



**DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221**

April 29, 2013

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Defense Logistics Management System (DLMS) Pipeline Measurement (PM)
Process Review Committee (PRC) Meeting, March 12, 2013

The attached minutes of the DLMS PM PRC Meeting March 12, 2013, are forwarded for information and action as appropriate.

The DLA Logistics Management Standards Office point of contact is Mr. Kenneth Deans, (703) 767-2611, DSN 427-2611; or email kenneth.deans@dla.mil

A handwritten signature in black ink, appearing to read "Donald C. Pipp", is positioned above the typed name.

DONALD C. PIPP

Director

DLA Logistics Management

Standards Office

Attachment
As stated

cc:
ODASD(SCI)
PM PRC
Attendees

April 29, 2013

MEMORANDUM FOR RECORD

SUBJECT: Defense Logistics Management Standards Office (DLMSO) Pipeline Measurement (PM) Process Review Committee (PRC) Meeting of March 12, 2013

Purpose: The DLA Logistics Management Standards Office hosted the subject meeting of the PM PRC on March 12, 2013 at DLA HQ, Fort Belvoir, Virginia. Defense Connect On Line (DCO) provided real-time viewing of presentations for those participants calling into the meeting. The focus of the meeting was to present to the PM PRC the use of Logistics Metric Analysis Reporting System (LMARS) data for pipeline measurement by PM PRC represented Services/Agencies and current improvements/enhancements to LMARS. A list of attendees and briefing material are available on the DLA Logistics Management Standards website, at “Committees”, Pipeline Measurement (PM) PRC, archives Webpage: www.dla.mil/j-6/dlmsso/Archives/archives_pmprc.asp.

Brief Summary of Discussion: Mr. Kenneth Deans, DLMSO PM PRC Chair, facilitated the discussion. A summary of the agenda topics discussed appears below. Action items identified below are to be worked within 30 days of this memorandum unless otherwise noted.

Mr. D.C. Pipp, Director DLA Logistics Management Standards Office, emphasized the importance of measuring Supply Chain performance across the DOD enterprise. He noted that Office of the Secretary of Defense (OSD) leadership considered it a high priority issue leading to formation of the Pipeline Measurement PRC.

Agenda Item 1a: Pipeline Measurement PRC Orientation. Mr. Deans provided current Plan of Action and Milestones (POAM) identifying milestones and enhancements to the Logistics Metrics Analysis Reporting System (LMARS). He emphasized that considerable work has been completed per Approved DLMS Changes (ADCs) since the last PM PRC meeting. The PM PRC operates under the authority and within the framework of the Office of the Deputy Assistant Secretary of Defense/Supply Chain Integration (ODASD(SCI)) and the DLA Logistics Management Standards Office (DLM 4000.25, Vol 6, C4.3.1). He also stated that the purpose of LMARS is to support OSD Pipeline Measurement program with emphasis on the supply chain response. Components support the Pipeline Measurement PRC by providing qualified, experienced representatives who develop and submit recommended DLMS change proposals to the PM PRC Chair for processing under DLMS configuration management procedures (DLM 4000.25, Vol 6, C4.3.5).

Mr. Terry Beynon, U.S. Army, noted the Army’s deployment of Global Combat Support System –Army (GCSS-A) uses SAP software. He made the PRC members aware that converting SAP to

interoperate with legacy format transactions has been difficult and time consuming, particularly in light of the current challenging budgetary restrictions.

Agenda Item 2a: How PM PRC Supports the Supply Chain Management. Mr. Paul Blackwell, Office of the Deputy Assistant Secretary of Defense (ODASD) Supply Chain Integration (SCI), provided an overview of the Supply Chain Metrics Group (SCMG), and its relationship with the PM PRC, noting that important SCMG pipeline metrics include Customer Wait Time (CWT), Logistics Response Time (LRT), and Time Definite Delivery (TDD). He identified some high-risk weaknesses in the supply chain metrics as: lack of availability of delivery data for surface shipments and inadequate Radio Frequency Identification (RFID) data. Definitions of the measurable attributes of DOD Supply Chain Metrics (materiel readiness, responsiveness, reliability, planning and precision, and cost) were discussed. The SCMG's ultimate goal is measuring the supply chain's impact on materiel readiness and measuring the performance of the desired attributes of the supply chain. Mr. Blackwell concluded by making the PM PRC aware that tracking of retrograde materiel is an ODASD(L&MR) priority for future enhancement of pipeline measurement.

Way Ahead: Update ODASD(SCI) POAM for responsiveness and reliability metrics as LMARS is enhanced with pipeline measurement improvements:

- Expand or complete metrics
- Update procedures for collecting and reporting measurements
- Establish or revisit goals for metrics.

Agenda Item 2b: Supply Chain Metrics Center (LRT/CWT Metrics) Mr. Dennis Zimmerman, LMI/ODASD(SCI) provided an overview of the OSD web-based Supply Chain Metrics Center (<https://scitools.lmi.org/ALLUSERS/Home.aspx>), including screen shots of the tools available. The data underlying the metric center tools comes from LMARS, augmented by additional data from the United States Transportation Command's (USTRANSCOM) Strategic Distribution Database (SDDDB) and the Military Services' CWT data. In order to provide a more standard CWT metric, the top one percent of the data making up the longest order fulfillment times is excluded from consideration in official calculation of CWT. These exclusions are based on the assumption that these outliers are data errors or requests for materiel with unique characteristics and/or unique circumstances associated with orders.

Agenda Item 3a: Air Force Pipeline Measurement Capabilities. Ms. Gloria Torres, U.S. Air Force A4LM, provided charts showing Air Force CWT broken down by Source of Supply (SoS): All SoS, Air Force, DLA, and Other. She noted that the Air Force chooses not to use LMARS data for CWT pipeline measurement. Air Force data for CWT calculation comes from Logistics, Installations and Mission Support - Enterprise View (LIMS-EV). Air Force calculations exclude the top one percent of pipeline transactions (oldest date). Air Force provided a briefing on an Air Force-unique metric, Order Response Time (ORT) measuring immediate issue rate (same day) and back order response times. ORT is customer focused by measuring percentage of immediate issues and how long backorders are taking. The Air Force developed ORT to overcome perceived inadequacies in CWT. Air Force provided three primary differences between ORT and CWT:

1. ORT uses both open and closed orders; CWT uses only closed orders.
2. ORT uses Customer order (open) date; CWT uses the order closed (received) date.
3. ORT uses time “buckets” by percent; CWT breaks down performance by number of orders.

Agenda Item 3b: Army Pipeline Measurement Capabilities. Mr. Bill Palfey, HQDA G4, Secondary Items Division, provided an update on data sources and calculation used for Army pipeline metrics. Army currently calculates both CWT, which measures customer wait time from the creation date of the customer document number and ends with the date of the issue to the customer, and Requisition Wait Time (RWT), which measures the wait time from the Army Supply Support Activity Standard Army Retail Supply System (SARSS) document number creation date and ends with the date of the receipt of the materiel. Mr. Palfey described RWT as similar to LRT in that it uses detailed data from LRT as the basis for its segment performance measurement. The data sources for Army calculation of LRT and RWT are SARSS, LMARS (for LRT), and database queries for RWT and segment data. The Army’s Logistics Support Activity (LOGSA) performs these calculations using its Logistics Information Warehouse (LIW) under the Integrated Logistics Analysis Program (ILAP). Mr. Palfey showed examples of both CWT and RWT reporting available from ILAP.

Agenda Item 3c: Navy Pipeline Measurement Capabilities. Mr. Simon Hernandez, Naval Supply Systems Command (NAVSUP) Weapon Systems Support (WSS), provided an update on Navy’s use of LMARS data. NAVSUP WSS processes LMARS data and produces standard and ad hoc LRT reports that it provides to various customers around the world. LRT is a very important metric used in the analysis of the Navy’s Wholesale Supply System on a day-to-day basis. Various LRT metrics are used extensively to manage how well the Navy is filling customer requisitions. Mr. Bob Klaczak from the Navy stated that Navy also provides similar CWT-based reporting and analyses, and that Navy does not filter the top one percent out of its reporting. Mr. Blackwell noted that at the SCMG meetings the Navy’s representative has emphasized that they provide data both with and without filtering out the longest one percent of outliers.

Agenda Item 4a: LMARS Accomplishments. Ms. Mary Maurer, DLA Transaction Services/Rainbow Data Systems, summarized LMARS Approved DLMS Changes (ADCs) implemented since the last PM PRC meeting. Most of the changes are represented on the POAM chart Mr. Deans provided. Ms. Maurer mentioned that the LMARS report recently began using a new record layout including data from Special Operations Command (SOCOM). SOCOM reiterated a request that DLA Transaction Service perform a “RIC flip” on SOCOM requisitions, to change the RIC-to in the requisition from the ICP source of supply to the storage activity, based on the national stock number (NSN) of the item requisitioned. Ms. Ellen Hilert, DLMSO, replied that a RIC flip is inconsistent with DOD policy, and SOCOM will need to submit a Proposed DLMS Change (PDC) to the Supply PRC to document the requirement and initiate the policy change. Mr. Zimmerman asked what country code LMARS uses for Navy afloat vessels; Ms. Maurer replied that currently an “&” character is entered. Mr. Bill Shaffer, DLA-HQ Order Management, is working on a PDC that will enable LMARS to use Cargo Routing Information File (CRIF) data to identify the location of afloat assets.

Agenda Item 4b: LMARS Improvements/Enhancements. Ms. Maurer discussed LMARS improvements that are in process or pending in the near term. She explained that Defense Automatic Addressing System (DAAS) receives passive Radio Frequency Identification (pRFID) data, and the visibility transactions identifying the functional role (e.g., arrive, depart, etc.) of the interrogator's (RFID reader) location. However, in cases where a port functions as both port of embarkation (POE) and port of debarkation (POD), it is not possible to determine which role (POD or POE) the port is fulfilling based on reading the pRFID tag alone. It would be necessary to link the pRFID data to the Transportation Control and Movement Document (TCMD) data to ascertain if an interrogator read is at the POE or POD. DAAS does not have access to the active RFID data. Although DAAS does receive pRFID time stamp data, tasking via an Approved DLMS Change would be needed to include it in the LMARS reports. Discussion ensued regarding inclusion of in-transit data in LMARS. Ms. Maurer emphasized that it's important that DAAS receive "raw" (not second-hand processed) data, citing that DAAS currently receives less than 50 percent of the expected in-transit data via the feed from IGC as an example of issues caused by second-hand data feeds. It should be noted that the missing in-transit data only effect surface shipments.

ACTION 1 for DLMSO: Mr. Deans has current action ongoing with USTRANSCOM, Ms. Maureen Crooks to obtain raw in-transit data feed to DAAS.

Agenda Item 4c: LMARS Special Data Feeds and Output files. Ms. Maurer listed the points of contact to whom LMARS sends special report feeds and asked all of the components to verify that the listings are correct. She noted that LMARS does not send feeds to the Air Force, but does produce and post the reports for the Air Force to pull from the website.

ACTION 2 for Components: Representative from all components verify that the points of contact for special feeds from LMARS are correct.

Agenda Item 5a: Analysis of Velocity Performance. LTC William Farmer, U.S. Transportation Command (USTRANSCOM) J5/4-LM, updated the PM PRC on USTRANSCOM's use of LMARS data. LMARS data feeds seven different versions of the Joint Deployment Distribution Enterprise (JDDE) dashboards, which are available on the web: (<https://www.distribute.mil>). LTC Farmer noted that business efficiency (which includes cost) has replaced velocity as the primary metric requirement, and he highlighted and discussed several issues:

- Direct Vendor Delivery (DVD) arrival data is not available.
- In CENTCOM, Maersk (a commercial Ocean carrier) is able to deliver shipments 22 days faster than APL (another carrier), but costs \$15 more. This is an internal Military Surface Deployment and Distribution Command (SDDC) issue, but does affect stockage/planning.

USTRANSCOM is planning to hold a Time Definite Delivery (TDD) conference in the Washington, DC area in June, 2013.

Agenda Item 6a. DLA Pipeline Measurement Reports. Mr. Bill Shaffer updated the participants on DLA's use of LMARS data. DLA reports LRT metrics in two places: the Fusion Center (<https://fusioncenter.dla.mil>), which provides enterprise-wide reporting for all of DOD, and Business Intelligence, which provides only internal DLA reporting. Both systems use


LMARS data. LMARS data is also sent to the DLA Office of Operations Research and Resource Analysis (DORRA). There is a temporary delay in applying new TDD standards until updated DOD policy on Country Codes is finalized and implemented. Ms. Maurer noted Navy afloat data will not be included in LMARS reports until the CRIF interface is in place.

Mr. Shaffer noted two DLA initiatives that affect LRT calculation: Strategic Network Optimization (SNO), and First Destination Transportation Packaging Initiative (FDTPI). Both the Army and Air Force representatives noted that non-MILSPEC packaging for CONUS destinations under FDTPI causes issues for their Components.

Agenda Item 7a: Discussion of the Way Ahead for LMARS. Ms. Hilert told the participants that she has processed a new PDC with the Army to document business processes for non-Inventory Control Point/ Integrated Materiel Manager (ICP/IMM)-directed inter-Service lateral redistribution. She has coordinated PDC 1062 with Ms. Lora Conrad, ODASD(SCI), and asked the PRC members to let her know if they think this new process needs to be formally recognized and documented for capture in LMARS. She explained that the process applies in both CONUS and OCONUS; the transactions in question are customer pick-ups, to properly distinguish them from normal ICP-IMM-directed lateral redistributions. Mr. Zimmerman noted this process is addressed in DOD 4140.1-R. Ms. Hilert indicated that DOD 4140.1-R precludes the process and requires policy change.

Mr. Deans thanked the participants and presenters for their time and effort, pointing out that the agenda sent to all invitees contains hotlinks to the briefings. He also solicited comments on the meeting process. Mr. Pipp emphasized that Components that do not participate in the PRC take a big risk, since this is the vehicle by which Component are able to provide input to the pipeline measurement policy makers.

ACTION 3 for DOD Components: Provide high level process flow diagrams for their CWT calculation process. Action items are to be worked within 30 days of the issue of this memorandum unless noted otherwise.


KENNETH R. DEANS
Chair, DOD PM PRC

Approved:



DONALD C. PIPP
Director,
Defense Logistics Management
Standards Office

Pipeline Measurement (PM) Process Review Committee AGENDA

Date: March 12, 2013

STARTING AT 0830 HOURS EDT

HQ DLA (Conference Room: 1801, 1st Floor)

8725 John J Kingman Road, Fort Belvoir, VA

DCO: <https://connect.dco.dod.mil/pmprc> CALL-IN NUMBER: 703-767-5141; DSN 427-5141

#	TOPIC	LEAD
	Opening Remarks Administrative Information	0830 EDT DLMSO Kenneth Deans
1a	Pipeline Measurement PRC Orientation	DLMSO Kenneth Deans
2a	How PM PRC supports the SCMG	ODASD(SCI) Paul Blackwell
2b	Supply Chain Center (LRT/CWT Metrics)	ODASD(SCI)/LMI Dennis Zimmerman
3a	Air Force Pipeline Measurement Capabilities	USAF Gloria Torres
3b	Army Pipeline Measurement Capabilities	USA William Palfey
3c	Navy Pipeline Measurement Capabilities	USN Simon Hernandez
4a	LMARS Accomplishments	DLA Transaction Services/Rainbow Data Systems Mary Maurer
4b	LMARS Improvements/Enhancements	Mary Maurer
4c	LMARS Special Data Feeds and Output Files	Mary Maurer

#	TOPIC	LEAD
5a	Analysis of Velocity Performance	USTRANSCOM LTC William Farmer
6a	DLA Pipeline Measurement Reports	DLA William Shaffer
7a	Discussion of Way Ahead for LMARS (Wrap Up, Next meeting)	DLMSO Kenneth Deans