or frequency of

deliverables. Where a productive IT tool is available, it is not advertised to other stakeholders, who may, in turn, spend time and money attempting to duplicate a fielded capability.

Implementation Guidance

- Identify service catalog of logistics FC management tasks and their desired outcomes (shared with 2.2).
- Design Standard Operating Procedures (SOP) to execute tasks, leveraging existing best practices across DoD (shared with 2.2).
- Map existing and desired IT tools to SOPs.
- Metrics – The percent of SOPs completed (based on the service catalog which will drive the number of SOPs needed).

2.2 Develop methods to collect/share human capital management best practices, processes, and lessons learned.

Human capital management is a professional occupation, but many DoD logisticians are performing those functions as additional assigned duties, with minimal or no training. Where centers of excellence exist within DoD, successful approaches are often not shared across the DoD. Many human capital initiatives are not undertaken due to lack of knowledge on how to approach them, many mistakes are repeated, and resources are potentially misallocated.

Implementation Guidance

- Identify service catalog of logistics FC management tasks and their desired outcomes (shared with 2.1).
- Design SOP to execute tasks, leveraging existing best practices across DoD (shared with 2.1).
- Host service catalog, SOPs, etc., on digital collaboration site as a community of practice home (links to 3.2).
- Metrics – The percent of SOPs completed (based on the service catalog which will drive the number of SOPs needed).

Strategic Goal 3: Well Informed Civilian Logistics Workforce

A strategic communication plan is needed to increase the flow of information to the logistics community. The communication plan is the cornerstone for establishing a well-informed logistics workforce. Strategic communications provide insight to functional communities, DoD and Agency-wide, of career opportunities, achievements, training, and new apps for electronic communication. The strategic communication plan should establish a consistent battle rhythm of making information available to logisticians. The plan is used as a communication and collaboration tool to convey to the OSD functional community managers' intent on logistics workforce development and expectations. Better communication and collaboration are very cost effective and force multipliers. The strategic communication plan builds and sustains a robust communication processes ensuring messaging and initiatives align across DoD contributing to one clear voice across the enterprise regarding force development. Additionally, it establishes clear and informative communication with senior leaders, career field managers and career field teams.

3.1 Foster alignment/integration with other functional communities and programs (e.g. financial management, Information Technology, and human resources, Science, Technology, Engineering and Mathematics programs).

The missions and organizations of the DoD span all the functional communities, but human capital competencies, inputs, and outputs are stove-piped by function. This can lead to one function providing or receiving suboptimal support from another (such as the value chain between logistics, finance, and contracting), or a duplication of effort when one function attempts to recreate functional knowledge resident in another (such as logistics developing needed IT competencies without input from IT).

Implementation Guidance

- Use of "slack" or similar type online collaboration tools to encourage real-time inter- functional community collaboration and communication.
- Make collaboration and mobile tools easily accessible.
- Leverage mobile technologies and notifications for greatest Return on Investment (ROI).
- Metrics – System usage statistics, unique visits per day, customer feedback surveys, and recognition of those who balance their task completion and then assist others for most helpful members.

3.2 Create a digital home for the LFC.

The LFC represents a broad spectrum of logistics occupational specialties. While many of the occupational fields may have online presence (mainly Service-specific), the need has been demonstrated for an overarching LFC digital home which serves to provide timely information, resources, and services which affect the breadth of the logistics community across all DoD entities. In many cases, traditional methods of information sharing do not provide for the effective dissemination of information. Using current technologies, such as application-based push notifications on a digital landing site, is a feasible resolution for sharing information across common IT platforms. The digital site will provide a dedicated platform for community managers to push notifications and updates to the logistics

community in near real time. As demonstrated throughout history, information is a critical force variable; the right information in the right hands at the right time can serve as a force-multiplier, while a lack of information can be catastrophic.

Implementation Guidance

- Implement an easily accessible digital home; user-friendly interface across multiple devices is critical.
- Leverage mobile technologies and notifications to provide real-time information and community updates.
- Publish timely workforce achievements and recognitions utilizing digital tools.
- Metrics – System usage statistics, unique visits per day, customer feedback surveys, and recognition for most helpful members, etc.

Section 3. State of the Workforce

The DoD Logistics HCS is designed to facilitate developing multi-faceted Enterprise Logistician for total mission support. As the DoD continues to address diverse needs nationally and globally, it is simultaneously growing the right mix of logisticians with the functional capability to satisfy the need. The 2019 strategy builds on the 2008 concept by depicting integration and alignment across the four functional workforce categories; supply management, maintenance support, transportation and life cycle logistics. The 2019 strategy provides specific actions to transform the workforce from a traditional workforce model to a more agile, critically thinking, interdisciplinary, and innovative body of professionals that are needed to effectively deal with the rapidly evolving threat, technology, and data analytics arena in which the LFC operates. The 2019 DoD Logistics HCS is that nucleus needed for continuous development, training, and recruiting of highly skilled logisticians with comprehensive competency skill sets. As the basis for the strategy, this section contains a comprehensive demographic snapshot of the current civilian logistics workforce, to include:

- Services, Components and 4th Estate
- Logistics Career Field
- Logistics Workforce Categories
- Logistics Workforce Gains/Losses
- Logistics Workforce Education Levels
- Age and Experience Demographics
- Retirement Eligible Distribution

Logistics is the largest DoD functional community, comprising 21 percent of the DoD civilian workforce. The DoD logistics workforce is comprised of approximately 156,000 employees (salaried and wage) across 126 occupational series throughout the Services and 4th Estate, as shown in Figure 3.1.

Services, Components and 4th Estate

The Army and Air Force encompass the largest percentage of the total logistics workforce (civilian), with 35 percent each, followed by Navy with 23 percent, and 4th Estate at 7 percent. The distribution of logisticians is directly related to the mission sets of each Service and Agency. Current initiatives and programs, as well as those being developed, will promote both inter-Service/intra-Service and Agency cross-functional opportunities.

The logistics workforce is continuously evolving to support the environmental changes that affect military missions. The workforce is a major component needed for mission support and integral to meet lethality and readiness priorities. These priorities require logistics proficiency in focus areas to include design interface, data analytics, cyber security, nuclear enterprise, expeditionary support, financial auditability, supply chain risk management, government-industry relations and culture of Joint teams.

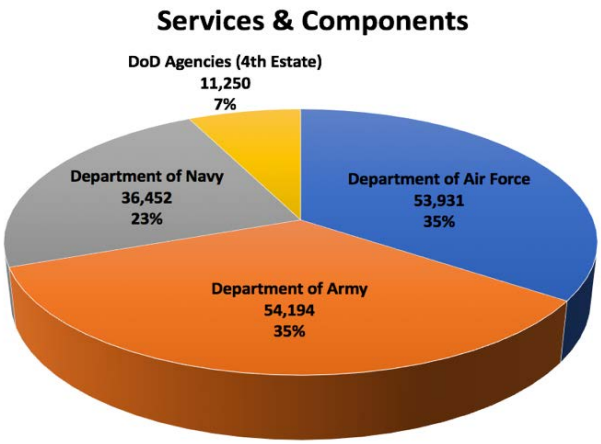

Figure 3.1 Services, Components and 4th Estate

Measures are being taken to shape the workforce to address these critical areas. The logistics workforce is developing competency models and conducting environmental scans to determine the mission critical occupations, civilian deployment requirements and multi-functional competency skills sets. The 2019 DoD Logistics HCS is the strategic document that affords Services and Agencies the opportunity to meet and succeed at workforce development to support future challenges. The DoD's mission drives the structure and posture of the workforce for future success by strengthening workforce groups early on in their career. The current breakdown of the LFC by career level is depicted in Figure 3.2.

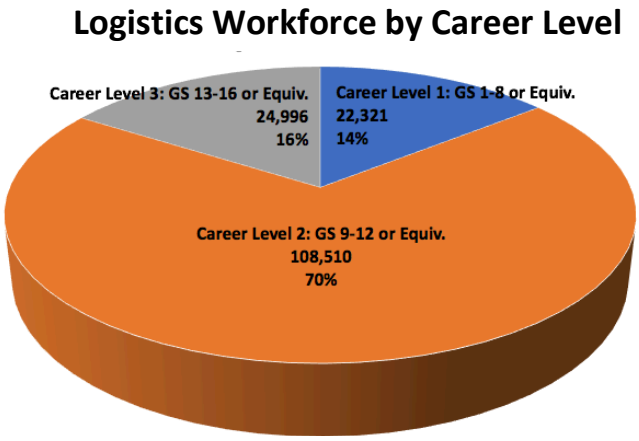

Figure 3.2 Logistics Workforce by Career Level

Figure 3.3 shows the breakout of the logistics workforce categories, indicating the maintenance career field has the largest percentage of logistics personnel at 51 percent, followed by Supply at 33 percent. To meet future challenges, logisticians will need enhanced skills to support their respective Service missions as well as operate in joint environments. Enhanced skills can be gained through logistics career roadmap, logistics competencies, logistics career development framework, education, training and development, and certification/certification programs. All of these are pillars to promoting a high performing, competent, agile workforce.

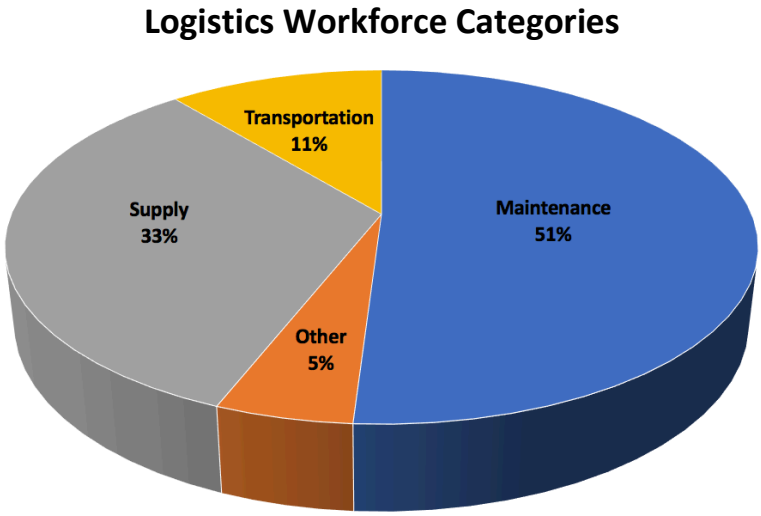

Figure 3.3 Logistics Workforce Categories (as of 4th Quarter FY 2017)

The logistics workforce has experienced variability in size since 2007, with an increase in salaried employees and a decrease in wage grade employees. While Figure 3.4 depicts overall logistics personnel gains (3.3 percent since 2007) and losses over a 10-year period, it's important to analyze the challenges to retaining a robust wage-grade workforce further at the Component/Agency level. As an integral unit of military support, the logistics workforce provides functional depth, continuity, corporate knowledge and leadership to meet mission and operational needs.

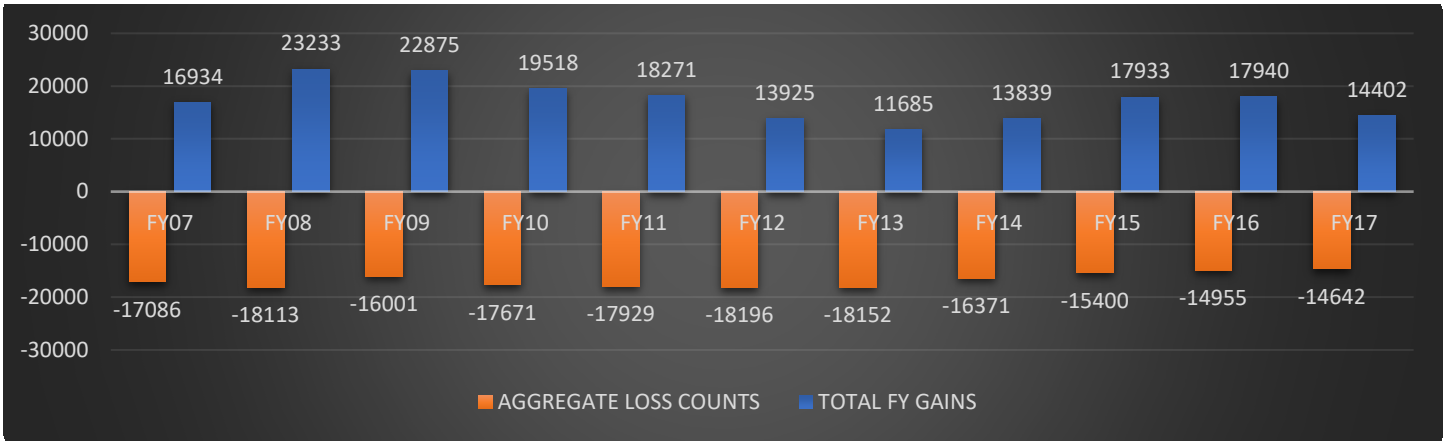

Figure 3.4 Logistics Workforce Gains and Losses

Sustaining a viable logistics workforce to accommodate the complexity of requirements – number of conflicts, humanitarian efforts and support to allies across five continents is a high priority in this budget-constrained environment. Senior leaders have initiated senior-level human capital executive councils to address talent development, entry and journeyman level hiring, recruiting and retention. A strengthened logistics workforce is crucial to broaden functional capabilities, interoperability, and joint missions.

Another factor that affects variability in workforce size is that more employees are now achieving higher-level certifications and degrees: bachelors, masters, and doctoral degrees. Opportunities and available resources for education are a catalyst for attaining and retaining the workforce, while simultaneously increasing knowledge and critical thinking skills. These resources have made the logistics workforce more competitive for opportunities outside of the DoD and the Federal Government as a whole. The Department must foster additional innovative human capital development programs and incentives for the workforce in order to retain the most skilled logisticians. Programs that promote attaining degrees, coupled with innovative new programs, must be critical factors in creating human capital development programs. The importance of this education is evidenced from the statistics in Figure 3.5 providing a sight picture of how the DoD is utilizing professional and senior development programs to shape the workforce.

The LFC encourages degree achievement for increased career progression. Since 2007, the number of logistics workforce employees with degrees increased by 68 percent (from 16,721 to 28,094). While the statistics depict a higher number of logisticians with less than bachelor's degrees, there are incentives in place and career paths instituted for non-traditional employees. Incentives include tuition assistance, student loan repayment incentives, long-term full-time and senior development education. The number of logisticians obtaining a bachelor's degree will increase in the future. Advanced education levels contribute to increased and diverse skills and optimize Enterprise resources among logisticians across the DoD. Management must pay close attention to the needs of this workforce that is achieving higher levels of education. A more educated workforce usually demands continuing education, leading edge tools, and increased opportunities for collaboration with colleagues.

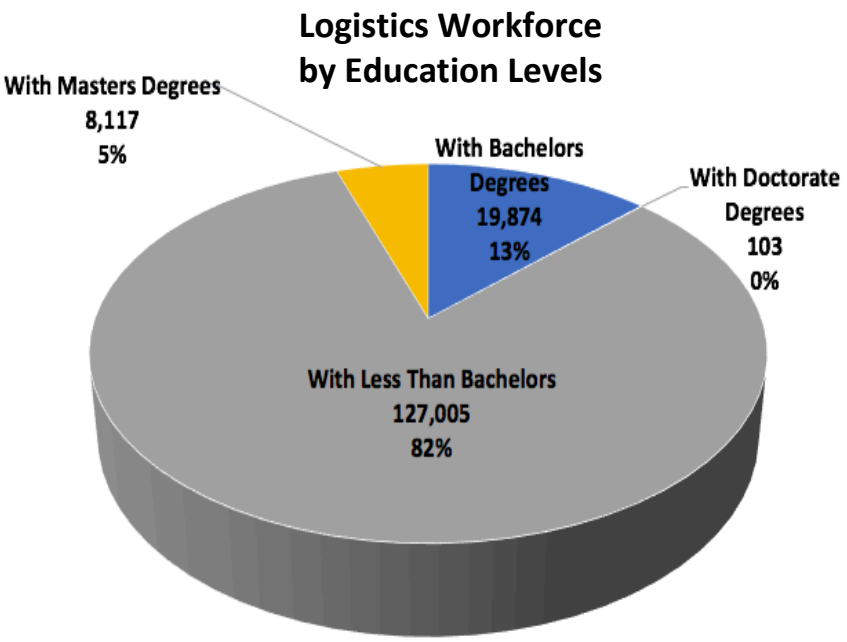

Figure 3.5 Logistics Workforce Education Levels

In addition to looking at education programs and incentives based on burgeoning demand within the logistics community, it is also crucial to understand the significant role that having a well-rounded workforce plays in the continued success of supporting the Warfighter globally. Age and retirement eligible statistics assist in the evaluation of the community's strength across experience and generation as can be seen for the logistics community below in Figures 3.6 and 3.7, respectively. The current workforce is quickly becoming retirement eligible. As this occurs, the average age of the workforce will change to be more representative of the generation that grew up using social media, computer tools, and smart devices. As the workforce demographically evolves, the methods the Department uses to develop and manage talent must also change.

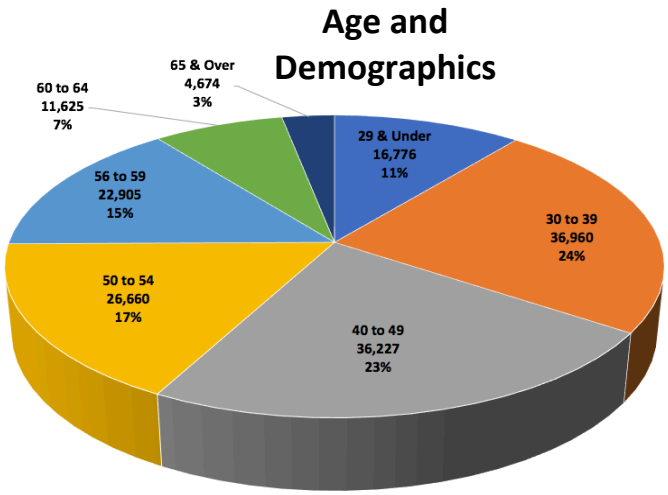

Figure 3.6 Logistics Workforce by Age and Demographics

Figure 3.7 Retirement Eligible Distribution

Section 4. Summary

In summary, the 2019–2026 DoD Logistics HCS directly aligns with the 2018 National Defense Strategy, and Secretary of Defense's three Lines of Effort: "Restore military readiness as the department builds a more lethal force; strengthen alliances and attract new partners; reform the Department for greater performance and affordability." The key factor in supporting the Lines of Effort centers on Components and Agencies embracing the DoD Logistics Human Capital Strategy to develop agile, relevant, interoperable logisticians. This strategy is the force multiplier that promotes achievable workforce development outcomes that will provide source data for metrics in future human capital process improvements.

The rapidly evolving challenges facing the United States necessitate a human capital strategy that cultivates a logistics workforce with competencies to function in dynamic, joint environments. Continued global instability will impact the U.S. and its allies. This requires logisticians be equipped with requisite skills to respond to the rapid pace of technological advancements, concurrent global conflicts and regional discords. Logisticians with competencies that answer the call of duty are paramount to mission success.

Appendix 1. References and Further Information

- 2008 Department of Defense (DoD) Logistics Human Capital Strategy (HCS) Overview
- DoD Logistics HCS (May 12, 2008)
- DoD Logistics HCS - Executive Overview (October 1, 2008)
- DoD Logistics HCS - Transmittal Implementation Memo (May 12, 2008)
- DoD Logistics HCS – DoD Core Logistics Competencies and Proficiencies Booklet (June 1, 2008)
- DoD Logistics HCS - Training & Education Resources Observations and Recommendations (July 31, 2008)
- DoD Logistics HCS – Certificate Resources (December 31, 2008)
- The White House, National Security Strategy, 2017
- DoD, National Defense Strategy, 2018
- DoD, Joint Logistics Support, Joint Publication 4-0, 2013
- FY10 NDAA Section 1003, PL 111-84
- 10 U.S.C. 2337 Life Cycle Management & Product Support
- 10 U.S.C. 2441 Sustainment Reviews
- DoD Instruction 5000.02, Enclosure 6 Operation of the Defense Acquisition System
- DoDI 8500.01, Cyber security
- DoDI 8510.01, Risk Management Framework
- DoDD 5105.86 on SCO
- DoDD 5105.85 on DIUx
- A series of logistics functional instructions, such as DoDM 4140.01 (series)
- DoD Additive Manufacturing Roadmap
- NAVADMIN 061/17 DTG 092148Z MAR 17
- Chief Naval Officer Navy Civilian Workforce Framework, September 27, 2016
- OPM Website

Appendix 2. Human Capital Fact Sheet

Logistics Workforce	FY07		FY07 Total	FY17		FY17 Total
	SALARY	WAGE		SALARY	WAGE	
End Strength	114,978	200,732	315,710	127,194	184,460	311,654
Change In Size From 2007				10.6%	-8.1%	-1.3%
ED - # WITH BACHELORS DEGREES	10,853	2,784	13,637	15,065	4,809	19,874
ED - # WITH DOCTORATE DEGREES	46	6	52	98	5	103
ED - # WITH LESS THAN BACHELORS	42,914	96,508	139,422	40,497	86,508	127,005
ED - # WITH MASTERS DEGREES	2,879	153	3,032	7,708	409	8,117
AGE - 29 & Under	3,194	13,031	16,225	3,356	13,420	16,776
AGE - 30 to 39	7,262	18,661	25,923	12,674	24,286	36,960
AGE - 40 to 49	20,406	30,752	51,158	15,316	20,911	36,227
AGE - 50 to 54	12,259	17,757	30,016	13,388	13,272	26,660
AGE - 55 to 59	9,446	14,234	23,680	11,384	11,521	22,905
AGE - 60 to 64	3,605	4,648	8,253	5,336	6,289	11,625
AGE - 65 and over	1,317	1,283	2,600	2,143	2,531	4,674
Career Level 1: GS 1-8 or Equiv.	13,760	17,784	31,544	12,039	10,282	22,321
Career Level 2: GS 9-12 or Equiv.	31,397	77,807	109,204	34,569	73,941	108,510
Career Level 3: GS 13-15 or Equiv.	12,332	4,775	17,107	16,989	8,007	24,996
ELIG TO RETIRE CURRENT	7,281	9,148	16,429	8,739	9,332	18,071
ELIG TO RETIRE NEXT YEAR	2,468	3,687	6,155	2,013	2,123	4,136
ELIG TO RETIRE TWO TO FIVE YEARS	10,156	15,052	25,208	8,916	9,732	18,648

Further Information

The DoD Logistics Human Capital Strategy is available online at:

For further information, contact

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