

Organizational Achievements

“Tactics without strategy is the noise before defeat.” – Sun Tzu

Joint Logistics Strategy – As the Deputy Director for Strategic Logistics, Jim Hawkins has drawn on his wealth of professional experience and personally championed the establishment of a comprehensive, four-pillared joint logistics strategy for both the Logistics Directorate and the entire DoD Joint Logistics Enterprise. He has set in motion concurrent initiatives to deliver J-4 *Annual Guidance* with accompanying implementation plans, develop a first-ever J-4 *Strategic Plan*, update the *Joint Logistics COMPASS*, publish a long overdue *Joint Concept for Logistics* and institute a Joint Logistics Board.

Mobilizing cross-functional teams across the Directorate, Jim shaped the Director’s 2010 and 2011 *Annual Guidance* and corresponding Implementation Plans. Capturing the essence of the Director’s vision, he mapped the critical actions required to translate adaptive, flexible, and responsive logistics into unconstrained options for the Joint Force Commander.

Armed with a focused, five-year outlook, Jim led the directorate through its first-ever J-4 *Strategic Plan* development effort. The resulting *Strategic Plan* now outlines both internal and external aspects of the J-4 mission, vision, goals, and objectives that will guide and align our activities. This guidance now serves as the catalyst for a wide array of logistics initiatives which are already redefining the world of Joint Logistics and support to the war-fighter, and postures the J-4 to quickly respond to contingencies and provide solutions to mitigate global risk.



Bringing his lifetime of leadership and influence to bear, Jim attacked the daunting task of coordinating, garnering and ensuring Joint Logistics White Paper backing from the various Combatant Command and military Service Directors of Operations (J-3) and Logistics (J-4). He then personally shepherded the White Paper through the Joint Chiefs of Staff “Tank” to gain final approval by the Chairman, Joint Chiefs of Staff on 6 Aug 10 – yielding a definitive *Joint Concept for Logistics*. Once approved, Jim crowned the effort by championing the *Joint Concept for Logistics* through selection as one of only eight 2011 Joint Concept Development & Experimentation WARFIGHTER CHALLENGE funded experiments.

Among Jim’s enduring accomplishments will be his efforts to spearhead development of the first-ever Joint Logistics Board Charter. He was instrumental in gaining the support of the Under Secretary of Defense for Acquisition, Technology and Logistics (USD AT&L) to formally establish the Joint Logistics Board (JLB) as a collective body of senior DoD logistics leaders to provide advice and recommendations regarding joint logistics issues that go before department-level decision-makers.

Joint Logistics Capabilities - Future success on the battlefield or during a humanitarian assistance/disaster relief effort relies heavily on Jim Hawkins' advocacy for future capabilities that support Joint Logistics. At ground zero, he is the foremost logistics advocate within the Joint Capabilities Integration and Development System (JCIDS) – the linchpin to identifying current and future logistics and mobility system capabilities required to support the National Defense Strategy, the National Military Strategy and the National Strategy for Homeland Defense. Whether leading the Logistics Functional Capabilities Board (FCB), nurturing the paradigm-breaking concept of a Comprehensive Materiel Response Plan (CMRP), or advancing five Joint Capability Technology Demonstration (JCTD) projects, Jim has brought substance and structure to future logistics capabilities.

As the Chairman of the Logistics Functional Capabilities Board (FCB), Jim has superbly integrated stakeholder (Office of the Secretary of Defense (OSD), Combatant Commands, Services, Defense Agencies, Joint Staff and other federal departments and agencies) views in concept development, capabilities planning and force development in support of Focused Logistics. His exceptional relationship with the Chairman of the Logistics Joint Capabilities Board (US Transportation Command Deputy Commander) has, among a myriad of issues, advanced the Common Vertical Lift Support Platform (CVLSP) through the Joint Requirements Oversight Council, ensuring a replacement for the UH-1 helicopter performing the critical nuclear security and response mission.

With a committed eye to the future, Jim Hawkins has passionately supported his division's advocacy efforts across OSD, the Services and COCOMs to gain funding and accelerate starts for five Joint Capability Technology Demonstration (JCTD) projects to pave the way for the introduction of ground-breaking new technologies: the Unmanned Cargo Logistics Resupply (UCLR), the Hardened Installation Protection for Persistent Operations (HIPPO), a Movement Requirements Visibility – Theater (MRV-T) capability, the Smart Power Infrastructure Demonstration for Energy Reliability & Security (SPIDERS), and the Joint Recovery & Distribution System (JRaDS) – *an unprecedented five logistics JCTD successes in one year!*

As well, he was instrumental in expediting several Joint Urgent Operational Needs (JUONS) were expedited, including Counter-Improvised Explosive Devices (CIED) Road Repair, Unmanned Aerial System (UAS) logistics delivery platforms, aerial cargo delivery (JPADS) improvements, and a Movement Control System (MCS) for enhanced visibility of ground and air transportation. Each JUON required rapid coordination of Joint Subject Matter Experts (SME) workgroups to assess and make recommendations within 10 working days. All five JUONS were funded and assigned to Service sponsors to deliver urgent capability to the war-fighter.

As the Joint Staff principal advocate for the paradigm-breaking concept of a Comprehensive Materiel Response Plan (CMRP), Jim Hawkins rallied the Directorate to address issues rising from the release of the Mobility Capability Requirements Study (MCRS) for 2016 and address them via a transformational pre-positioned war reserve materiel (PWRM) capability. His efforts resulted in the Vice Chairman tasking TRANSCOM and DLA to deliver alternatives in August 2011 that will influence future programming decisions throughout the department. Jim's commitment to this initiative will result in a globally integrated supply and distribution network for the Combatant Commander to rapidly project and sustain DOD, Interagency, Multinational, NGO, and commercial capabilities in a coordinated response to the full range of military operations.

Joint Logistics Analysis & Resources – Since the initiation of the DoD Analytic Agenda in 2002, the standard for strategic analysis within the Department has evolved to meet the changing demands of an evolving global security environment. To this end, Jim Hawkins has made his mark discovering new ways to employ his analytical resources. Previously, the primary effort of the logistics analysis function was limited to providing input to the overall Analytic Agenda effort. Under Jim’s inspired leadership, the Directorate has branched out into dedicated logistics modeling and analytical projects, to include:

1. **Operational Logistics Simulation, Operation ENDURING FREEDOM**
2. **J-4 Combatant Command Ammunition Study**
3. **Interagency Quick Win 5 – DoD/DoS Permanent Change of Station Costs**
4. **Haiti Earthquake Response - Logistics Lessons Learned (HL3)**
5. **Integrated Security Campaign - Mobility & Logistics Analysis**
6. **Comprehensive Materiel Response Plan (CMRP)**
7. **Operational Support Aircraft - Assessment**
8. **Logistics Functional Capabilities Board - Program Prioritization**



Thanks to Jim’s efforts, the J-4 Directorate now has a better grasp of the processes and products that logistics analysis can provide and how they can better inform budget, strategy and capabilities-based development across DoD.

Summary of Organizational Achievements – On a multitude of fronts, Jim Hawkins has been the catalyst for positive change and organizational development throughout the J-4 Directorate and across DoD and the inter-agency. The global logistics community can now point to the four-pillared joint logistics strategy and the Joint Logistics Enterprise as “True North” for strategic guidance. Joint Logistics Capabilities are clearly front and center – earning unprecedented reception in DoD-wide forums. Finally, complete logistics analytical capability is now not only available, but fully utilized to better inform budget formulation, strategy and capabilities-based development.