

## Commitment to Effective Continuity of Government



***Multi-National/Interagency & Whole of Government*** – As the Deputy Director for Strategic Logistics, Jim Hawkins has been instrumental in expanding the Director’s Interagency Logistics engagement initiatives, bringing together the Office of the Secretary of Defense, the Combatant Commands, the Services, the Department of State, the Department of Homeland Security and the General Services Administration. More importantly, Jim has carefully interwoven Multi-National efforts with the Whole of Government and Interagency campaign to expand cooperation across a broader domain. His incredible efforts include:

***Joint Concept for Logistics (JCL) Advocacy*** – As mentioned previously, Jim’s leadership and influence were critical to the Chairman, Joint Chiefs of Staff approval of the Joint Logistics White Paper – culminating in the *Joint Concept for Logistics*. At its core, the JCL “presents a common framework for providing logistics support” and “further introduces an enterprise solution as the means to integrate and synchronize DOD processes and capabilities with those of [our] interagency, multinational, nongovernmental/private volunteer organizations, and commercial partners. As a result, interagency, multinational, commercial, and nongovernmental (NGO) logistic providers may assess and develop their capabilities for interoperability, and facilitate synchronization within the logistics community.

***Joint Logistics COMPASS Update*** – Allowing no detail to be overlooked, Jim has ensured that this third pillar of the J-4 strategic planning documents – the *Joint Logistics COMPASS* - visually bridges both the current state and the long range vision of the joint logistics environment, emphasizing the criticality of interagency cooperation. The three “planks” of this bridge are development of a Common End-to-End Framework & Measurement System, ensuring that Logisticians are effectively working in a *Joint, Interagency &/or Multinational Environment*; and developing better Life Cycle Management.

***Conference of Logistics Directors (COLD) – 2009/2010 Themes*** – Advocating for and shaping the themes to charge the Director’s annual conference, Jim’s thoughtful efforts and planning yielded consecutive 2009 and 2010 COLD summits supporting *continuity of government* themes. The 2009 event addressed “Beyond Jointness” approaches that integrate interagency and multinational logistics partners and resulted in a more cohesive “Whole of Government” approach. The 2010 theme - “Implementing the Joint Concept for Logistics” - brought focus to Service and COCOM efforts to develop the Joint Logistics Enterprise, provide logistical support for multinational operations, and build progress in interagency logistics capability--domestically and internationally. At the conferences, senior leaders from the Office of the Secretary of Defense (OSD) , Combatant Commands (COCOM), Services, Defense Logistics Agency (DLA), multinational partners from the United Kingdom, Canada, Australia,

and interagency partners from DoS, DHS, and GSA tackled key joint logistics issues and shared strategies to provide optimum joint logistical support.

**Quick Win Interagency Logistics Initiatives and Logistics Efficiencies** – Whether growing a business or operating within the government domain, relationships are best fostered before the next crisis evolves. To this end, Jim’s leadership during a June 2010 interagency off-site effort was paramount in developing a deliberate, repeatable Interagency Logistics information sharing process. Furthermore, he played a vital role in implementing five “Quick Win” Interagency Logistics initiatives, which have established viable methods for the transparent exchange of interoperable supplies and services between DoD, DoS, and DHS. In a similar fashion, he has brokered agreements between the military Services to enhance interoperability and the ability to exchange like materials, to include formulating common Expeditionary Base Camp equipment and moving towards a common personal property movement system.

**Senior NATO Logistics Conference (SNLC)/Quadrilateral Logistics Forum (QLF)** – Thanks to his remarkable upbringing overseas and fluency with language, Jim is equally comfortable traveling abroad as he is negotiating in the senior offices of the National Capital Region. As such, Jim has been at the forefront of all multi-national logistics collaboration efforts. He represented the Joint Staff and briefed at an Institute for Defense Analyses-hosted conference on “Next Generation Vertical Heavy Lift” in Paris. He further represented the Director at the Senior NATO Logistics Conference and briefed Operation ENDURING FREEDOM lessons learned to assembled NATO leaders. Jim also represented DoD during the latter half of the Australian-hosted Quadrilateral Logistics Forum and briefed the Australian Defence Force Staff on Haiti Earthquake Relief Lessons Learned. His personal efforts have directly contributed to the success of bilateral initiatives with the United Kingdom, Canada, and Australia, where his professional demeanor and cross-cultural insight have clearly enhanced and strengthened multinational logistics relationships.

***Knowledge Based Logistics/Institutionalizing Career Development*** – With matchless dedication to both personal and institutional learning, Jim has served as an accessible and devoted mentor to Logistics Directorate personnel and a tireless champion of Advanced Joint Logistics Education. His executive direction to the Knowledge Based Logistics Division has resulted in a blossoming of initiatives which have furthered the cause of institutionalizing joint logistics career development, to include:

- *Advanced Joint Logistics Education* - closely coordinated efforts with the National Defense University’s Center for Joint and Strategic Logistics to develop curriculums and enhance the logistics education landscape
- *Joint Logistics Common Lexicon* - Provided executive oversight to development and publishing of a common vocabulary now embraced by the entire logistics community of interest, including the inter-agency and multinational partners
- *Seminar for Logistics Cooperation for Stability & Reconstruction at University of North Carolina, Chapel Hill* - instrumental in standup of inaugural inter-agency course to facilitate enhanced federal response to global disasters and governance issues
- *Global Combat Support System-Joint (GCSS-J)* – provided executive-level oversight of this advanced information system’s integration, interoperability, and capabilities
- *National Defense Transportation Association’s (NDTA) Panel on Educating Joint Logisticians* – Highly recruited by NDTA leadership to assist with organization and event moderation

*Summary – Delivering Continuity of Government* – If there is a benchmark for improving the flow of information and material within the inter-agency and achieving efficiencies in the process, then Jim Hawkins has pushed it far ahead of the mainstream vision. His dogged advocacy for landmark strategic guidance documents such as the Joint Concept for Logistics and the Joint Logistics COMPASS, coupled with his oversight of a cooperative Conference of Logistics Directors interagency forum that delivered viable Quick Win initiatives, clearly demonstrates that Jim Hawkins' strategic vision, adeptness in cutting across organizational lines, and ability to change the course of a large organization epitomizes the continuity of government that Roger W. Jones Award for Executive Leadership promotes and celebrates.