DEFENSE LOGISTICS AGENCY
HEADQUARTERS
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FORT BELVOIR, VIRGINIA 22060-6221

March 4, 2015

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Defense Logistics Management System Office (DLMSO) Pipeline Measurement
(PM) Process Review Committee (PRC) Meeting, February 3. 2015

      The attached minutes of the DLMSO PM PRC meeting February 3, 2015, are forwarded
for information and action as appropriate.

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DONALD C. PIPP
Director
Defense Logistics Management
Standards Office

Attachment
As stated

cc:
ODASD(SCI)
PM PRC
Attendees

MEMORANDUM FOR RECORD

SUBJECT: Defense Logistics Management Standards Office (DLMSO) Pipeline Measurement (PM) Process Review Committee (PRC) Meeting of February 3, 2015

Agenda Item 1 — Opening Remarks

Agenda Item 1A: Agenda Comments

Meeting Purpose: The Defense Logistics Management Standards Office (DLMSO) hosted the subject meeting at DLA HQ, Fort Belvoir, Virginia. Defense Connect On Line (DCO) provided real-time access to presentation materials for those participants calling into the meeting. The focus of the meeting was to address open action items from the June, 2014 PM PRC meeting, provide members with a high-level overview of pending Proposed DLMS Changes (PDCs), review the reports available from the Logistics Metrics Analysis Reporting System (LMARS), and present an overview of the Supply Chain Enterprise Metrics and comments from the Supply Chain Metrics Group (SCMG) support staff..

The PM PRC Agenda (with hyperlinks to briefing materiels) and Attendee list are available on the DLMSO website, at "Committees", Pipeline Measurement (PM) PRC, archives Webpage: www.dla.mil/j-6/dlmso/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 during the meeting are to be worked within 30 days of this memorandum unless otherwise noted.

Agenda Item 1B: Pipeline Measurement PRC Overview. Mr. Deans provided an overview of the PM PRC processes and LMARS functionality (click here to view Mr. Deans' slides: Pipeline Measurement PRC Overview), targeted primarily to new members of the PRC. He reviewed the DoD policy and authority under which the PRC operates, pointing out the roles, authority, and administrative procedures documented in DLM 4000.25 Volume 6, Chapter 4, noting the need to revise and update this chapter. (See Agenda Item 3F, below.)

Participants discussed how the LMARS data is used by Services, agencies, and the SCMG. Mr. Dennis Zimmerman, LMI, contract support to the Office of the Deputy Assistant Secretary of Defense (ODASD)/Supply Chain Integration (SCI), explained that the LMARS data itself is not briefed at the SCMG meetings, but it provides the raw data used by SCI, Services, and agencies to generate the metrics that they brief at the SCMG meetings. Mr. D. C. Pipp, Director, DLMSO,

requested confirmation that the LMARS data continues to be useful. Mr. Zimmerman replied it was. Partly in response to a recent Government Accountability Office (GAO) audit of DoD Distribution that raised questions regarding the metrics generated by the Strategic Distribution Database (SDDB), Mr. Zimmerman said ODASD(SCI) is preparing a report to Congress that will document the Department's progress in establishing supply chain metrics based on the five attributes of materiel readiness, responsiveness, reliability, cost, and planning and precision—he noted that LMARS data is the source for key enterprise metrics on responsiveness and reliability.

Mr. Paul Blackwell, ODASD(SCI), added that while SCI does not dictate to the Services how to calculate metrics that are important or meaningful to them, LMARS provides the same raw data to each. Ms. Heidi Daverede, DLMSO, concurred, adding that it is a major challenge to get all of the Services and agencies to use the same raw data as the basis for their individual metrics calculations and to consistently interpret the data across the enterprise, based on SCI policy. With reference to the LMARS-generated reports, Mr. Blackwell commented that even in cases where a Component may not use the LMARS reports; he thought LMARS should continue to generate the reports, because they provide an "honest broker" functionality across the entire enterprise.

Ms. Daverede noted that LMARS produces two distinct types of output: The raw LMARS data file that is provided to all activities that request the file, and tailored usage reports by Service, agency, and shipment/service type. While we believe that most DoD supply-chain activities use the raw LMARS data file, it is not clear that they use the LMARS-generated tailored reports. Mr. Blackwell concurred, adding that historically many activities did not have the capability to collect and analyze their own data and as a result relied upon LMARS reporting. The Air Force's LIMS-EV was cited as an example. Ms. Lisa Oakley concurred, stating that LIMS-EV does not use requisitions from DLA's Enterprise Business System (EBS), but instead uses maintenance requests as its input. Mr. Zimmerman added that while LIMS-EV does produce logistics response time (LRT) measurements, the Air Force is focused on customer wait time (CWT). He also noted that SCI will cancel DoDI 4140.61 (CWT and time definite delivery (TDD)), and DoD 4140.64-M, the Secondary Item Stratification (STRAT) Manual; both will be replaced by the updated DoDM 4140.01, Volume 10, a preliminary draft of which is currently under review by the community.

Agenda Item 1C: Plan of Action and Milestones (PoAM). Mr. Deans reviewed the Plan of Action and Milestones (PoAM) identifying milestones and enhancements to LMARS and pointing out milestones completed since the last PM PRC meeting.

Agenda Item 2 — Address Open Action Items Mr. Deans provide a brief overview of the open, closed, and new action items from the last PM PRC—only items 6, 7, and 9 remain open. With regard to action item 6, Mr. Pipp asked for details regarding "BR4". Mr. Deans explained BR4 is an Army-owned Routing Identifier Code (RIC) managed by DLA Distribution, Red River, Texarkana, TX.

Agenda Item 3 — LMARS Proposed DLMS Changes (PDCs). Mr. Deans provided a brief overview of several draft PDCs currently under development. The preliminary drafts of the PDCs are available via the following hyperlinks:

Agenda Item 3A: [**DRAFT PDC 1154 "DLA" LMARS Report Tab**](#) Transactions reported under this new tab will provide metrics when DLA in operating as a customer of another Service/agency ICP.

ACTION ITEM #1 Responsible Party: Kenneth Deans   Status: Open
Mr. Deans will continue to work with DLA Transaction Services and DLA to update and finalize this draft PDC.

Agenda Item 3B: [**DRAFT PDC 1038A Move DLMS 511R Image (Document Identifier Code (DIC) CH_) Transactions from "Other" to Post Post**](#) Discussion ensued regarding the need for, and fill rule methodologies to implement, this PDC. Mr. Deans noted that at the last PM PRC, Mr. Zimmerman had pointed out the need to update the LMARS fill rules to better characterize transactions that fall into the "other" category of the LMARS reports. The largest single group of transactions in the other category comprises Document Identifier Code (DIC) CH_ transactions, such as those generated by DLA at the Kentucky Logistics Operation Center (KYLOC) for distribution of clothing items to the Army. These are considered post-post transactions, rather than immediate issue, and participants discussed the need to create a new fill type category for the LMARS reports to accommodate these types of transactions. Ms. Daverede suggested a two-phased approach under which these transactions would be moved to immediate issue in the first phase, and then later, create a separate category and move the transaction into that new category.

ACTION ITEM #2 Responsible Party: Kenneth Deans   Status: Open
Mr. Deans will continue to resolve the issues related the LMARS fill rules for DIC CH_ and post-post transactions. He will document the details in PDC 1038A.

Agenda Item 3C: [**DRAFT PDC 1025D Navy Reserve Criteria per Previous Approved DLMS Change (ADC)**](#) Mr. Deans reported that there are approximately 65,000 Navy Reserve units. In response to a previous request the Navy had not identified any DoDAACs as Navy Reserve for use in the current LMARS reporting criteria. After further research and review, Navy concurs with use of DoDAAD Major Command Code NO to identify Navy Reserve Unit DoDAACs.

ACTION ITEM #3 Responsible Party: Kenneth Deans/Mary Maurer   Status: Open
Mr. Deans and Ms. Mary Maurer, Rainbow Data/DLA Transaction Services, will continue to work with the Navy to update PDC 1052D with the appropriate values for Navy reserve units.

Agenda Item 3D: [**DRAFT PDC 1025E To Add Routing Identifier code (RIC) AJ2 As Army ICP.**](#) The Army uses an inventory system, which is identified by RIC AJ2, to maintain the availability balance file for all Army warehouses. When the Army receives DLA stock turned into an Army warehouse, instead of turning that materiel back into DLA for little or no credit, they retain it in the Army Supply Support Activity warehouses. When an Army requisition is issued, AJ2 checks for stock availability in the Army warehouses first, and if available, issues the item directly from the Army warehouse. Ms. Maurer stated that if AJ2 were considered a wholesale ICP and received a requisition that could not be filled from an Army warehouse, all the ICP Supply Processing Time (ISPT) would be charged to the new receiving

ICP; AJ2 would not receive any ISPT time. This PDC would include the processing time at AJ2 in the ICP Processing Time segment of LMARS[1].

Agenda Item 3E: DRAFT PDC Cargo Routing Information File Process for LMARS Monthly Reports When a Navy ship is deployed, the ship-to address in the DoDAAC file may not identify a reasonable location for cargo shipments to that ship; the CRIF better identifies that location in real time. Navy already provides the CRIF data to DORRA for inclusion in SDDB; this PDC proposes that LMARS use the CRIF data to more accurately calculate LRT metrics for Navy ships when they are deployed.

ACTION ITEM #4 Responsible Party: Kenneth Deans   Status: Open
Mr. Deans will continue to facilitate bi-weekly working sessions with key personnel from the systems involved in the process to develop this PDC to include CRIF data in LMARS.

Agenda Item 3F: DRAFT PDC Update LMARS DLM 4000.25 Vol. 6; Ch.4, Pipeline Measurement DLMSO staff is currently reviewing DLM 4000.25, Volume 6, Chapter 4 - Pipeline Measurement, in preparation for submitting a PDC to revise it.

ACTION ITEM #5 Responsible Party: All Component PRC Reps   Status: Open
Mr. Deans requested that all PM PRC representatives review DLM 4000.25 Volume 6, Chapter 4 so that they are prepared to review/approve the PDC when it is released for PRC staffing.

Agenda Item 4 — LMARS Reports Mr. Deans provided a brief review of each of the LMARS reports (Guard; Reserve; Wholesale ICP; Wholesale ICP, Contractor; Wholesale ICP, CIT Breakout; Wholesale ICP, Reparable NSNs; and ICP GSA), updating the data presented at the last PRC in June with data from January 2015. The hyperlinks above link to the individual report slides briefed during the PRC.

Attendees raised several questions and provided comments about the reports:
- Why are the Air Force Reserve numbers so low?

A: The numbers are generated based on DoDAACs provided to DLA Transaction Services by each Component. If Air Force numbers are low, the air Force needs to verify the accuracy of the DoDAAC used by LMARS to generate the report.

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[1] Subsequent to the PRC meeting, DLA sent an e-mail to the chair stating that DLA does not consider AJ2 a wholesale ICP, but an internal mechanism that enables an internal Army inventory check before sending a requisition to the wholesale ICP. As such, the time taken to perform that check should count against the Service Processing segment, not the ICP Processing segment. DLA stated they would non-concur with any PDC that would make AJ2 a wholesale ICP for that reason. (DLMSO MILSTRIP Administrator clarified that the DLA position is correct if the requisition is ultimately forwarded to DLA. However, if the requisition is supported directly from AJ2 stock, AJ2 is acting as an ICP. Any PDC documentation must make this distinction for LMARS processing.)

ACTION ITEM #6 Responsible Party: Air Force PM PRC Rep Status: Open
The Air Force PRC representative will verify that the DoDAACs LMARS uses to identify Air Force Reserve units[2] are accurate and complete.

Also, reserve units are sometimes embedded with active units, and may use the active units' DoDAACs while embedded.

- Ms. Hilert noted some outdated notes on the report page ("DoD 4140.1-R"; "DEPRA").

- Mr. Madrigal noted an outdated reference in the Processing Group column header.
A: Mr. Deans explained that he had used old screen shots[3] of the reports as the background for the slides, and the outdated references are in the process of being corrected in the current reports.

ACTION ITEM #7 Responsible Party: Kenneth Deans Status: Open
Mr. Deans will verify that the outdated references on the background slides have been updated in the LMARS reports.

- Ms. Hilert noted that the definition[4] of LRT on the "LMARS Reports" slide needed to be updated. She commented that in many cases, the requisitioned materiel is never posted to the materiel management system of the requisitioner. In that case LMARS uses the MRA date as the end date for LRT.

A: **ACTION ITEM #8** Responsible Party: Kenneth Deans Status: Open
Mr. Deans said he would notify the Supply Chain Metrics Group (SCMG) staff of Ms. Hilert's concerns regarding the definition of LRT in the SCMG DNA charts, and ask them to update the definition.

- Mr. Zimmerman pointed out that total order-to-receipt time for a line on the LMARS report is not the sum of the segment times on that line.
- Ms. Maurer explained that because LMARS data is a "snapshot in time" not all segments in the pipeline will close during the same reporting period. As a result, the sum of the segment times for a particular line of the report may not equal the total order-to-receipt time.

Agenda Item 5: Supply Chain Enterprise Metrics—SCMG Comments
Mr. Zimmerman presented comments from the SCMG perspective on the data feed and reports available from LMARS. He emphasized that his intent was not to "poke anyone in the eye".

- When LMARS was established, the Components were not capable of collecting their own metrics data—generally, individual Components are capable of collecting and processing their own data today.

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[2] Current DoDAACs assigned as Air Force Reserve in LMARS are DoDAACs Fx6600 through Fx6799.

[3] Mr. Deans has updated these slides and posted revised versions to the DLMSO website; the updated slides use current reports as background

[4] This definition comes from the DNA charts used at the SCMG monthly meetings.

- Partly as a result of that, activities across the enterprise do not collect the exact same data, (DLA, for example, collects Depot Level Reparable item data) and they do not process the data they collect in the same way.
- Dollar valuations of materiel are not accurate.

Agenda Item 5A: CORP-FILL-TYPE and IMD-CORP-FILL

LMARS sorts data into the various reports differently based on fill rules. DLA has provided special fill rules to LMARS for sorting of DLA data. Reports based on these DLA special fill rules are referred to as "CORP-FILL" reports. LMARS also generates reports based on the "standard" fill rules, and provides reports based on those rules to all Components (including DLA—DLA gets both sets of reports). Reports based on these standard fill rules are referred to as "IMD-CORP-FILL" reports. Both the CORP and the IMD fill rules are available on the LMARS link on the DLA Transaction Services webpage: https://www2.transactionservices.dla.mil/lmars/main.asp.   Mr. Zimmerman contrasted some of the differences between the statistics in these two reports. (See Mr Zimmerman's slides, here, **CORP-FILL-TYPE and IMD-CORP-FILL** for details.)

Discussion ensued among the participants regarding who uses the CORP-FILL-TYPE report data. Ms. Maurer stated that only DLA uses the CORP-FILL data; Mr. Zimmerman said that USTRANSCOM's SDDB also uses the CORP-FILL data. Fred Posten, USTRANSCOM, said that the SDDB now uses the IMD-CORP-FILL.

Mr. Zimmerman also discussed the definition of "immediate issue", noting that mean time for fulfillment of CONUS immediate issue requisitions is 16.8 days; OCONUS is 27.5 days. The LMARS fill rule for immediate issue is based only on the ICP processing time; other pipeline segments that may contribute significantly to the total processing time (TPT) for an immediate issue include depot processing time, in-transit time, and response take-up time.

Mr. Zimmerman documented that in many cases a requisition for an item that is backordered may be fulfilled before an immediate issue, and an unplanned DVD item many take no longer than for a planned DVD. The number of requisitions in the "other" category is high, and what is being measured in that category changes over time.

Summarizing the issues with the current LMARS fill rules, Mr. Zimmerman suggested that we need to improve the coding of how orders are filled. Mr. Blackwell proposed several steps to break down that process into phases:
- What is the problem?
- Who is the data for?
- What needs to change?
- Who will make the change(s)?

Agenda Item 5B: <u>Low percentage of records with ICP processing times</u>

Mr. Zimmerman documented that a low percentage of the records in LMARS have an ICP processing time (ISPT). He presented these definitions for ISPT and Storage Activity Processing Time (SAPT):

ISPT=Date of positive supply action−Requisition transaction date
    Date of positive supply action (STATUS DATE): First status DIC AE_
    Requisition transaction date (REQ-TRAN-DATE): Date of submitter's message

SAPT=Shipped date−MRO date
    Shipped date (SHIPPED DATE): Date released to carrier=DIC AR_/AS_/AU_ RP 57-59
    MRO date (MAT-RLSE-ORDER-DATE): Date MRO received in DAAS

Ms. Maurer said that the definition above for ISPT is incorrect; it is MRO date minus the *Requisition transaction date*. Since DVDs have no MRO date, LMARS creates one based on the status BV or an AB transaction being received. *Requisition transaction date* is the date the transaction left DAAS, not the Date of submitter's message.

Discussion ensued regarding whether these definitions are documented in DLM 4000.25 Volume 6; Chapter 4.

ACTION ITEM #9   Responsible Party: Mary Maurer   Status: Open
Ms. Maurer said she will verify whether these definitions are documented in DLM 4000.25 Volume 6, Chapter 4.

Mr. Zimmerman summarized the SCMG comments:

ISPT –

- What can we do to capture ICP processing time more frequently?

- What data elements need to be collected to present an auditable trail for ICP processing times?
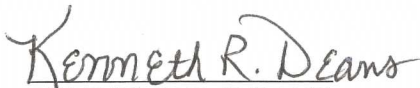
SAPT –

- What can we do to capture depot processing time more frequently?

- Do we need a different time for orders going from an ICP to a planned DVD vendor?

- Do we need to differentiate between when a vendor can issue off-the-shelf and when there is a delay?

- Do we need a different time if an order is being delivered out of a camp, base, or station and not out of a depot (i.e., a retail order)?
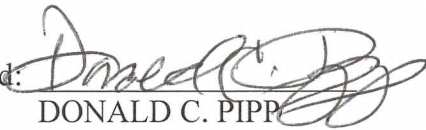
Zero TPT –

- Is there a situation where a requisition can be generated, submitted to an ICP, released to a depot, shipped to a customer, and received into the customer's system all in one day?

Agenda Item 6: Wrap Up and Action Items

Mr. Deans thanked the participants and presenters for their time and effort, pointing out that the agenda included at the end of these minutes contains hotlinks to the briefing slides.

KENNETH R. DEANS
Chair, DOD PM PRC

Approved: DONALD C. PIPP
Director,
Defense Logistics Management
Standards Office

Pipeline Measurement Process Review Committee
Agenda for Feb 3, 2015
STARTING AT 8:30 AM EST
DLA Headquarters, 8725 John J Kingman Road, Room 1801, Fort Belvoir, VA 22060
DCO: https://connect.dco.dod.mil/pm-prc   CALL-IN NUMBER: 571-766-5141

#	TOPIC	LEAD
1	**Opening Remarks** A. **Agenda comments (Agenda from last meeting)** B. **Pipeline Measurement PRC Overview** C. **Plan of Action and Milestones (PoAM)**	**PM PRC Chair** **Ken Deans**
2	**Address Closed, Open, New action items from last meeting**	**Ken Deans**
3	**LMARS Proposed DLMS Changes** A. **DRAFT PDC 1154 "DLA" LMARS REPORT TAB** B. **DRAFT PDC 1038A "Others" CH_ to Post Post** C. **DRAFT PDC 1025D Navy Reserve criteria per previous ADC** D. **DRAFT PDC 1025E to add RIC AJ2 as Army ICP** E. **DRAFT PDC Cargo Routing Information File process for LMARS monthly reports** F. **DRAFT PDC update LMARS DoD 4000.25 Volume 6, Chapter 4, Pipeline Measurement**	**Ken Deans** **Mary Maurer**
4	**LMARS Reports** A. **Guard** B. **Reserve** C. **Wholesale ICP** D. **Wholesale ICP, Contractor** E. **Wholesale ICP CIT Breakout** F. **Wholesale ICP Reparable NSNs** G. **ICP GSA**	**Ken Deans** **Mary Maurer**
5	**Supply Chain Enterprise Metrics - SCMG Comments** A. **CORP-FILL-TYPE and IMD-CORP-FILL** B. **Low percentage of records with ICP processing times**	**Paul Blackwell** **Dennis Zimmerman**
6	**Wrap Up & Action Items**	