

MARITIME EQUIPMENT SUPPORT IN THE DLO CHANGE PROGRAMME

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The Defence Logistics Organization (DLO) is currently undertaking a significant restructuring programme as one of 6 Critical Success Factors (CSFs) in the wider DLO change programme. This is happening in order to allow the DLO to become a single coherent organization, focused on the needs of its customers and working closely with the Defence Procurement Agency (DPA), the Front Line Commands (Land, Fleet and Strike) and the Permanent Joint HQ. 'One DLO' is the term used to refer to the future structure and vision of how the overall organization will operate. It will be a simplified structure focusing on supporting IPTs and other delivery teams more efficiently and effectively. This means focusing on customer requirements and taking a truly through life and End to End (E2E) approach to the provision of support.

The DLO needs to restructure to focus on the requirements of Defence in a changing world. The current structure of the DLO has IPTs and Business Units who carry out enabling functions on behalf of the IPTs. Approaching these functions on a common pan-DLO basis will provide a better service for the IPTs and other delivery units. The restructuring study has been investigating ways to 'delayer' these business units, moving enablers away from individual IPTs and into a core team, providing a coherent service to all IPTs where this will be more efficient. The aim is to achieve a *Delivery Layer* of IPTs and an *Enabling Layer* to work for all IPTs, with policy and strategy being set by the *Strategic Layer*. In the

DEFENCE LOGISTICS ORGANIZATION

DELIVERY, ENABLING AND STRATEGIC STRUCTURE FROM 1 APRIL 2004

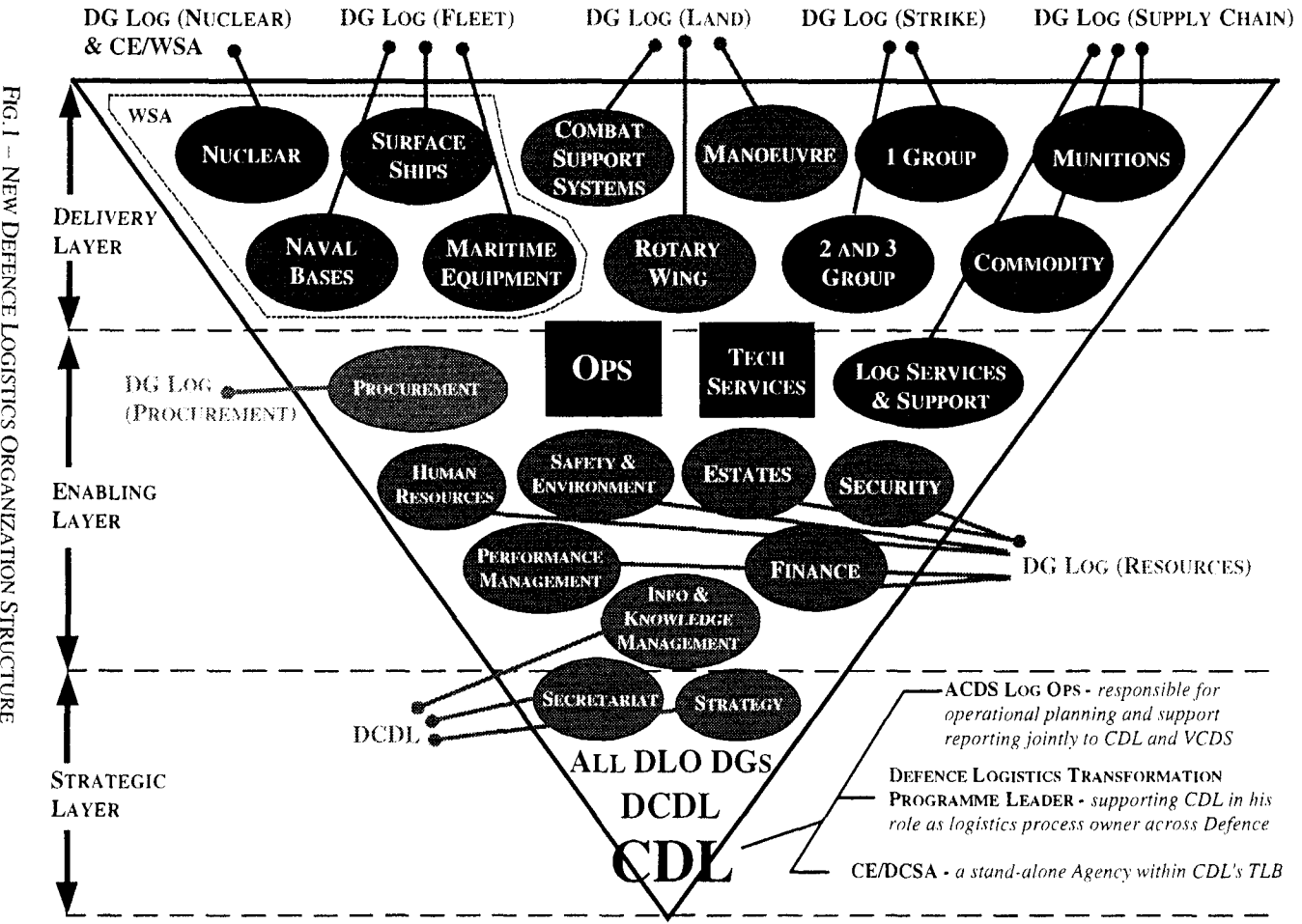


FIG. 1 - NEW DEFENCE LOGISTICS ORGANIZATION STRUCTURE

The new DLO structure is represented by an inverted triangle and shows the Maritime Equipment Cluster teamed with the Platforms Cluster, the Naval Bases and the Nuclear Group within the WSA in the Delivery Layer (Fig.2).

delivery layer, clusters of IPTs will be created as seen on the new DLO Structure diagram (Fig.1). This concept is not new to us as we have the DOPSP and DOPSE stewardship groups that have operated successfully over several years. It is the intention to build on this. For Maritime Equipment the cluster is to be known as the Director Logistics Maritime Equipment Cluster or DLogME.

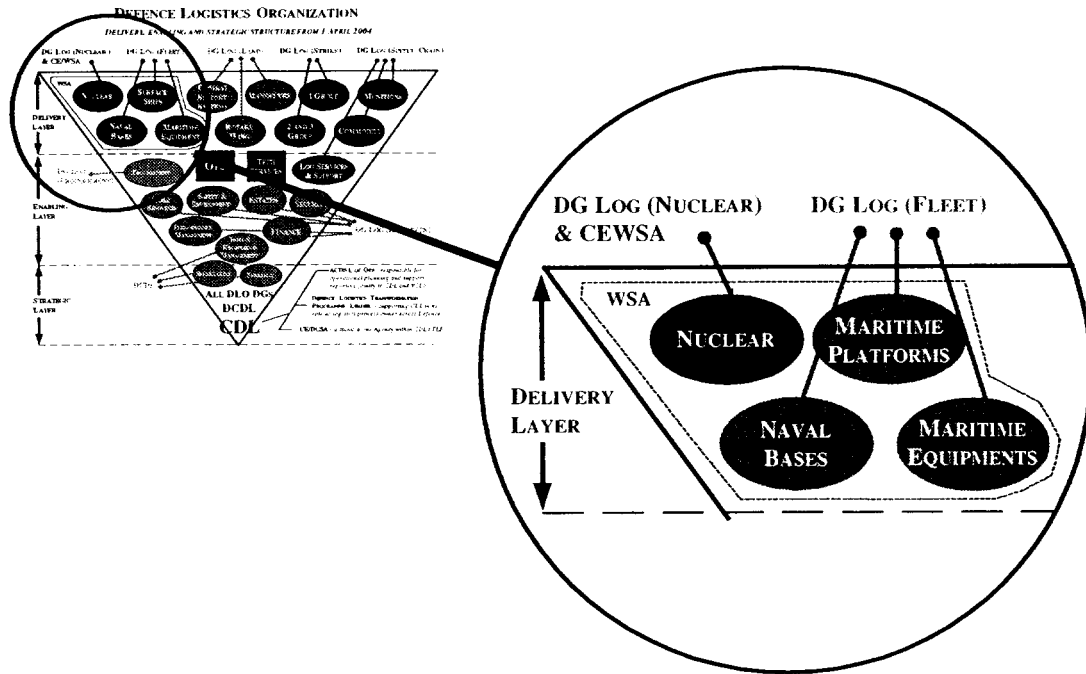


FIG.2 – THE WSA IN THE DELIVERY LAYER

There are two Directors, known as Domain Two Stars responsible for these Clusters; John COLES continues to be Chief Executive (CE) WSA and has also taken on the title of Director General Nuclear (DG Nuc) to run the Nuclear Cluster. REAR ADMIRAL Paul BOISSIER, continues as his Deputy CE but has also taken on the role of Director General Logistics (Fleet). When the WSA loses its Agency status on 1 April 2005, the Director Generals will then lose their WSA labels and continue with their Domain 2* titles.

As stated, DGLog(Fleet) is the Domain 2* for the Maritime Equipment, Maritime Platforms and Naval Bases (Waterfront) Clusters as shown. The individual Directors of these Clusters are:

- Director Logistics Maritime Equipment (DLogME)
Fred EDWARDS.
- Director Logistics Maritime Platforms (DLogMP)
COMMODORE Al RYMER RN.
- Director Waterfront Operations (DWOps)
COMMODORE Mike GRAVES RN.

The Maritime Equipment Cluster consists of:

- The EIPTs.
- The Cluster Support Group (CSG) - the old DopsE.
- The Cluster Management Board
- The Cluster Director (Fred EDWARDS).

Clearly the EIPTs exist to provide a service to the Customer, i.e. Fleet, and therefore are appropriately represented within the **Delivery Layer** as they deliver an output to the Customer. The Cluster Support Group (CSG) exists to support the EIPTs, i.e. it enables the EIPTs to provide their services to the Fleet. The CSG therefore would be more appropriately represented within the **Enabling Layer**. Already it can be seen that a depiction of the Cluster straddling the 2 layers would more appropriately represent the Maritime Equipment Cluster, as shown in (FIG.3).

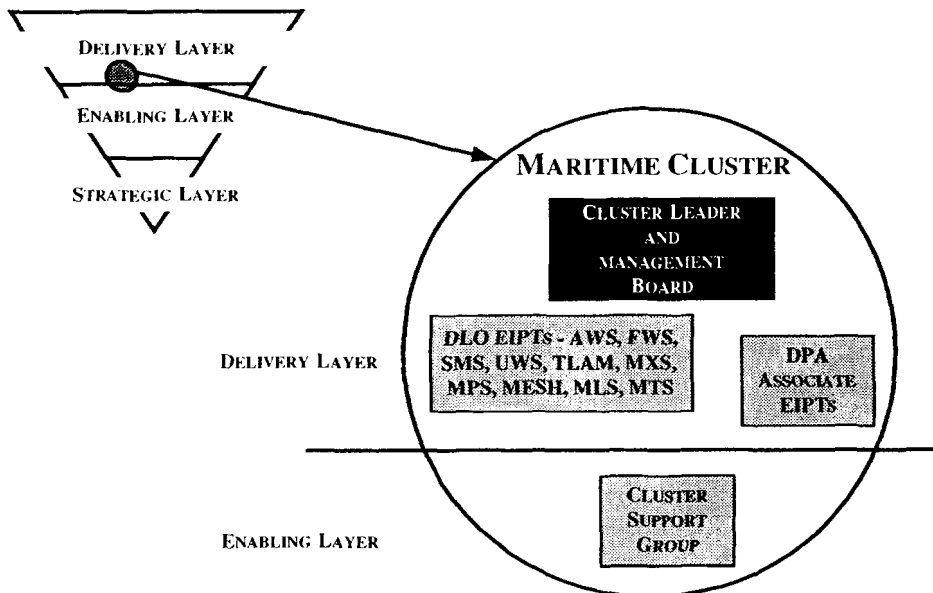


FIG.3 – THE MARITIME EQUIPMENT CLUSTER

The Cluster Director, Fred EDWARDS himself, is line manager to the personnel in the CSG (the old DOPsE floorplate) and also to the EIPT Team Leaders. Therefore he already can be seen to straddle both the Delivery and the Enabling Layers. He also represents the Domain 2* in deciding and reviewing maritime equipment policy, and as such has a role in the **Strategic Layer**. This can be seen annotated as ‘all DLO Digs’ in (FIG.4).

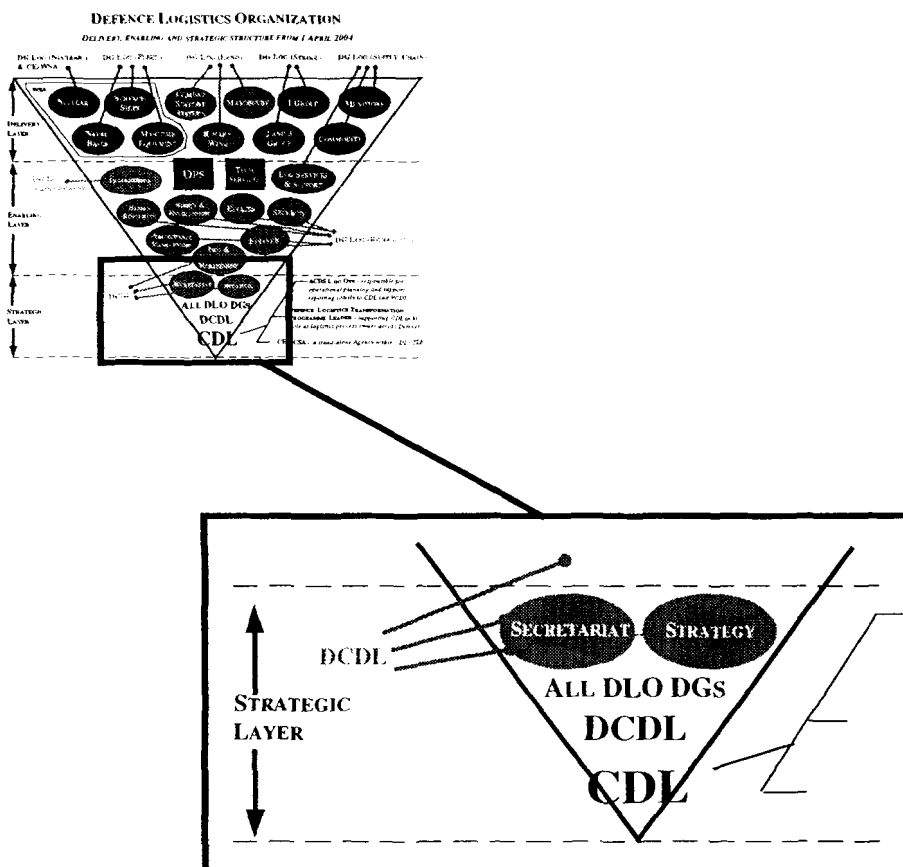


FIG.4 – DLOGME ROLE IN THE STRATEGIC LAYER

It can therefore be seen that the Maritime Cluster does in effect straddle all 3 layers, although the support to the Fleet is mainly apparent through the service provided to the Customer by the IPTs in the Delivery Layer. Therefore this is where the Maritime Cluster is represented in the main DLO Structure diagram.

Additionally, the DOpsP and DWOps Clusters have Cluster Support Groups (CSX) which exist to support the IPTs in those Clusters. They also exist within the Enabling Layer and it has been agreed that the 3 Clusters will all come under a single BLB. This is depicted in (FIG.5).

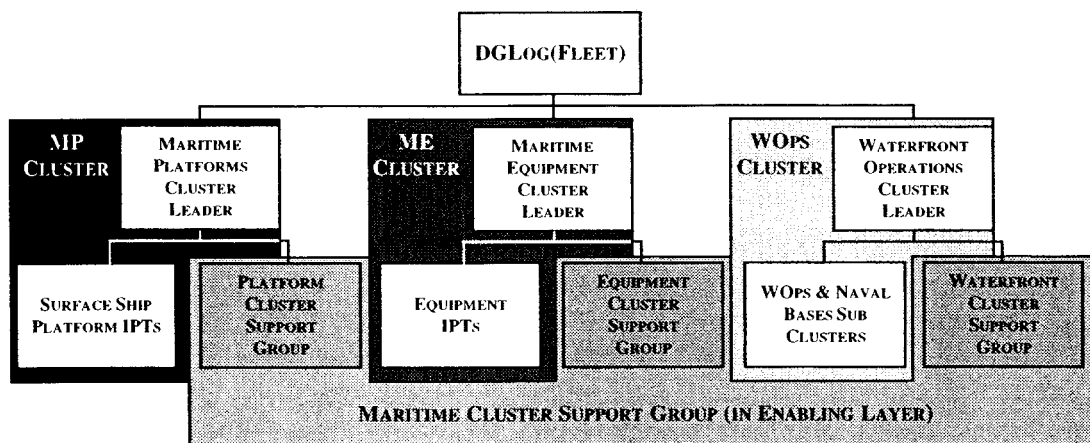


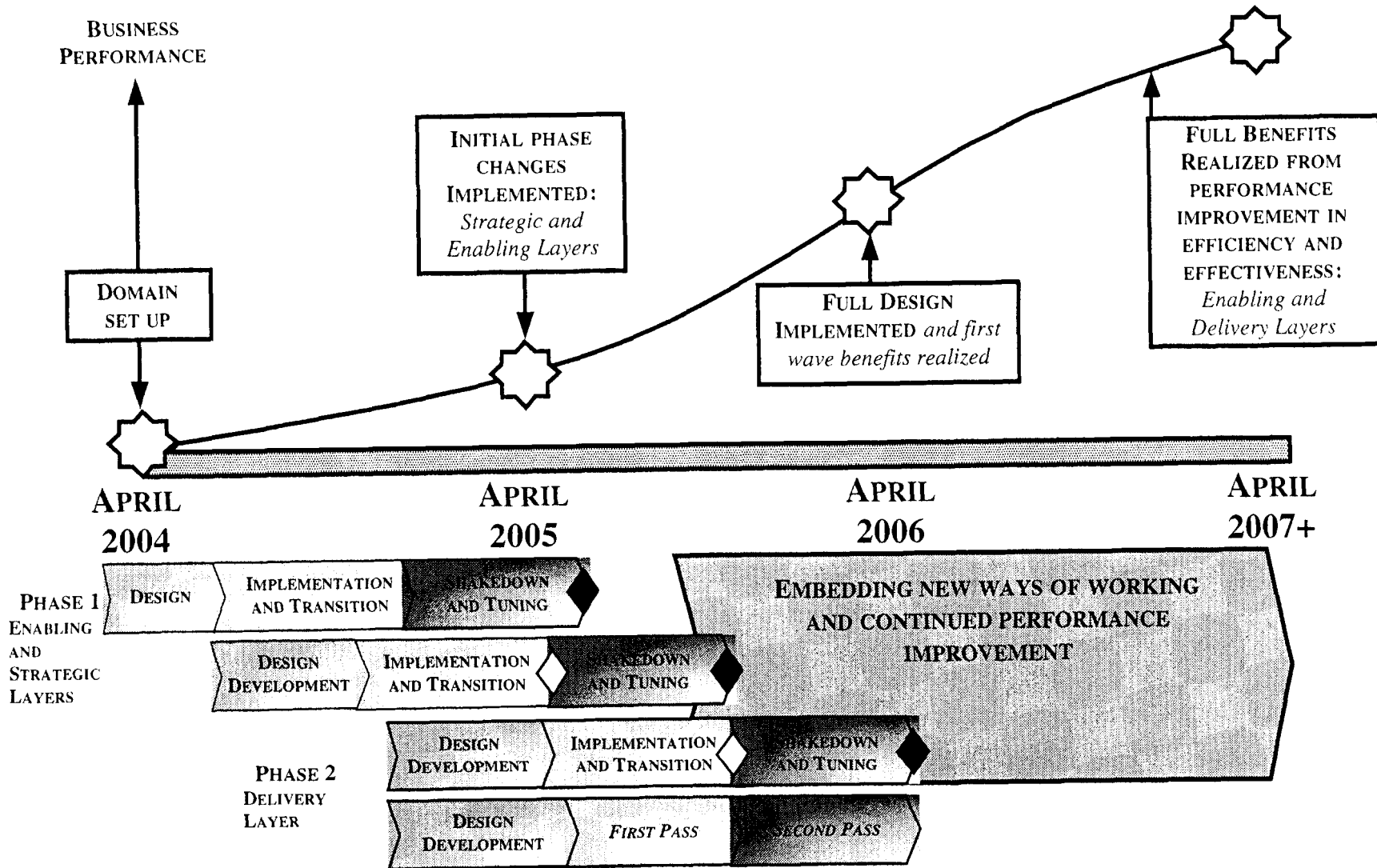
FIG.5 – THE CLUSTER SUPPORT GROUP BLB

It can be seen from the diagram that the 3 CSX will exist within the Enabling Layer whilst the IPTs and the Naval Bases will remain in the Delivery Layer. This level of detail is not shown in the overall DLO inverted triangle as the Clusters are generally considered to be a part of the **Delivery Layer**.

At present, there have been no major changes to the structure of the IPTs themselves, although they will be reviewed as part of second wave of restructuring after April 2005. It is considered that once the Enabling Services mature and begin to interact with the Deliverers in the course of normal business, this will mean that we can further enhance our business by investigating ways of optimising this interface.

The Equipment Cluster, under the direction of DLogME, started work in March and, combined with the Platform Cluster, launched on 23 September 2004 with a view to following a Maturity Model approach to full operating capability. The benefits of operating as a Cluster have not yet been fully realized, rather we have the means to accomplish these targets as our cluster design process allows full migration and flexibility to adapt as required, in line with the development of the One DLO. The DLogME Cluster will follow a Maturity Model approach in line with the wider DLO restructuring programme (FIG.6). This will complete on 1 April 2005 as detailed in the DLO Transformation Programme High Level Restructuring Plan, at which time the case for change and the benefits of these changes will begin to be realized.

FIG 6 – THE DLO MATURITY MODEL



As the Cluster leader, DLogME has broader responsibilities to be accountable for the performance of the cluster; ensuring that there is an ongoing customer focus, and good coherence both within the cluster and across the acquisition community. Separately the Cluster will be operating in a DLO structure that has enabler organizations to provide services that enable the delivery layer to deliver the outputs. As a Cluster, DLogME will have wider responsibility and opportunity to influence the direction of Equipment support including effective working with the DPA.

Summary

The DLO Programme Board approved proposals on the overall new DLO structure on 12 October 2004. Ministerial approval and formal consultation with the Trade Unions over these proposals are to follow. This consultation period will end at the beginning of January, when the DLO will be in a position to consider the Trade Unions' comments and make firm decisions on the way forward before vesting day for the One DLO on 1 April 2005. Whilst consultation is on-going, further work on the detailed design of the Technical Enabling Service and Supply Chain Support Enabling Service will complete and transition arrangements will be clarified.

It is sometimes said that the DLO has too many initiatives, that the relationship between them is unclear, and that some should be allowed to run their full course before others are started. But the DLO Change Programme CSFs are conceived as a package of related initiatives which reinforce and depend on each other, and which together are necessary to address various challenges and opportunities. Restructuring should be seen in this light too. It is a crucial requirement for delivering the other CSFs and the wider transformation in logistics, but it is not an end in itself. Its success will depend on delivering the kind of customer-focused and output-focused organization needed for success in wider logistics transformation. Quality of support is paramount and the Chief of Defence Logistics is determined for the DLO to be,

'Recognized as world class in what it does'.

This restructuring activity is designed to build toward this goal, working closely with our customers, the DPA and industry to ensure that the whole logistic process is coherent and effective.