

Genesis of a 21st Century Paradigm for IC Logistics

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Introduction

Logistics is the component of supply chains that deals with planning, executing, and controlling the flow of goods, services, and information between the points of origin and consumption. As we close the month of April in recognition of National Supply Chain Integrity Month, it's fitting to discuss the future directions of logistics within the Intelligence Community (IC) and the significance of building Supply Chain Risk Management (SCRM) and cybersecurity considerations into our processes.

Over the years, logistics has moved from obscurity to mainstream as a profession and as an industry—evolving from its 19th century military roots. In the private sector, organizations have made great strides in illuminating the importance of logistics. Some of today's most inspiring success stories are found in vignettes that underscore the innovations of Amazon, UPS, and Walmart in achieving the pinnacle of logistics and supply chain operations. In academia, we're seeing the greatest number ever of graduate degrees and certifications awarded in logistics and supply chain management. In the IC, we too have made great strides in logistics while endeavoring to keep pace with industry counterparts in optimizing supply chain operations and processes through the diffusion of state-of-the-art technologies and the development of our people. Today, however, we're operating in an age of interconnected technologies where our efforts of responsiveness through speed, agility, and information-sharing are endangered by threats of infiltration that put our supply chain at risk—requiring us to think differently about how we execute logistics.

Twenty-first Century IC Logistics Paradigm

The IC comprises 17 elements, each with its own approach to logistics capabilities. Some elements rely on organic or commissioned capabilities to achieve mission objectives; others rely on logistics support from alternative or third-party sources. While each element is unique regarding its mission, in practice, the bond that unites the logistics community remains in our enduring mantra—often referred to as the six rights of

logistics—“getting the right equipment, in the right quantities, in the right condition delivered to the right place, at the right time, and at the right cost.” Putting this ideology into action compels us to be creative, innovative, and agile in meeting operational demands.

In 2018, the Office of the Director of National Intelligence (ODNI) promulgated policy that defines IC logistics as the planning, coordination, synchronization, integration and execution of enabling functions such as organizing the movement of personnel and material and receiving and storing goods for warehouse operations, maintenance, distribution, and disposition. Collectively, these functions represent the logistics people, processes, and technologies that enable global supply chain operations in support of IC programs and missions.

Both academia and industry regularly use the term paradigm and define it generally as a standard or pattern; a perspective; or a set of ideas. In other words, a paradigm is a way of looking at something. When we change paradigms, we're changing how we think about something. Our 21st century paradigm proposes a new way of thinking—a new way of doing business in IC logistics where we seek opportunities through interagency collaboration and integration to achieve increased value and operational efficiencies while mitigating risks and uncertainties affecting logistics-related activities and resources in the supply chain. The framework for our IC logistics 21st century paradigm emphasizes three fundamental attributes: strategy alignment, strategic partnerships, and workforce development.

Aligning IC Logistics Strategy to the NIS

Given the indelible challenges the IC faces today forged by changes in the economic, geopolitical, and technological landscapes, logistics strategy is among our top priorities—never before has the call for action been greater for unifying IC logistics as a component of the broader supply chain.

The 2014 National Intelligence Strategy (NIS) called for developing, implementing, and managing IC-oriented approaches to improve integration and

interoperability of IC enabling capabilities. This seminal reference marks the first time since the establishment of the ODNI in the Intelligence Reform and Terrorism Prevention Act of 2004 that logistics is summoned explicitly to coalesce efforts to explore solutions aimed to increase efficiencies. This call for action is continued in the recently released 2019 NIS, where the significance and exigency of the DNI's call remains steadfast.

In response, together with the extraordinary talent and contributions of IC elements, we created our first-ever IC logistics strategy with emphasis on collaboration and integration where we describe how we envision operating as a 21st century IC logistics enterprise. Our vision is an agile and resilient logistics enterprise to support IC missions worldwide with actionable goals to:

- Develop, enhance, integrate, standardize, and leverage IC resources to increase worldwide collaboration and shared capabilities.
- Provide responsive logistics systems to support IC worldwide missions.
- Promote logistics best practices to achieve efficiencies.
- Develop and maintain a comprehensive workforce development program to advance the expertise of logistics professionals.
- Enhance partnerships with industry, academia, and foreign allies to promote innovative capabilities and agile solutions.

Leveraging Strategic Partnerships

In December 2016, the Assistant Deputy Director of National Intelligence for Facilities & Logistics inaugurated the IC Logistics Steering Committee (ICLSC) as a new interagency leadership structure comprised of logistics senior leaders, cross-functional advisors, and supply chain partners. The ICLSC meets quarterly to consult, deliberate, and make decisions regarding the current and future state of IC logistics. The primary objective of the ICLSC is to fortify the fraternal efforts of IC logistics by working collaboratively to identify opportunities, maximize interoperability, and to address common logistics challenges. At the operational and tactical levels, the

ICLSC relies on members of the IC Logistics Working Group, the IC Total Asset Management Working Group, and designated Communities of Practice (CoP) to explore, recommend, and execute initiatives based on demand, experiences, observations, and subject matter expertise. Collectively the ICLSC, working groups, and CoPs are the bedrock of creativity and innovation for advancements in IC logistics.

In the past two years, IC elements have embraced the citizenry of the IC logistics community in new and inspiring ways. We succeeded in advancing collaboration and integration across the IC logistics enterprise. Leveraging strategic partnerships, IC elements adopted shared warehouses, fused transportation requirements and resources, centralized electronic waste disposal, and unified efforts to improve workforce professional development through partnership with academia. As we imagine the art of the possible, our new 21st-century paradigm calls on us to look for opportunities to increase value within each element and across the IC with considerations given to the economic imperatives and extant capabilities of the IC, but we cannot achieve success in isolation. Optimizing our logistics environment relies on collaboration and synchronization with our supply chain partners—acquisition, procurement, finance, information technology, and human capital. We must look externally to academia, industry, and other federal agencies to explore advancements in technologies like robotics and automation to help our logistics organizations achieve greater efficiencies. However, the diffusion of innovations such as new technologies, advanced equipment, and modern systems poses risks and threats that can disrupt our operations. For this reason, it's imperative that we build SCRM and cybersecurity considerations into our processes to help identify, assess, prioritize, and mitigate threats and vulnerabilities. The National Counterintelligence and Security Center has been instrumental in raising awareness about growing SCRM and cybersecurity threats and in leading efforts with IC elements to develop and promulgate policies related to vulnerability assessment and reporting.

Developing the Workforce

Developing our workforce today is the most prudent investment we can make for IC logistics. The intelligence enterprise comprises a sizeable workforce of logistics officers that rely on us to advocate and facilitate their professional development. In our 21st century logistics environment, we envision an integrated, agile, and high-performing workforce of multi-faceted, interchangeable logisticians postured to succeed in an interagency environment. This vision is anchored by an IC logistics workforce that share a common lexicon, a set of core competencies, and opportunities to enhance professional credentials; a workforce with the operational and analytical skills needed to leverage data to inform decision-making; and a workforce that is acclimated to an operating environment tightly-coupled with our supply chain partners, academia and industry.

Conclusion

As we commemorate this year's National Supply Chain Integrity Month to raise awareness about the growing threats to supply chains, we extol the astounding achievements in logistics as a profession and as an industry, underscore the significance of our work within the IC, and exalt awareness of our own vulnerability to threats that can degrade or disrupt operations. Logistics is a vital part of the intelligence enterprise that works in unison with our supply chain partners. Whether moving equipment around the globe to support operations or from the local office supply store to the desktop, the world moves at the speed of logistics—getting the right equipment, to the right people, at the right time and place is the importance of what we do. Strategy, partnerships, and the workforce form the cornerstone of a neoteric paradigm for IC logistics. Our logistics strategy is our compass; our strategic partnerships accentuate that the whole of our capabilities is greater than our constituent parts; and our strong workforce is our present and our future. IC missions rely on logistics and can succeed or fail based on our ability or inability to meet demand. As we continue along a trajectory towards the vision of our 21st century paradigm, it's imperative that we incorporate mitigation considerations for SCRM and cybersecurity into our logistics processes as we

engender a culture of collaboration, integration, and interoperability that extends across the spectrum of our supply chain.

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