DLMS INTRODUCTORY TRAINING
Module 6 – Changing Logistics Business Processes

Defense Logistics Management Standards

Creating/Reengineering DoD Logistics
(stand alone module)

DLMS Training Catalog
Module 1 - Introduction to the DLMS
Module 2 - Electronic Data Interchange (EDI) Basics and ASC X12 EDI Definitions and Concepts
Module 3 - DLMS Functionality & Transaction Life-Cycle
Module 4 - DLMS Implementation Convention Content
Module 5 - IUID & RFID - Emerging Technologies
Module 6 - Creating/Reengineering DoD Logistics Business Processes
Module 7 - Enterprise Interoperability Tools
Module 8 - DoD Activity Address Directory (DoDAAD)
Module 9 - Supply Discrepancy Reporting (SDR)
Module 10 - DLMS Functional Financial Transaction (standalone)
Module 11 - Creating/Reengineering DoD Logistics (standalone)

www.dla.mil/does/DLMS
Module 11 – DLMS
Creating/Reengineering DoD Logistics

- Background
- Role of Process Review Committees (PRCs)
- How to develop a DLMS change
- [www.dla.mil/does/DLMS](http://www.dla.mil/does/DLMS)

Module 9 Objectives

Students will gain a basic understanding of:

- how the DLMS contribute to implementing business process improvements and maintaining interoperability
- the DLMS Program Office mission and DLMS configuration management process
- how proposed business process changes are prepared and processed.
What are the DLMS?

The DLMS are:

- a broad base of process rules, data standards and electronic business objects (information exchange formats)
- designed to meet DOD’s requirements
- used for total logistics support
Who is involved in the development?

The DLMS:

- are developed in collaboration with the Armed Services, DOD agencies, and participating Federal agencies
- use the DLMS Process Review Committee collaboration model

Why do we need the DLMS?

The DLMS:

- accommodate the new Enterprise Resource Planning (ERP) system processes and implementation, while supporting legacy system data (MILS) exchange requirements
- support business process improvements and maintain interoperability
Interoperability of What?, continued

Functional Services Providers

Commodities
Transport
Ex Transcom
International Logistics
DSCA

Weapon Systems
Acquisition
DCMA

Others
DLA Distribution
DLA Disposition Services

DLMS
DAAS
DLIS

DLMS Global Services Providers
Interoperability Framework

The Office of the Secretary of Defense (OSD)

Desires a particular outcome

Issues business policy

Business Policy: A required outcome – Property stewardship

Interoperability Framework, continued

Business Process

Definition: An assemblage of business rules that collectively form a process.

Example: Physical Inventory Management
Interoperability Framework, continued

- **Business Rule**
  Definition: States what must or must not be done. Example: Storage activities must report the ending on-hand inventory balance to the item owner for all items having any balance affecting business activity that day.

- **Business Object**
  Definition: A collection of data in a specified format that launches a process or reports process results. Example: An order, inventory adjustment, request for payment, etc.

- **Business Metadata**
  Definition: Characteristics of a data element. Example: Inventory Balance Date = 8 numeric characters (yyyymmdd)

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Types of DLMS Support

Support transitioning from the MILS to the DLMS
- Replaces all of the MILS transaction formats/associated procedures
- Examples: MILSTRIP, MILSTRAP, MILSBILLS

Support new processes/capabilities not previously associated with a MILS transaction
- Publish the transaction format, add data elements to DLMS Dictionary, and prescribe the business rules/procedures
- Examples: Warehouse Service Advice and Response, Passive RFID Visibility, Catalog Data Exchange, IUID
Types of DLMS Support, continued

Provide transaction formats for logistics processes that are not administered by the DLMS Program Office

• Publish the transaction format/add data elements to DLMS Dictionary
• Provide overview of process/references governing policy/process (no procedural detail)
• Examples: Stock Readiness (Storage Quality Control Report and Stock Screening), Product Quality Deficiency Report, Weapon Systems Data Change

DOD’s executive agent for logistics data interchange
DLMS Program Office

Purpose and Mission

Business Process Transformation and Interoperability

To facilitate enterprise integration and continuous process improvements to logistics management and operations while maintaining interoperability by:

- Developing business rules that implement DOD policy
- Developing and managing the DOD logistics information exchange infrastructure
- Publishing detailed procedures that identify who does what, when, and how along the DOD logistics chain

DOD Consensus Builder

The DLMS Program Office administers DOD-wide:

- Defense Logistics Management Standards (DLMS)
- DOD Physical Inventory Control Program
- DLMS Data Management Plan
- Military Standards (MILS)

The DLMS Program Office chairs:

- DLMS Process Review Committees (PRCs)
- Pipeline Measurement Process Review Committee (PM PRC)
- DOD Supply Discrepancy Reporting Committee
- Joint Physical Inventory Working Group
- DoDAAD / MAPAD Committees
DLMS Process Review Committees (PRC)

The DLMS Program Office chairs the following:

• Supply PRC
• Finance PRC
• Pipeline Measurement PRC
• DoDAAD, MAPAD, SDR, JPIWG and others

Composed of representatives from the DOD components, the U.S. Coast Guard, and participating Federal agencies

Responsibilities include:

• Develop and recommend revised policy, procedures, or process improvements
• Develop, evaluate, and coordinate proposed DLMS changes
• Help resolve problems, violations, and deviations that arise during system operations

DLMS Governance Process

OSD Policy Direction
DoDD 8190.01E
DoDI 4140.01
DoDM 4140.01
BEA & DISR

Standards Syndication

Compliance Oversight

Systems Development:
- Business Enterprise Architecture (BEA)
- Acquisition & Logistics Functional Strategy & Component Organization Execution Plans
- Supply Chain Executive Steering Committee (SCESC) System/ADC Tracking

Systems Execution:
DAAS applied syntax & semantic validations
It all starts with an idea for change

Proposed DLMS Changes (PDCs)

- OMB or OSD Policy Guidance Changes
- Service or Agency Requirements
- DAAS Technical Expertise
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DLMS Process Review Committees, continued

Approved DLMS Changes (ADCs)
- Business Rules
- Business Objects
- Meta Data
- Functional Requirements

DAAS & Components Implement
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DLMS Process Review Committees

**INPUTS**
- OMB/OSD Policy Guidance
- Service/Agency Requirements
- DAAS Technical Expertise

**OUTPUTS**
- Business Rules
- Business Objects
- Metadata
- Functional Requirements

Proposed DLMS Changes (PDCs)

Approved DLMS Changes (ADCs)


**DLMS Change Lifecycle**

**PDC Process Prior to Submission:**
1. Issue Identification: A determination of the problem, process gap or process improvement that is desired.
2. Socialization within the Component SMEs of the issue and postulation of alternative solutions.
3. Initial heads-up contact with Component PRC representative and Defense Logistics Management Standards PRC chairperson.
4. Follow DLM 4000.25 instructions for drafting Proposed DLMS Change (PDC).
5. Provide unofficial draft copy to Defense Logistics Management Standards PRC chairperson.
6. Internal Component staffing, review, finalization.
7. Submit PDC to Defense Logistics Management standards through the Component PRC Representative.

**Defence Logistics Management Standards Process Review Committee**
1. Structured Collaboration Model
2. Defense Logistics Management Standards Managed Transformation Process
3. Artful Negotiation & Consensus Building

**Additional Details Follow**

**ADC Process:**
1. Review ADC and determine affected Component Organizations and systems
2. Distribute ADC to affected organizations
3. Prepare system change requests for system developers/integrators
4. Receive ROM estimates of resources and schedules
5. Submit to system configuration management board for prioritization, resourcing and scheduling
6. Perform system lifecycle release management tasks of documentation, coding, testing, and release.
7. Make necessary change to Component publications
8. Conduct necessary training
DLMS Introductory Training

Module 6 – Changing Logistics Business Processes

**PRC Process**

1. **PDC Reviewed for Methodology, Compliance, Completeness**
   - DLMS PMO
   - Identification & Evaluation of:
     - Business Process & Sub-Processes
     - Actors, Entities & Roles
     - Procedures & Business Rules
     - Data Elements
     - Information Exchanges
     - Organizational Impact & Timelines
     - Existing DOD Policy

2. **PDC Staffing**
   - DLMS PMO
   - Draft changes to MILS/DLMS Manuals
   - Draft changes to DLMS ICs
   - Identify whether solution already exists
   - Identify interoperability impact
   - Identify DOD impact
   - Identify changes to external business policies
   - Optimize solution for reuse, effectiveness & efficiency
   - Identify procedural gaps
   - OSD Pre-Coordination (as needed)

3. **Inter-component Coordination**
   - ADC Published
   - Components
   - Concur / Non-Concur with changes
   - Identify procedural gaps
   - Service or Agency Impact
   - Service or Agency Implementation Timelines
   - Barriers to Implementation

4. **ADC Staffing**
   - DLMS PMO
   - Draft changes to MILS/DLMS Manuals
   - Draft changes to DLMS ICs
   - Identify whether solution already exists
   - Identify interoperability impact
   - Identify DOD impact
   - Identify changes to external business policies
   - Optimize solution for reuse, effectiveness & efficiency
   - Identify procedural gaps
   - OSD Pre-Coordination (as needed)

5. **ADC Distribution**
   - DLMS PMO
   - Publish MILS/DLMS Manuals
   - Publish DLMS ICs
   - Publish SEF Files
   - Publish XSD Files

6. **DLMS PMO**
   - Submit to National and International Standards Bodies
   - Submit Data Maintenance (DM) for change
   - Propose solution for DM
   - Build consensus for solution
   - Champion solution throughout development & voting

Next:

How to create a PDC & Where to find examples
Module 6 – Changing Logistics Business Processes

DLMS Change Proposal Form

Instructions for completing the form are at the end of the file.
Preparing a Good PDC

GENERAL INSTRUCTIONS

- All fields are mandatory unless noted otherwise
- The more detail, the better
- Pay particular attention to describing the supported business process
- Use active voice
- Spell out acronyms the first time they are used
- Provide full POC contact information; PII will be removed when the PDC is published
- Delete instruction pages when done
- Submit draft PDC to Component PRC representative

Originating Service/Agency and POC Information

1. ORIGINATING SERVICE/AGENCY AND POC INFORMATION:
   a. Technical POC: John
   b. Functional POC: None

1. ORIGINATING SERVICE/AGENCY AND POC INFORMATION:
   a. Technical POC: Jane Doe, Defense Logistics Management Standards, J633DD, (703) 767-0001, jane.doe@dla.mil
   b. Functional POC: John Trans, United States Transportation Command, TCJ6, (618) 220-0001, john.trans@ustranscom.mil
2. FUNCTIONAL AREA:
   a. Primary/Secondary Functional Area: N/A
   b. Primary/Secondary Functional Process: None

2. FUNCTIONAL AREA:
   a. Primary/Secondary Functional Area: DoDAAD
   b. Primary/Secondary Functional Process: Reference Data Maintenance

3. REFERENCES:
   To Be Determined

3. REFERENCES:
   DLM 4000.25, Defense Logistics Management Standards (DLMS), Volume 6, Chapter 2, Department of Defense Activity Address Directory
**Requested Change(s) – Brief Overview**

**INSTRUCTIONS**

4. REQUESTED CHANGE(S):  
   a. Brief Overview of Change: Fix the loading of the BLOC data in the DoDAAD.

4. REQUESTED CHANGE(S):  
   a. Brief Overview of Change: This change documents the procedures that are applicable to the Bill of Lading Code (BLOC) in the DoDAAD, and changes the source of input from the DoDAAD Administrators to the Authoritative BLOC information source, USTRANSCOM Reference Data Management (TRDM). This will improve timeliness and accuracy of the BLOC data.

**Requested Change(s) – Background**

**INSTRUCTIONS**

4. REQUESTED CHANGE(S):  
   b. Background: Bill of Lading Office Code (BLOC) data incorrect in DoDAAD

4. REQUESTED CHANGE(S):  
   b. Background: The rules for how the Bill of Lading Office Code (BLOC) is used are documented in the Defense Transportation Regulation (DTR). The primary user of BLOC information in the DoDAAD is the DLA Distribution Standard System (DSS). The BLOC data in the DoDAAD is currently entered by the DoDAAD Administrators and it is unreliable. Of the 29,000 DoDAACs that contain BLOC information, all but 4 are set incorrectly.
4. REQUESTED CHANGE(S):
   c. Requested Change in Detail: Load BLOC from TMDS data.

4. REQUESTED CHANGE(S):
   c. Requested Change in Detail: The following procedures will correct the BLOC information in the DoDAAD:
   1) Remove BLOC field from the DoDAAD web updated page and from Army and Air Force input systems.
   2) Clear the existing BLOC information from the DoDAAD database.
   3) Re-populate the BLOC information in the DoDAAD from TRDM.
   4) DAAS establish a link to import BLOC data updates from TRDM on a recurring basis.

4. REQUESTED CHANGE(S):
   d. Revisions to DLM 4000.25 Manuals: No change.

4. REQUESTED CHANGE(S):
   d. Revisions to DLM 4000.25 Manuals: This change will impact the DoDAAD User Guide maintained by Transaction Services.

C2.1.2.1. Civilian government organizations (e.g., local government agencies or police departments) contact the appropriate General Services Administration (GSA) DoDAAC Service Point to have a DoDAAC assigned.

Special Programs. Non-DOD and non-federal programs requiring DoDAACs are controlled under unique series DoDAACs beginning with numeric followed by alpha characters in the first two positions. Among others, the programs include programs authorized by Congress for state and local entities to purchase material from Federal sources. DOD/Federal Agency sponsors of these programs are designated as DoDAAC monitors. Contact DLMSO for guidance on establishing a DoDAAC series for a new special program.
4. REQUESTED CHANGE(S):
  e. Proposed Transaction Flow: TRDM to DoDAAD.

4. REQUESTED CHANGE(S):
  e. Proposed Transaction Flow: DAAS and USTRANSCOM will establish an automated interface between TRDM and DoDAAD to electronically transmit the initial update of the BLOC data field in the DoDAAD. After the initial load, any updates to the BLOC data in TRDM will be automatically pushed to the DoDAAD.

4. REQUESTED CHANGE(S):
  f. Alternatives: None.

4. REQUESTED CHANGE(S):
  f. Alternatives: Continuing to rely on manual data entry of this information by the CSP will further perpetuate the unreliability of the BLOC data, both in data quality and timeliness, since the CSPs are not the authoritative source for BLOC data as it relates to transportation office DoDAACs.
Reason for Change

**INSTRUCTIONS**

5. **REASON FOR CHANGE**: Provide a description of why this change is being made.

- **5. REASON FOR CHANGE**: Bad data.
- **5. REASON FOR CHANGE**: BLOC data in DoDAAD is currently unreliable, both in data quality and timeliness of updates.

Advantages and Disadvantages

**INSTRUCTIONS**

6. **ADVANTAGES AND DISADVANTAGES**:
   a. **Advantages**: Identify both tangible and intangible benefits expected from adoption of the change. Include benefits both within and beyond the primary functional area of the MILS/DLMS, especially benefits accruing to DoD. Address what happens if nothing is done. Quantify both tangible and intangible benefits and advantages. Show computation of dollar values where appropriate. Demonstrate why the proposed solution is more advantageous than the alternatives.
   b. **Disadvantages**: Indicate known or potential problems and costs associated with the proposal. Consider disadvantages both within and beyond the primary functional area of the MILS/DLMS. Quantify both tangible and intangible costs and disadvantages. Show computation of dollar values where appropriate.

- **6. ADVANTAGES AND DISADVANTAGES**:
  a. **Advantages**: Better BLOC data.
  b. **Disadvantages**:

- **6. ADVANTAGES AND DISADVANTAGES**:
  a. **Advantages**: The change will ensure that BLOC data is maintained in a current and accurate condition from the authoritative data source.
  b. **Disadvantages**: None noted.
Assumptions/Additional Comments/Additional Functional Requirements

7. ASSUMPTIONS USED OR WILL BE USED IN THE CHANGE OR NEW DEVELOPMENT: (OPTIONAL) Indicate any assumption about the existing environment that may impact the development or implementation of the proposed change.

8. ADDITIONAL COMMENTS TO CONSIDER: (OPTIONAL) Indicate any additional comments to consider not previously described.

9. ADDITIONAL FUNCTIONAL REQUIREMENTS: (OPTIONAL) Indicate additional functional requirements not documented elsewhere.

Estimated Time Line/Implementation Target

10. ESTIMATED TIME LINE/IMPLEMENTATION TARGET: Unknown.

The changes will be implemented into TRDM and DoDAAD on November 1, 2012.
## Estimated Savings/Cost Avoidance

**INSTRUCTIONS**

11. ESTIMATED SAVINGS/COST AVOIDANCE ASSOCIATED WITH IMPLEMENTATION OF THIS CHANGE: If known, indicate estimated savings or cost avoidance associated with this change.

### Estimated Savings/Cost Avoidance

11. ESTIMATED SAVINGS/COST AVOIDANCE ASSOCIATED WITH IMPLEMENTATION OF THIS CHANGE: None noted.

## Impact – New DLMS Data Elements

**INSTRUCTIONS**

12. IMPACT: Any additions or changes to data elements will be inserted by DLMS Program Office (Example: Data Content/Procedures: Identify additional specific information requirements that will be added, revised, or deleted as a result of this change.)

- **New DLMS Data Elements**: Example: This PDC/ADC adds the following new DLMS Data Elements; they are not included in any previous DLMS transactions. Provide the data element name with the definition and data characteristics.

### Impact – New DLMS Data Elements

12. IMPACT:

- **New DLMS Data Elements**: N/A

- **New DLMS Data Elements**: There are no new DLMS data elements introduced by this change.
Impact – Changes to DLMS Data Elements

12. IMPACT:
   b. Changes to DLMS Data Elements: Example: This PDC/ADC changes the usage of the following existing DLMS Data Elements. Provide the data element name (or revised data element name) with the revised definition and/or revised data characteristics.

   N/A

   Changes to DLMS Data Elements: There are no changes to existing DLMS data elements introduced by this change.

Impact – Automated Information Systems

12. IMPACT:
   c. Automated Information Systems (AIS): Identify specific AIS impacted by this change.

   Unknown

   There are no changes required to Service/Agency Automated Information Systems.
   USTRANSCOM TRDM to establish automated update capability with DoDAAD for BLOC data.
Impact – Transaction Services

12. IMPACT:
   d. **Transaction Services:**
      - N/A

12. IMPACT:
   d. **Transaction Services:**
      - Transaction Services will work with USTRANSCOM to setup an automated data feed of BLOC data from TRDM and update the DoDAAD whenever the BLOC data is changed in TRDM.

Impact – Non-DLM 4000.25 Series Publications

12. IMPACT:
   e. **Non-DLM 4000.25 Series Publications:**
      - Unknown

12. IMPACT:
   e. **Non-DLM 4000.25 Series Publications:**
      - AFI 123.01, Chapter 2
      - NC 456.05, Chapter 4
DLMS INTRODUCTORY TRAINING
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Where do I find a list of Approved DLMS Changes (ADC)?
Most recent ADCs appear first. Older changes can be selected from the “More approved changes” links.

Example of a completed ADC.
This example of an ADC includes changes to a DLMS IC.

Each ADC that caused a change is listed in the Formal Change Letter.
Module 6A

 Formal Change Letter identifies all files replaced since last change.

The DLMS manual documents the changes made since the previous published change.
The DLMS manual lists the ADCs applied since the last publication change.

Common PDC Questions & Answers

- Where are the instructions for filling out a Proposed DLMS Change?
  - DLMS Web site under “eLibrary”/“Process Changes”

- Who can prepare and submit a Proposed DLMS Change?
  - Anyone, but it must be submitted to DLMS via the Component designated representative to the applicable DLMS Process Review Committee.

- Who assigns the PDC Number and what is it used for?
  - The DLMS Program Office assigns a PDC Number to each proposed DLMS change submitted and the PDC # is used as a configuration management tool.
Common PDC Questions & Answers

- Why are there gaps in the ADC numbers published on the DLMS Program Office web site.
  - Not all ADCs complete the DLMS change lifecycle in the same amount of time.
  - Not all PDCs become ADCs.
  - Some PDCs may be combined into a single ADC, if they are closely tied together.

- How long does the PDC/ADC cycle take?
  - Depends on complexity, priority of the change and how well PDC(s) are developed. Could be as little as 30 days for administrative changes or simple code value additions or could take longer for complex new business processes.

Summary

- The DLMS are a broad base of DOD-approved business rules, standards, objects and processes designed for total logistics support.

- The DLMS Program Office employs a time proven structured collaboration model to ensure support of needed business process improvements while maintaining interoperability across the enterprise.

- Anyone can submit a proposed DLMS change (PDC) through their designated DLMS Process Review Committee (PRC) representative.

- Instructions are contained in the DLMS Manual, DLM 4000.25, Volume 1, & the DLMS Program Office web site

- The DLMS Program Office chairs the DLMS PRCs which review, staff and revise PDCs until they, in most cases, become and are published as approved DLMS changes (ADCs).
Module 11 Quiz

Question 1: Where can the instructions be found for preparation of a proposed DLMS change (PDC)?
   a) The DOD Directive 8190.1
   b) DODM 4140.01
   c) DLMS Program Office Web site

Question 2: Who can draft a proposed DLMS change and who must submit PDCs to Defense Logistics Management Standards Office?
   a) Component PRC Representative
   b) Anyone
   c) Flag level Officer

Question 3: Where are Approved DLMS changes published?
   a) DOD Directive 8190.1
   b) DLMS Program Office Web site
   c) Yellow Pages

End of Module 11