

# **Report on the TALC ADF Logistics Workshop**

**For the Transport & Logistics Centre  
(TALC)**

**June 2006**

**Prepared by**

**Murson Holdings Pty Ltd**  
Specialising in Logistics



**Inova**

Inova Pty Ltd ATF Inova Discretionary Trust ABN 31 708 338 678

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# Part 1: The Workshop

## Introduction

The ADF has a long history of developing capability in transport and logistics in order to support its war fighting function. Each of the services has a specialist career stream that involves these key national capabilities. In accordance with TALC's mission to work with industry and government authorities to build capability across the national transport and logistics industry, the Centre is interested in identifying the specific areas of ADF logistics capability that could be usefully adopted in the private sector.

In early 2006, TALC invited two consultants with Australian Defence Force (ADF) experience to consider the issue and enter into discussions with TALC and identify the best way forward. Allan Murray, Director of Murson Holdings Pty Ltd and Peter Evans, Director of Inova, accepted the TALC invitation. After preliminary discussions with Dr Daryll Hull, Director of TALC, it was agreed a phased approach would be adopted. The first phase was to be a workshop with ADF logistics experts to identify best practice areas of ADF logistics capability. Depending upon the outcomes of this workshop a decision would be made as to whether further work was warranted. Accordingly, this workshop was conducted at the TALC offices in Sydney on 15 May 06.

## Aim

The aim of the workshop was to bring together a group of ADF transport and logistics experts to identify those areas where the ADF has reached best practice in logistics. These specific areas would be then ranked to enable priorities for possible transfer to the private sector to be identified.

## Participants

In addition to the consultants, five ADF transport and logistics specialists attended, each of whom had a minimum of 15 years experience in their specialised fields. Most of these experts had experience in both single service and joint (across more than one Service) positions, as well as familiarity with both civilian and military logistics systems. Together the participants provided coverage of the complete logistics system, with additional depth in specialist areas. Specifically, four of the participants had both civilian and military experience, two had significant experience in personnel, two had substantial experience in support areas and one had considerable experience in the equipment field.

## Methodology

The workshop aimed to capture both the general and specific logistics expertise of the participants. Accordingly, the participants and Allan Murray (who also has substantial ADF logistics expertise) were formed into three teams to address the key areas of capability in personnel, equipment and logistics support.

The personnel team considered the following capability aspects:

- recruitment
- induction
- career management
- health and safety

- training.

The equipment team considered the following capability aspects:

- procurement
- maintenance
- life-cycle management
- disposal.

The logistics support team considered the following capability aspects:

- projection
- sustainability
- stock holding
- victualling.

At the conclusion of the team phase of the workshop, the teams were brought together and each team reported its findings to the group as a whole. These findings were considered and discussed by the participants, with agreement being reached on the outcomes. Finally, each individual was asked to rank the top identified areas of best practice, with these rankings being correlated across the group by the consultants.

## **Outcomes**

Altogether the three teams identified 18 areas of best practice in ADF logistics. The ranking process then identified strong agreement on the nine leading areas of best practice in ADF logistics, these being:

- logistics planning
- training requirement planning
- the Technical Regulatory Framework (TRF)
- the Maintenance Advisory Service (MAS)
- tradesman training
- ‘cradle-to-grave equipment management
- the ‘return-of-service’ obligation
- career mapping
- the standardised recruitment and induction process.

Each of these leading areas of best practice are fully detailed in Part 2 of this report, and it was agreed by the consultants and Dr Daryll Hull that these warranted further consideration. The lesser ranked other nine areas are outlined in Part 3 of the report.

## Part 2: Most Highly Ranked Areas of Best Practice

### Introduction

The highest ranking areas of best practice in ADF logistics were in the three key areas of planning, quality/standards and career management. Specifically, in planning there were three areas identified being the Military Appreciation Process, training requirement planning and “cradle to grave” major asset management. In quality/standards the three identified areas were the Technical Regulatory Framework, tradesman training and the Maintenance Advisory Service. In career management, the standardised recruitment and induction process, career mapping and the return of service obligation were identified as areas of best practice. Following is a discussion outlining these areas including the reason for each being identified as best practice, an example of its application in the ADF and broad areas of possible application in the civilian logistics sector.

### Planning

#### 1. Military Appreciation Process

The Military Appreciation Process (MAP) is an ADF wide planning and problem solving tool that is taught to all military logisticians in leadership and management positions. The MAP is a particularly powerful tool when faced with a complex situation and time is short. It enables military logisticians to develop plans to support the projection of military forces across great distances often at short notice.

**Why is it Best Practice?** The Military Appreciation Process (MAP) has standardised steps and terminology for problem solving. It is taught on a standardised basis across the military. Regardless of position, military logisticians understand it as a common language. The MAP produces a solution suitable for delivery via a project management approach incorporating key tasks and deadlines. The steps address risk factors and allow for higher management input at key decision points. It can be used when time is short (48hrs) or can be used to solve problems over a longer time frame (three to six months). It can be used to solve a problem for a small team or provide a course of action for a small to medium size organisation.

**Supporting Examples.** The MAP is widely used within the military, being used to plan initial and ongoing support to each and every deployment of Australian forces domestically and overseas in the past 10 years regardless of the lead time. One of our workshop participants advised that the MAP was successfully employed to plan military support to the recent Commonwealth Games in Melbourne.

**Civilian Application.** The MAP could be modified and adopted to provide a firm with a standardised planning process enabling it to respond effectively to new or changed customer demands, or other environmental factors. It is particularly useful in short to medium time frames and allows risk management to occur as part of the planning process. Given the increasingly short response times demanded in the current economic environment, this tool could provide a competitive edge.

#### 2. Training Requirement Planning

The ADF has in place a comprehensive planning process that identifies its training requirement in each mustering across all three services. This planning process recalculates the ADF training requirement and reprioritises the resources required to undertake that training on an annual basis. Using the system, the ADF is able to give reasonably accurate indications of its training requirements up to five years into the future.

**Why is it Best Practice?** This planning approach is comprehensive in that the training requirement calculation determines a complete training bill (by trade) that feeds directly into the ADF's financial year budget. The training requirement calculation is formally drawn from business managers (who update last years advice) and aggregated by a central training planning authority. That authority then applies 'training standards-based' resource calculations to the training requirement to calculate the training bill. This information is in such a form that the financial planners and decision-makers can make decisions as to the extent a managers' training requirement can be met within a budget. A formal process of agreement occurs. Once there is agreement, the central training planning authority allocates resources to the various training providers (both in-house and external) to provide the necessary training for each manager over the next financial year.

**Supporting Example.** The Australian Army's method of calculating the requirement for trained off-road medium truck drivers was discussed by one of the workshop participants. Each of the managers with medium truck capabilities would determine their Gross Training Requirement (GTR) for this trade. This calculation would be based upon fleet size, expected wastage and promotion rates and any other known requirements eg. an impending organisational change. The Army's central training planning authority (Headquarters Training Command – Army) would determine the resources necessary (the bill) to train the number of drivers required by the GTR calculation. HQ TC-A know the exact resources required for a driver to attain an off-road medium truck licence. The financial planners and decision makers prioritise this bill against all the other competing bills for other trades and agreement on the number to be trained is reached. This becomes the Net Training Liability (NTL) that is accepted by the managers and HQ TC-A. HQ TC-A then resources the appropriate training provider, in this case the Army School of Ordnance and Transport (an in-house provider) to deliver the agreed number of trained drivers to the managers over the next financial year.

**Civilian Application.** Adoption of this planning process could be used at an enterprise level, or aggregated across the logistics industry. At the enterprise level, it would allow a firm to determine workforce training needs and build these needs into its annual budget. More significantly, at the aggregate level this type of planning would enable potentially significant economic benefits by removing large areas of uncertainty in the recruitment and training system. Industry wide information could be gathered in a non attributable format by an independent organisation such as TALC, which could then provide these aggregated numbers to the industry and training institutions.

### 3. Cradle-to-Grave Equipment Support Management

Once a major equipment type enters service, the ADF has a system known as cradle-to-grave equipment support management that identifies, controls and implements all aspects of in service support required by that equipment over its entire lifecycle. This process is centrally managed and provides for timely decision making and strong control over the support of equipment for its entire operating life.

**Why is it Best Practice?** Cradle-to-grave equipment support management is based upon the management discipline of Integrated Logistic Support (ILS). The principles and practices of ILS are applied during the phases of an equipment's life to plan for support at a minimised life cycle cost (LCC). The phases of an equipment's life are considered to be:

- design and selection
- procurement
- introduction into service

- performance and operation
- mid-life support
- disposal.

The ADF's ILS requires Defence to plan for the following support elements for each equipment type during each phase:

- engineering support
- maintenance support
- supply support
- training support
- packaging, handling, storage and transportation
- facilities
- support & test equipment
- personnel
- technical data
- computer support.

ILS is a powerful tool for integrating support for an equipment type into an organisation. See also the ILSI at Part 3.

**Supporting Example.** One of the workshop participants described how, utilising ILS, Defence had developed two completely different sets of support arrangements for two of its vehicle fleets. Both sets of support arrangements are managed by the same central agency, located in Melbourne. The two fleets are the heavy off-road cargo vehicles (Mack trucks) and the on-road commercial vehicle fleet. The former has a training and combat use the latter is purely for administration. For Mack trucks, which will be operated for in excess of 30 years, Defence has in-house arrangements for all support elements with the exception of supply support, which is delivered to all Defence users via a commercial contract with Mack Australia. For the commercial vehicles, Defence has outsourced all elements of support except driver training. These vehicles are retained in service for less than three years and then disposed of through a commercial vehicle auction house.

**Civilian Application.** This type of ILS would enable a firm to fully manage and budget for a wide range of vehicles and major equipment, including identification of the 'how, where and when' of support to that equipment. This type of system provides a greater degree of resource planning, as well as ensuring regulatory requirements are met.

## Quality/Standards

### 1. The Technical Regulatory Framework

The ADF has developed an organisation wide regulatory framework that provides a high degree of confidence in the technical integrity of its equipment. The Technical Regulatory Framework (TRF) consists of policy, regulations and guidance that define the minimum requirements for all engineering, procurement, acquisition and maintenance activities necessary to assure the technical integrity of materiel (vehicles and equipment).<sup>1</sup> It provides technical control over the

<sup>1</sup> Discussion draws upon the Australian Army, INTRODUCTION TO THE ARMY TECHNICAL REGULATORY FRAMEWORK FOR LAND MATERIEL, Technical Regulation of Army Materiel Manual (TRAMM), Volume 1, Section 1, Chapter 1.

initial design and selection of vehicles and equipment, their procurement and through life maintenance.

The TRF works across four key areas:

- **Systems.** Organisations must establish and maintain management systems appropriate to the type of work being performed.
- **People.** Individuals within the organisation must be qualified, authorised and have demonstrated competence to perform their designated activities.
- **Processes.** Organisations must have and use documented, controlled and approved plans and procedures and processes that conform to the TRF.
- **Data.** Organisations must use relevant and authorised data and documentation appropriate to the activities being performed.

**Why is it Best Practice?** The TRF provides for technical integrity and encompasses fitness-for-service, safety and environmental compliance. It is the underlying concepts of the TRF that are best practice being:

- delegation of authority
- executive authorities
- procurement authorities
- individual proficiency
- compliance and accreditation
- empowered users
- design acceptance
- an equipment classification system.

To elaborate on one of these concepts, the TRF is intended to empower users at all levels so everyone understands their equipment management responsibilities. The TRF expects users to 'push' serviceability and be actively involved in operator maintenance and the identification of problems. See also MAS below.

**Supporting Example.** Each of the three Services monitor the technical integrity of their major materiel. In the case of the Australian Army, it has established a discrete organisation with responsibility to issue regulations and procedural guidance. The detailed policy and guidance is issued in a single document entitled the Technical Regulation of Army Materiel Manual (TRAMM). One of the workshop participants was actively involved in TRF compliance, which he described as a closed loop independent audit system to ensure compliance. His particular role was to audit workshop facilities and to determine whether they were to be granted 'Accredited Maintenance Organisation' status.

**Civilian Application.** The application of such an organisation wide framework in a transport and logistics organisation would provide a proactive maintenance culture based upon properly credited procedures and personnel that would maximise the life and serviceability of major equipment items. It would also assist in ensuring occupational health and safety and other regulatory requirements were met.

## 2. Tradesman Training

The ADF has an ongoing requirement for sufficient trade training to ensure a supply of qualified personnel able to maintain and support its wide range of materiel assets. This is exemplified by the 'Army Technical & Trade Scheme'. This scheme provides for both existing Army personnel or new-to Army personnel to commence training in the following trades:

- Technician Electronics (both Telecommunications and Systems)
- Technician Electrical
- Vehicle Mechanic
- Fitter (either Armament, Aircraft Life Support or Aircraft Structural)
- Technician Aircraft
- Technician Avionics.

**Why is it Best Practice?** The scheme is organisation wide and combines a selection process based upon long experience of those factors that ensure success at an individual and organisational level, as well as a mix of formal and workplace related training. Applicants are selected via a rigorous screening process that provides a reasonable expectation that they will successfully complete the course of training. Training is then provided in two phases, with the first being an off-the-job phase at a central training facility that delivers 'National Training Framework (NTF)' competencies. The second phase is on-the-job training at selected workshops, designed to consolidate the level of expertise that trainees achieve during their first phase training, as well as to certify the competency standard of specific techniques and skills. On completion of on-the-job training, trainees are fully qualified and move on to more demanding work at other workshops. Applicants career progression is closely tied to successful conclusion of all training requirements, so that there is a clear goal and incentive to successfully complete the training program.

**Supporting Example.** The central training facility underpins the success of the scheme. Not only does this facility minimise training costs, but also provides a consistent standard of quality and competency in trainees. Each Service is the lead training provider for particular technical categories. The Army operates the central training facility for the non-aircraft based trades. The Air Force operates the other facility. The Army facility is a part of the Army Logistics Training Centre (ALTC). Initial technical training and extended trade training courses are delivered to trainees by a wing of ALTC known as the Army School of Electrical & Mechanical Engineering (ASEME) located near Wodonga in Victoria. It delivers the extended technical training through an outsourcing arrangement with a training provider organisation (currently the Melbourne-based SMA) that brings in civilian experts who deliver the NTF competencies. One of the workshop participants described the ASEME as an acknowledged and long standing 'centre of excellence'.

**Civilian Application.** The implementation of an industry based training facility in each of the required trades for the transport and logistics industry could generate significant benefits. These would include consistent quality and competency across all graduates, reduce individual company training costs and maximise the use of scarce training resources.

## 3. The Maintenance Advisory Service (MAS)

The geographic dispersion of ADF equipment leads to significant issues in terms of its maintenance and availability. The Australian Army has developed a useful approach to dealing with this problem. Through its Directorate of Maintenance Engineering, Army provides a Maintenance Advisory Service (MAS) that delivers independent technical advice to functional

commands on equipment readiness and factors affecting readiness. This Service consists of a dedicated team of maintenance advisors, who ensure a consistent standard of equipment maintenance across geographically dispersed locations, by providing independent technical review and advice to local equipment managers.

**Why is it Best Practice?** MAS advisors are specialised, independent and represent an active approach to problem solving. Their approach is to visit locations on a predetermined schedule and thoroughly review the serviceability of equipment, the quality of the maintenance of the equipment and the administration of equipment documentation. They then provide a detailed report of their findings. As the MAS undertake this work on a continuous basis, visiting one location after another, they have become a pool of knowledge accessible to the wider Army organisation.

**Supporting Example.** An MAS report is a valuable document for a local manager. One of the workshop participants advised that after a team from the MAS reviewed his equipment over the period of a few days, their report identified a number of issues that were reducing equipment availability. He was, therefore, able to devote management effort to solving the problems identified by the experts, rather than have to devote a great deal more effort to identify the problems himself.

**Civilian Application.** Adoption of an equivalent approach in the transport and logistics sector would potentially provide cost benefits through longer equipment life, as well as a high standard of maintenance undertaken in a consistent fashion. An industry wide approach would likely result in significantly better safety and equipment through life cost savings.

## Career Management

### 1. The Standardised Recruitment and Induction Process

The Defence portfolio is one of Australia's largest organisations, employing in excess of 90,000 people in a wide range of specific occupational categories. This presents a major challenge of recruiting and inducting large numbers of people every year from a variety of backgrounds and capabilities. Each of the Services that make up the ADF have standardised Service wide approaches to this recruitment and induction process that apply to each individual regardless of role and background.

**Why is it Best Practice?** After an individual is successfully recruited, each service devotes a considerable amount of time and resources to induction. This process integrates industry familiarization, job specific training and cultural alignment along an induction continuum. Defence is prepared to make the investment to ensure the individual is right for the organization and makes a commitment to it. The industry familiarization is common training for all and very comprehensive. The job specific training is all competency based, whilst the cultural alignment has formal and non-formal elements all designed to ensure alignment between the individual's and the organisation's value system. At the end of the induction period, individuals are well prepared for the demanding workplace of the Australian Defence Force. See also Trade Training.

**Supporting Examples.** The Australian Army has a clearly documented 'Army Induction Management Process (AIMP)' for enlistment of Other Ranks (soldiers) into the Army. Regardless of the source of enlistment, the individual is managed by the AIMP. The AIMP clearly maps out a flow from enlistment to industry familiarization to job specific training. It provides the standards to be achieved at each stage, the responsibilities within the organization for the process and the mechanisms for control of the process. One of the workshop attendees commented that the key benefit to a manager of the AIMP is that when a worker has completed

the process, you know exactly their level of awareness and training. The focus is then to build upon it as appropriate.

**Civilian Application.** A standardised process of recruitment and induction in transport and logistics firms would potentially provide better alignment of organisational and individual values. In addition, it would create a professional impression on new employees and act to lift standards in the industry.

## 2. Career Mapping

The ADF has a vast number of career specialisations and a well defined hierarchical rank structure. This has created the need to manage individuals to ensure equity and consistent competency standards at each level of rank in a given specialisation. Although like many civilian organisations the ADF expects individuals to take responsibility for their own career management, the ADF has developed many valuable tools to assist in this process. One of the most significant are the detailed indicative career maps that Defence produce. These career maps fully detail the level and types of competencies expected for each employment specialisation and rank, so that individuals can chart their own career within a framework that maximises their opportunities.

**Why is it Best Practice?** Experts have developed each of the career maps, based upon extensive consultation. Every agreed employment category has an indicative career map. The map recommends time frames by which to achieve experiences and competencies. They detail the specific training required to achieve those competencies and the recommended training provider. The maps indicate the rate of pay available once these experiences and competencies have been achieved. The human resource managers in Defence utilize these career maps as the basis of providing advice to individuals about enhancing their careers. Performance reporting in Defence is linked to the career maps as individuals receive a rating on their suitability to progress to the next stage of their career map. Defence's indicative career maps plot a course for an individual for a 25 year career and sometimes longer.

**Supporting Example.** Every employment category has a career map. One of the workshop attendees made mention of the career map for a warehouse worker. In the Australian Army a warehouse worker is known as an 'Operator Supply'. An operator supply completes initial job specific training at the Army School of Ordnance and Transport. Upon achieving the required competencies, their career is guided by the relevant 'Career Map'. This will advise them of when and for how long they should expect to work on the warehouse floor before being considered for a promotion, and when and for how long they should be prepared to return to School for further training. The career map indicates the types of different warehouses in which they should gain experience as they work their way to the level of warehouse supervisor.

**Civilian Application.** Application of such a career map for employment specialisation in transport and logistics could potentially have significant benefits. These benefits may include improved recruiting prospects into the industry by defining a clear career path. Another potential benefit would be in reducing costs and enhancing individual prospects of employment changes by providing standardised competency levels that are defined for each employment category.

## 3. The 'Return of Service' Obligation

War fighting has always been a highly skilled art that is becoming more so in the 21st century. Due to the nature of the ADF's business, it requires significant numbers of highly skilled personnel, many of which are highly desired in civilian industries such as aviation. This has created an issue for the ADF, where it may expend millions of dollars in training an individual, such as a pilot, only to lose that individual to industry in a relatively short timeframe. In order to

solve this problem, the ADF has instituted a Return of Service Obligation (ROSO) for such high value positions. This ROSO must be agreed by trainees prior to commencement of their training. As a general rule, the obligation is to remain with the ADF for a period equal to the length of training plus one year; but, this can vary depending on the employment category and situation.

**Why is it Best Practice?** This type of obligation is in many respects a win-win situation. The ROSO is completely transparent to each individual upon joining or prior to specialise courses. Individuals have a clear understanding of their obligations in undertaking particular training. From an organisational perspective, the ROSO provides the confidence to invest in often significantly expensive training that benefits both an individual and the ADF. It provides a mechanism for an organisation to enter into an agreement with an individual that provides certainty that:

- the organisation is making the most efficient use of limited training resources
- the individual will render a return on investment to the organization.

**Supporting Examples.** A number of workshop participants spoke highly of the Officer Tertiary Recruitment Scheme (OTRS) which Army uses to recruit junior management directly from civilian university study. It is effective in recruiting junior managers with skills applicable to the Army that Army has difficulty providing eg. business, logistics or transport management. Potential junior managers who enter the scheme complete their civilian university study and do concurrent short periods of military training. The potential junior managers enter into a ROSO agreement with Army, in return the Army pays wages, compulsory fees and (upon completion of the study) HECS.

**Civilian Application.** Implementation of some type of ROSO for training in transport and logistics would provide more of a guaranteed return on investment for resources devoted to expensive training. It would also encourage a higher level of training expenditure, as well as commitment to both course completion and a career in the industry. At a wider level, it may well provide more certainty to training institutions.

## Part 3: List of Other Potential Areas

In addition to the most highly rated areas of best practice, the workshop participants also identify other areas of best practice in the ADF logistics system. These areas include:

### 1. Networking of Support

This refers to the practice of drawing support from the most appropriate source, which eliminates silo approaches to support.

### 2. Movements

The ADF movements system effectively selects the most effective mode of transport and rapidly finds the space to transport the item. As it is driven by operational requirements, the system does not necessarily take into account the costs of the movement.

### 3. Army Capability Management System (ACMS)

ACMS is an enterprise ERP system that it is linked to FY management. This system provides good alignment between resource consumption and capability outcomes.

### 4. Risk Related Stockholding

The ADF has a risk related stock holding system which operates on “Just In Time” principles where risk is low and “Just In Case” principles where risk is high. This system provides good needs analysis and draws upon a database of lessons learned from previous operations.

### 5. Quality Catering

The ADF catering system is based upon high quality cooks, good food quality, and an entitlement system based upon calorie requirement for particular roles. The system has a substantial historical database that enables good forecasting of plan consumption rates.

### 6. Centralised Procurement

Through the establishment of the Defence Materiel Organisation (DMO) the Defence Department has established a joint organisation that is the centralised repository of knowledge on complex procurement issues. The DMO is seen as a centre of excellence in procurement, with a focus on providing equipment solutions to ADF capability requirements.

### 7. Decentralised Procurement

At the other end of the procurement spectrum, the ADF has initiated a decentralised system of credit card purchases to remove bureaucratic barriers to local procurement. This initiative has appropriate financial controls, but allows ADF personnel the flexibility of purchasing for their local needs.

### 8. Non-Technical Inspection Process

The non-technical inspection process is a system that spreads maintenance responsibility beyond specific maintenance practitioners. Every time a piece of equipment is used, the user is responsible for certifying that it is in good working order for the next user. This spreads the responsibility for maintenance to the wider organisation and has safety benefits for all users.

### 9. Integrated Logistic Support Instruction (ILSI)

The aim of the ILSI is to detail the arrangements for introducing materiel into service and maintaining it throughout its service life. The DMO and the Joint Logistics Command have developed an integrated logistic support system that not only introduces equipment into service, but introduces an entire capability.