

**Special  
Feature**

Supply chain management (SCM) transformation is among the top initiatives for government and the private sector alike. The ultimate objective is an integrated supply chain which perfectly synchronizes supply and demand, so that the rate of supply matches the rate of demand along the entire supply chain.

# logistics

## Supply Chains

### **Supply Chain Management: Analyzing Industry and Air Force Metrics Global Logistics Support—The GLSC: Operational Supply Chain Management**

The Air Force has embarked on a sustainment vision that transforms the purchasing and supply chain management functions to better support the warfighter. The task at hand is to provide world-class materiel support at the best possible price. To do this, most would agree that an overhaul of the supply chain management process is needed. In “Supply Chain Management: Analyzing Industry and Air Force Metrics” Mr Marshall presents a comparative analysis of industry and Air Force supply chain metrics along with an assessment of the measures to determine the effectiveness of Air Force SCM transformation. The assessment provides several recommendations to improve the current suite of metrics used to manage the Air Force supply chain. Supply chain management is a complex process and no single research effort will yield all of the answers to the suite of metrics that should be used. This article summarizes those best practices that seem to indicate successful SCM implementation and operation.

A major change in the world of Air Force supply is the Global Logistics Support Center (GLSC). The GLSC has three primary functions:

- Enterprise-wide planning of the Air Force supply chain, including planning for material, maintenance, and distribution.
- Providing a single point of contact for customers to resolve immediate logistics issues at the point of execution.
- Providing the single point of entry and authority for enterprise supply chain information management. This will include the management of business rules, processes and procedures, providing functional requirements for supply chain systems and measuring, assessing, and taking action to improve supply chain performance through enterprise metrics and analysis capabilities.

In “Global Logistics Support—The GLSC: Operational Supply Chain Management” Mr Reusser discusses the organizational structure and organizational locations of the GLSC.

The Global Logistic Support Center (GLSC), a new center that will stand up in fiscal year 2008, will be the supply chain manager for the Air Force. The GLSC will support a concept of operations which integrates supply chain (SC)

## Special Feature

processes into a single end-to-end enterprise which, combined with other key logistics initiatives, will help the Air Force meet its Expeditionary Logistics for the 21<sup>st</sup> Century (eLog21) goals of reducing SC operating costs by 10 percent and improving aircraft availability by 20 percent.

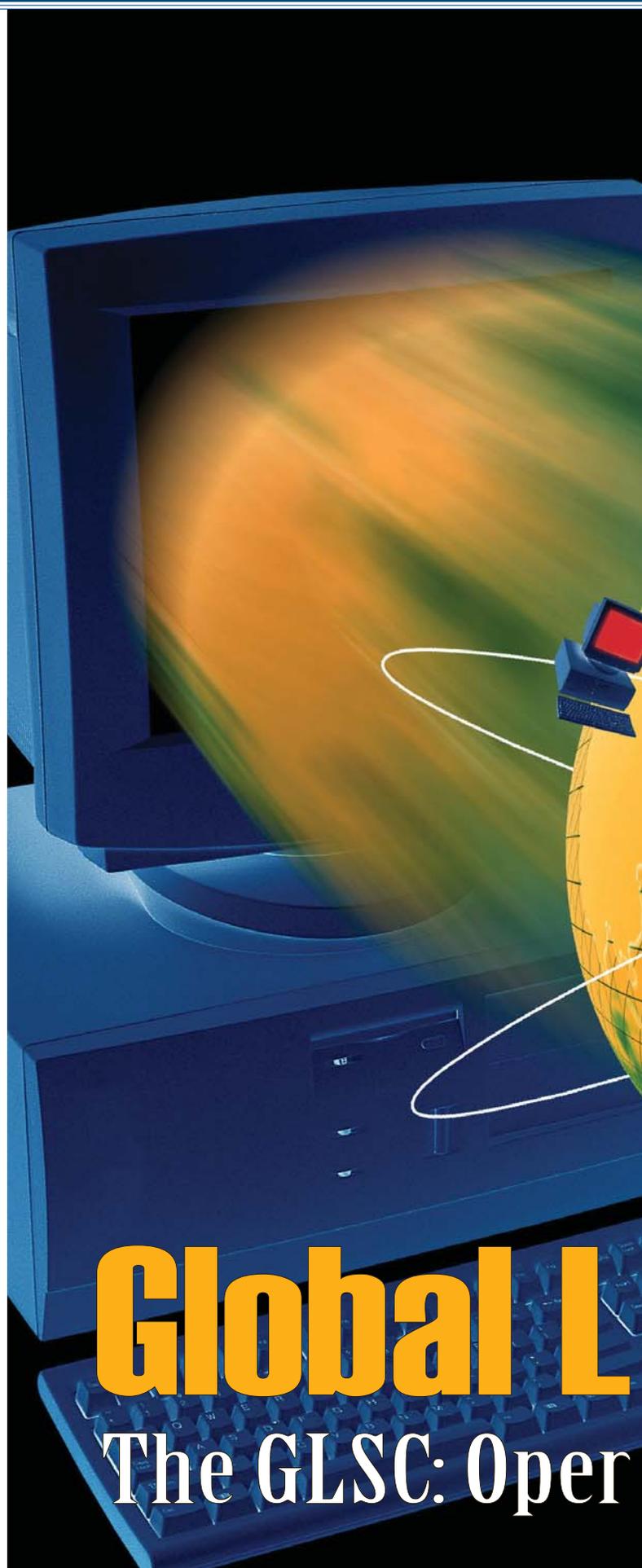
The GLSC Provisional (GLSCP) Office has been working for the past several months to develop a roadmap for standing up the GLSC organization, and to determine its initial operational capability processes. The GLSC will be organized around three main supply chain functions: supply chain planning and execution (SCPE), supply chain operations (SCO), and supply chain strategy & integration (SCS&I). Each of these functions has been translating the strategic direction contained in Headquarters United States Air Force Program Action Directive 07-01 into specific actions which will need to occur to successfully stand up the GLSC capability.

The two most important points are that the GLSC will be an *operational center*, and the vast majority of the people in the GLSC will remain at their current operational locations. The GLSC will be a highly virtual organization with six operating locations across the United States (Langley AFB, Hill AFB, Tinker AFB, Scott AFB, Robins AFB and Wright Patterson AFB). There will also be a small GLSC headquarters collocated with the SCO Wing at Scott AFB. The GLSC Headquarters *proper* will be a lean, small staff of about 16 people who will perform the following functions:

- Ensure the GLSC is focused on warfighter operations
- Provide functional managers for the GLSC
- Support functional personnel
- Work memos of agreement for all necessary support relationships
- Provide a point of entry for GLSC updated procedures and guidance
- Coordinate all taskings in and out of the GLSC

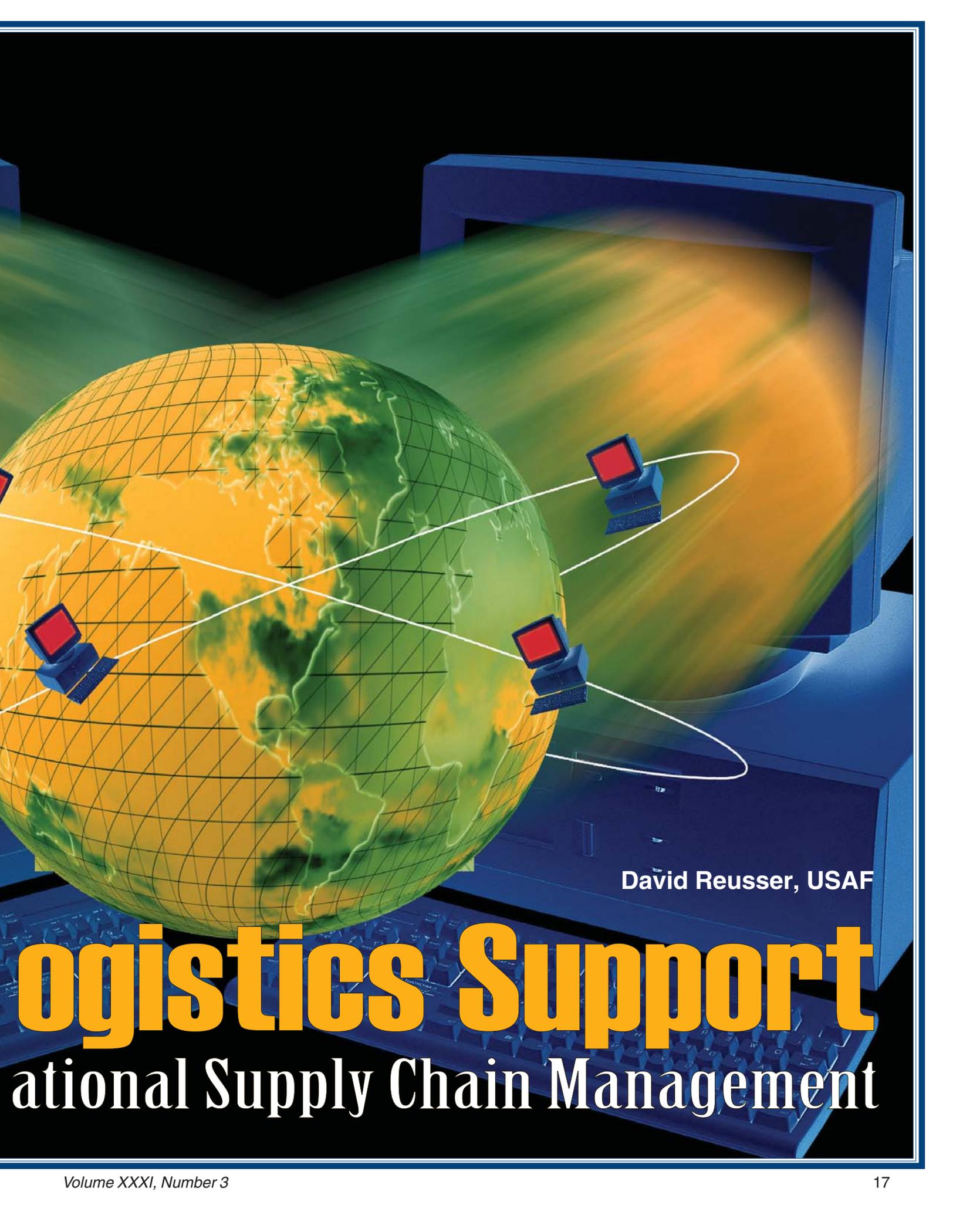
### Article Acronyms

**CAF** – Combat Air Forces  
**eLog21** – Expeditionary Logistics for the 21<sup>st</sup> Century  
**GLSC** – Global Logistics Support Center  
**GLSCP** – GLSC Provisional Office  
**MAF** – Mobility Air Forces  
**P&E** – Planning and Execution  
**SC** – Supply Chain  
**SCM** – Supply Chain Management  
**SCO** – Supply Chain Operations  
**SCPE** – Supply Chain Planning and Execution  
**SCS&I** – Supply Chain Strategy and Integration  
**WPAFB** – Wright-Patterson Air Force Base



# Global L

## The GLSC: Oper



David Reusser, USAF

# Logistics Support

## International Supply Chain Management

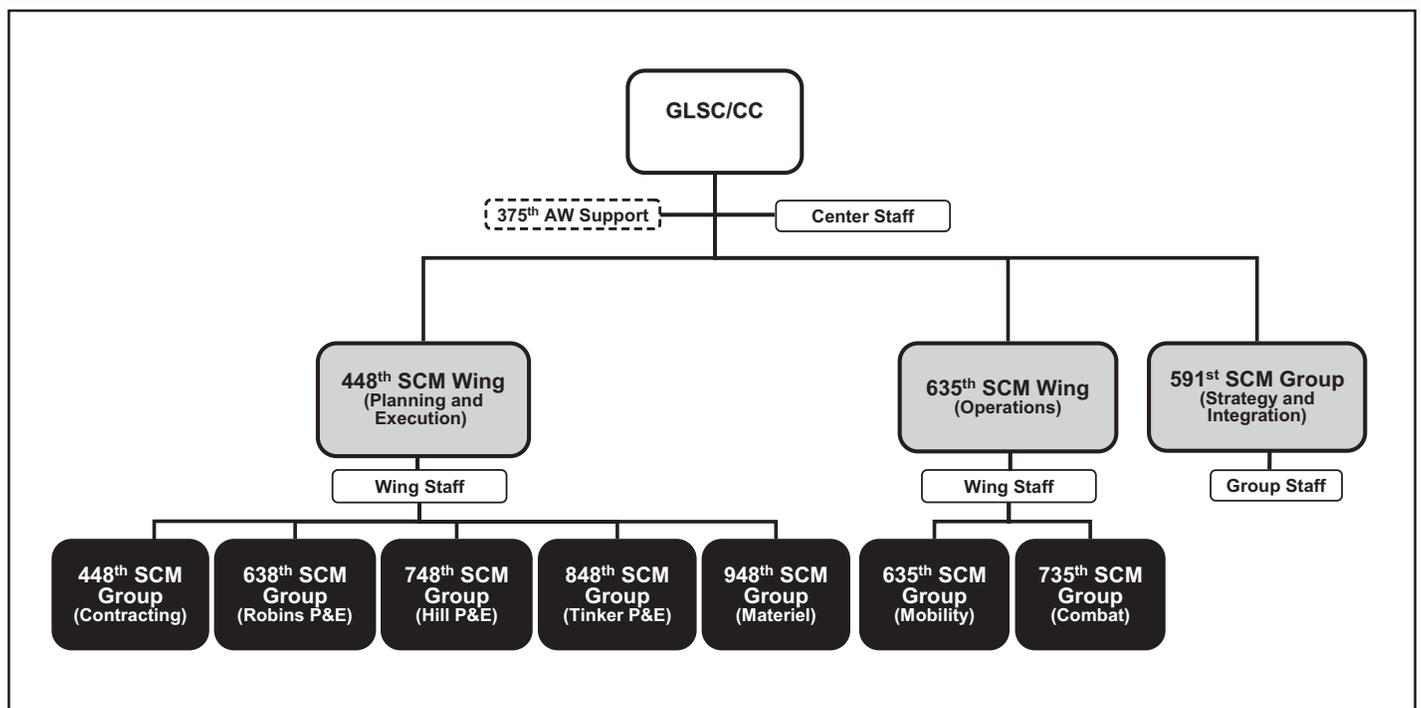


Figure 1. GLSC Organization Structure

Much of the support for this small headquarters proper will come from the 375<sup>th</sup> Air Base Wing at Scott AFB.

People in the SCS&I (group) will be located at Wright-Patterson AFB (WPAFB)—that includes both the leadership and actual workers (approximately 200 people). Most of the people are currently located at WPAFB where they perform the majority of the current SCS&I functions. A small headquarters staff of approximately five people will also reside at WPAFB. This arrangement provides a direct connection with the Headquarters Air Force Materiel Command (HQ AFMC) functional staff and ensures integration with other eLog21 initiatives [Repair Enterprise 21, Centralized Asset Management, Expeditionary Combat Support System (ECSS), and others]. See Figure 1.

People in the SCO (wing) will be located at Scott, Langley, Robins, Tinker, and Hill AFBs. Overall staffing will be approximately 1,000 people, with the vast majority remaining at their respective Combat Air Forces and Mobility Air Forces Logistic Support Centers and the three AFMC Air Logistic Centers. A small headquarters staff of approximately five people will also reside at Scott AFB. This organization will ensure fast, effective customer support across the Air Force Enterprise .

People in SCPE (wing) will be located at Robins, Tinker, and Hill AFBs. Overall staffing will be approximately 3,300 people, with the majority remaining at their respective operating locations. A small headquarters staff of approximately five people will reside at Tinker AFB. This structure will provide direct interaction with the system program directors and system program managers at each center for requirements identification in order to ensure realistic and flexible enterprise planning. See Figure 1.

Colonel H. Brent Baker, Sr, GLSC(P) commander, related, “Knowing that the GLSC will be a virtual organization and the commander can’t be at all locations, he or she really needs to be close to the warfighter and located where time sensitive decisions are most critical.” He went on to say, “We must also remember the key attribute for the GLSC, as the Air Force’s enterprise supply chain manager, is to function as an *operational unit*.”

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*Sound logistics forms the foundation for the development of strategic flexibility and mobility. If such flexibility is to be exercised and exploited, military command must have adequate control of its logistic support.*

—Adm Henry E. Eccles, USN

*He who will not apply new remedies must expect new evils; for time is the greatest innovator.*

—Viscount Francis Bacon



# Routine

has its reasons.

**Change** isn't one.

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