

Logistics Directions



Newsletter of
The Council of Logistics Engineering Professionals



February 2018

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NEXT LUNCH & LEARN

Please join us for the next LnL session on **22 Feb 18 at 1130-1230 EST.** Mr. Steve MacDonald will present on Logistics Ramifications from DOD Financial Compliance and Audit Readiness.

Join this virtual meeting at http://logisticsengineers.org/?page_id=13.

And/or on the phone at (515) 739-1529, access code 542770.

From The President

Happy New Year!

I know that this greeting is a bit late, but this is our first newsletter of this New Year. Hope that everyone is off to a great start.

CLEP certainly is. As you know, we began our educational “Lunch and Learn” events last November. Our first speaker was James V. Jones, member of CLEP’s Board of Advisors and author of several books, including Integrated Logistics Support Handbook, Supportability Engineering Handbook: Implementation, Measurement and Management, Logistic Support Analysis Handbook, and Engineering Design: Reliability, Maintainability and Testability. These books are excellent references. Mr. Jones provided a presentation titled “Let’s Talk Logistics” in which he discussed the foundation of understanding for Logistics Support, how Logistics Support Analyses began, development of standards and processes for performing LSA, and the revisions, cancellations, and introductions of new standards, processes and policies.

Our presenter in January was Ms. Robin Brown from the Defense Standardization Program Office where she is the Department of Defense (DoD) Lead for the Parts Management Program and the Diminishing Manufacturing Sources and Material Shortages (DMSMS) Program. In her presentation she spoke about the DoD strategic and program DMSMS objectives, policy and guidance, program leadership and enabling robust DMSMS management programs.

Both Mr. Jones’ and Ms. Brown’s presentation may be downloaded on the CLEP web-

site at http://logisticsengineers.org/?page_id=13.

Our February “Lunch and Learn” event will be held on February 22 (see page 3 of this newsletter). Our speaker will be Mr. Steve MacDonald, CPL, also a member of CLEP’s Board of Advisors. Steve will provide a presentation entitled “Logistics Ramifications from DoD Financial Compliance and Audit Readiness.” Steve will discuss: Current Accounting and Accountability Challenges for Assets and Inventory, Case Study – valuing our ships and other DoD Assets, a look at IT Systems and Legacy Processes, way ahead steps for DoD Audit Readiness.

We will continue these educational events and we invite you to participate in these opportunities. If you would like to share your expertise and add to the body of knowledge in Logistics Engineering by providing a 30-45 minute presentation on a technical issue, process, or tool please contact either Stephen Brunner or Tim Surabian (programs@logisticsengineers.org) (administration@logisticsengineers.org).

CLEP is also planning for our 2018 Annual Membership Meeting that will coincide with a Logistics Engineering Training Symposium. No firm date or location yet, but stay tuned to our newsletter, website (<http://logisticsengineers.org>) and our LinkedIn Group (<http://www.linkedin.com/groups?gid=1358457&trk=h>) for updates. If you are interested in presenting a paper at the symposium, contact CLEP’s VP-Programs.

Bill Horne
President

The Council of Logistics

Calendar of Events

This section of the CLEP Newsletter highlights various logistics, supportability and affordability related forums as well as unique company or academic training & education opportunities. If your company or institution is providing or sponsoring an event and would like to have it added to our listing please contact either Stephen Brunner (programs@logisticsengineers.org) or Tim Surabian (administration@logisticsengineers.org).

- 22 February 2018 **CLEP Lunch-and-Learn** virtual meeting with Mr. Steve MacDonald presenting on Logistics Ramifications from DOD Financial Compliance and Audit Readiness. Join this virtual meeting at <http://logisticsengineers.org/> and on the phone at (515) 739-1529, access code 542770.
- 20-22 February **Airworthiness, Condition Based Maintenance (CBM), and Health and Usage Monitoring Systems (HUMS) Technical Meeting** sponsored by the American Helicopter Society (AHS). <https://vtol.org/events/airworthiness-cbm-and-hums-technical-meeting>
- 14 March 2018 **CLEP Lunch-and-Learn** virtual meeting with Mr. Justin Brown presenting on Availability Modeling and Analysis. Join this virtual meeting at <http://logisticsengineers.org/> and on the phone at (515) 739-1529, access code 542770.
- 20-22 March 2018 **DoD Product Support Manager Workshop** [2018 Office of the Secretary of Defense Product Support Manager \(PSM\) Workshop](#)
- 9-11 April **Sea Air Space Exposition** at Gaylord National Convention Center, National Harbor, Maryland. <http://www.seaairspace.org>
- 26-28 June 2018 **2018 Applied Reliability Symposium** –at Portland OR; North America hosted by the International Applied Reliability Symposium, LLC. <http://www.arsymposium.org>
- 7-12 July **INCOSE 28th International Symposium** at the Grand Hyatt in Washington DC
<http://www.incose.org/symp2018>
- TBD 2018 **34th Annual National Logistics Forum** hosted by the National Defense Industrial Association (NDIA). www.ndia.org
- TBD 2018 **Council of Logistics Engineering Professionals** – Annual Membership Meeting and Training Symposium <http://logisticsengineers.org/>
- 28-31 January 2019 **RAMS 2019** at Orlando FL <http://www.rams.org/>

2018 OSD AT&L Product Support Manager (PSM) Workshop

The Assistant Secretary of Defense for Logistics & Materiel Readiness today announced that the [2018 Office of the Secretary of Defense Product Support Manager \(PSM\) Workshop](#) will be held March 20-22, 2018 at the [General Smart Center](#) at Joint Base Andrews MD.

The [2018 PSM Workshop](#) “theme is *Fast, Lethal, Supportable: The Application of Supportability Analysis*. The event will feature government and industry presentations on designing for life cycle supportability (Day 1), supportability enablers (Day 2), and supportability analysis for rapid acquisition (Day 3). This Acquisition, Technology, and Logistics (AT&L) approved Workshop will provide an opportunity to develop the workforce’s Life Cycle Logistics competency, share best practices, and strengthen collaboration between industry and government leaders.” This year’s workshop will be the sixth Product Support Manager Workshop conducted by the department since 2011.

CLEP Lunch and Learn (LnL) Series

Over the next year, CLEP will sponsor virtual **Lunch and Learn (LnL)** meetings to present technical discussions on salient logistics engineering topics. The presentations will last 30-45 minutes and allow for participant questions and discussion.

We're very fortunate to have **Mr. Steven MacDonald**, currently serving as President/CEO of DWBHCORP, a DC-area Government Contracting Firm, present **Logistics Ramifications from DOD Financial Compliance and Audit Readiness**. He also serves as Managing Member for three other Joint Ventures supporting the Federal Government. Prior to establishing DWBHCORP, he served as Chief Operating Officer (COO) at Logistics Support, Inc. and was a Navy Supply Corps Officer. Mr. MacDonald is a Certified Professional Logistician (CPL), an active Project Management Professional (PMP®) and Member of the Project Management Institute (PMI). He was a Defense Acquisition DAWIA III and Member of the Acquisition Professional Community (APC). He held Navy Subspecialty Codes in Operations Research (OR), Inventory Management, Transportation Logistics, and as a Joint-Qualified Staff Officer (JSO). He is actively supporting Navy Financial Improvement and Audit Readiness (FIAR).

The Program: The DoD's annual budget represents almost half of the Federal Government's discretionary budget and it holds more than 70 percent of the Federal government's assets. Yet, the Department's inability to track and account for billions of dollars in funding and tangible assets continues to undermine its management approach... In compliance with the September 30, 2017 deadline established by the National Defense Authorization Act for Fiscal Year 2010 (Public Law 111-84), the Department has certified that they are ready to undergo a full financial audit...this has significant Logistics Ramifications for us now.

Session Topics:

- Current Accounting and Accountability Challenges for Assets and Inventories
- Case Study: valuing our ships and other assets
- Review of IT Systems and Legacy Processes
- Way Ahead Steps for DOD Audit Readiness
- Questions/Discussion

Feb 22, 2018 1130-1230 EST

Lunch and Learn Virtual Meeting

http://logisticsengineers.org/?page_id=13.

Dial in: 515-739-1529

Access Code: 542770

Would you like to Present? Please share your expertise and add to the body of knowledge in Logistics Engineering by offering to provide a 30 presentation on a technical issue, process, or tool that would benefit the community of practice. If you are interested, please contact either Stephen Brunner (programs@logisticsengineers.org) or Tim Surabian (administration@logisticsengineers.org).

How Can we Serve You?

As we continually strive to meet the requirements and of our Logistics Community, we need to hear from you concerning what you would like to see CLEP accomplish in the future to better serve you.

Do you have a need for workshops on particular subjects, job assistance, or filling job requirements on a program within your organization? We can help. Contact us by email, phone, or stop by our web site at <http://logisticsengineers.org> and let us know how we can assist or serve you better.

Mentoring Program

CLEP is continuing to develop a formal mentoring program beginning this year. If you are interested in becoming a mentor or would like to be connected to a mentor please contact our VP of Education (Mr. Vijay Chachra, (education@logisticsengineers.org)). Our first step will be to publish the guidelines and process for the mentoring program. Our next step will be to solicit mentees and offer several alternatives to participants. Related to this is our initiation of a credentialing program. We are still evaluating credentialing architectures that enlist help from various training partners and that ultimately certify a logistician's expertise and contributions in terms of education, experience and peer recognition. If you would like to assist with evaluating and developing this education framework please contact me directly at (president@logisticsengineers.org) or Mr. Vijay Chachra at education@logisticsengineers.org.

DMSMS Management—There's Still Room for Improvement

Robin Brown, OSD Parts Management/DMSMS Program Manager, DASD(SE) EE, Defense Standardization Program Office, robin.brown@dla.mil

Introduction: Which of the following two statements was made in the last 2 years, and which was articulated more than 25 years ago?

- A Department of Defense (DoD) directive (DoDD) stated that “DoD Components shall assure that timely actions are initiated when a development program or an end item production or support capability is endangered by the lack, or impending lack, of manufacturing sources for items and material.”
- A Deputy Assistant Secretary of Defense “... expressed his concern over how Diminishing Manufacturing Sources and Material Shortages (DMSMS) were adversely affecting the readiness of weapon systems.”

Actually, both quotes are more than 25 years old. The first is from 1976 and the second is from 1989. But both still apply today. Does that mean DMSMS management practices have not changed for more than 40 years? No, it does not. This article provides a snapshot of what has changed.

Before discussing trends in DMSMS management, we must establish a common understanding of what it encompasses. Per the DoD's DMSMS standardization document (SD) guidance (SD-22), “DMSMS management is a multidisciplinary process to identify issues resulting from obsolescence, loss of manufacturing sources, or material shortages; to assess the potential for negative impacts on schedule and/or readiness; to analyze potential mitigation strategies; and then to implement the most cost-effective strategy.”

DMSMS management should be carried out in a risk-based, proactive way. Proactive implies that efforts should be undertaken to identify issues as early as possible, thereby providing a longer window of opportunity to resolve them. This is important because the earlier an issue is identified, the greater the likelihood of a lower-cost resolution. Risk-based implies that monitoring activities to identify issues is not necessarily done everywhere. Monitoring should focus on critical items most susceptible to obsolescence and that take more time to resolve.

There are multiple major contributing factors in the evolution of DMSMS management. The first two factors examined here primarily are related to the underlying forces driving the need for DMSMS management. The remaining factors mostly are associated with performing DMSMS management operations.

DMSMS (cont.)

- Military acquisition and system sustainment
- DoD-level DMSMS policy and guidance
- Proactivity
- Items monitored
- Automation
- Centralization
- Research skills

Changed to DMSMS Management Drivers:

Two underlying trends in military acquisition and system sustainment had a significant impact on the extent to which DoD systems face DMSMS issues:

- *DoD's reduced ability to influence industry to resolve DMSMS issues.* The semiconductor industry is a good illustration of this constraint since electronics represent a substantial portion of difficult-to-resolve DMSMS issues. In 1960, DoD acquisitions accounted for roughly 50 percent of the global semiconductor market. Such a large share of market demand meant that DoD had considerable leverage to secure an industry response to obsolescence. By 1979, DoD's market share had declined to approximately 10 percent, and its influence on industry therefore decreased dramatically. Today, DoD accounts for only 1 percent of the market. This loss of influence is exacerbated by the low-volume quantities of many DoD procurements.
- *DoD's increasing emphasis on buying commercial components for military equipment to lower cost.* A 1986 Defense Science Board (DSB) summer study concluded that there already existed many examples of DoD systems using commercial products and that the time then was ideal for greater commercialization. This DSB study was not the first to reach this conclusion; many other studies dating back to 1972 support commercialization. There were also studies conducted after the 1986 DSB that reached the same conclusion, the most notable being the April 1994 President's Blue Ribbon Commission on Defense Management known as the Packard Commission. As a result, the Secretary of Defense established a policy in 1994 aimed at decreasing the reliance on military specifications and standards. From a DMSMS management perspective, increased use of commercial products and processes in DoD systems has resulted in obsolescence posing a major problem because long life-cycle DoD systems include a great many short life-cycle commercial electronics.

DoD DMSMS policy and guidance are also important drivers of

DMSMS management. The following is a condensed chronology of major DMSMS-related events.

DoDD 4005.16 was promulgated on DMSMS management in 1976. It is reasonable to assume that the timing was at least partially associated with DMSMS problems posed by electronics on military systems; at that time, the DoD share of the semiconductor market was only slightly greater than 10 percent. The directive assigned responsibility for DMSMS management policy and guidance to the then Assistant Secretary of Defense for Installations and Logistics. The directive was not explicit about proactivity. It emphasized resolving issues promptly, before impacts to readiness and included approximately two pages of procedures.

The 1976 directive was revised in 1984. Responsibility for policy for DMSMS management was shifted to the Under Secretary of Defense for Research and Engineering. There also was a greater emphasis on proactivity—it included material about not designing with obsolete parts, it mentioned source availability research, and it emphasized data exchange along with the early issuance of discontinuation notices. The number of pages devoted to procedures expanded to nearly nine.

The 1984 directive was replaced in 1991 by a DoD instruction (DoDI) on acquisition procedures (DoDI 5000.1). However, that new 562-page acquisition Instruction had minimal DMSMS management content. The standalone policy was eradicated ostensibly at a time of increasing DMSMS concern as evidenced by the 1989 quotation at the beginning of this article. That quotation is from a report that developed an action plan for “both reactive and proactive steps to ameliorate the impact of DMSMS on DOD weapon systems.” It should be noted that at the time of the 1989 report, the Under Secretary of Defense for Research and Engineering was no longer acting as the DoD DMSMS management focal point as evidenced by the following statement by John Mittino, the then Deputy Assistant Secretary of Defense for Logistics: “I understand at your last symposium in Phoenix, Arizona, that there was a real concern about a lack of an Office of Assistant Secretary of Defense focal point for DMSMS. I want you to know that since that symposium I have volunteered to be that focal point.” All DMSMS management policy was not deleted with the cancellation of the 1984 directive. More than three pages of procedures have existed in a consolidated materiel management regulation since first published in 1993 (DoD 4140.1-R). Although the underlying documents have been renamed and updated along with some changes to the DMSMS management content, similar material remains in force today (DoD Manual 4140.01 Volume 3). In January 2015, one sentence on DMSMS was added to the logistics enclosure of DoDI 5000.2 as a result of congressional

DMSMS (cont.)

language found in Section 803 of the Fiscal Year (FY) 2014 National Defense Authorization Act. The same sentence was revised in 2017 to change the emphasis of the 2015 insertion in order to reflect the relationship between the existence of DMSMS issues and the risk of encountering counterfeit parts. In addition, another reference to DMSMS and counterfeit was included in an enclosure on cybersecurity.

Supplemental guidance documents associated with various aspects of DMSMS management operations were published between 1999 and 2005. The first Defense Acquisition University continuous learning course on DMSMS management was released on May 10, 2005. The first of five DMSMS management standardization documents was issued in 2006. In 2017, the Life Cycle Sustainment Plan outline was modified to include a table on obsolescence management as one sustainment strategy consideration.

Trends in DMSMS Management:

Proactive DMSMS management (identifying issues as early as possible) often leads to lower-cost resolutions. DMSMS management proactivity has increased with the coming of the information revolution to DoD. In the 1970s, DMSMS management primarily was reactive. When an item became obsolete, DMSMS management practitioners searched (often manually) through parts catalogs for alternatives. Although the idea of proactivity was implied, the word was not used within the 1984 directive. By the latter half of the 1980s, as evidenced by the aforementioned 1989 report, the need for proactive DMSMS management became part of the standard vocabulary of the DMSMS management community. It was enabled, to a significant degree, by automated tools and databases. Proactive behavior remains extremely important today; many (but not all) programs engage in robust, proactive DMSMS management practices.

The types of items being proactively monitored have also expanded over time, most extensively in the last decade. In the 1980s and 1990s, DMSMS management primarily focused on electronics; commercially available databases of electronic parts were an enabler in monitoring such items. This focus expanded in the mid-2000s to encompass commercial-off-the-shelf (COTS) items and mechanical items because the prevalence of COTS assemblies in DoD systems had been increasing and predominantly mechanical systems were experiencing increased obsolescence due to their long (and sometimes extended) service lives. Vendor surveys and internet research were the principal data sources for monitoring COTS and mechanical items. The 2015 version of the SD-22 also contains guidance on DMSMS management for materials and software. A few programs have initiated efforts in the software arena; proactive DMSMS management practices for raw materials are less mature.

Trends in automation have led to meaningful improvements in DMSMS management practices. Commercial electronics databases provide information about the status of parts (e.g., when they have been or are expected to be discontinued), and sources, specifications, etc., were added to this information in the early 1980s. Over time, these commercial databases have become more accurate: They include more parts and more information about those parts. In addition, the companies providing those databases have increased the DMSMS management services that they offer. These databases have also been incorporated into larger DMSMS management information systems starting in the late 1980s, and, these larger systems have themselves improved over time. For example, they have become more Web-based, their report generation capability has increased, they have incorporated data on non-electronic items as a result of vendor surveys, they have become more user friendly, and linkages have been established with logistics databases in order to estimate the date when an obsolete item will impact system availability.

The centralization of DMSMS management subject-matter experts within large DMSMS management service providers has also changed the character of DMSMS management. With rising automation, program offices increasingly have turned to the large and ever more capable DMSMS management information systems or other centralized providers of DMSMS management services for subject-matter expertise. In the 1970s and 1980s, individual program offices monitored their own items using their own staff subject-matter experts. These experts were called upon to manually research resolutions once an item was no longer available—an entirely reactive approach.

DMSMS (cont.)

While a program office can still develop its own in-house expertise to perform DMSMS management functions by using the latest tools available, doing so generally is not a best practice. It will take time to train an in-house engineer on the tools and the intricacies of DMSMS management. People with great expertise, and many more years spent applying that expertise, can be easily sourced today from the organizations that provide the centralized DMSMS management information systems and/or centralized DMSMS management services.

Automation and centralization have yielded improved research capabilities to develop potential resolutions to DMSMS issues. Early DMSMS management practitioners in program offices and within the Defense Logistics Agency had substantial research skills. They were the first people called upon to verify whether an item could still be purchased, and, if not, to suggest possible alternatives. Today, as a result of the expanded automated capabilities and experiences supporting multiple platforms, the subject-matter experts utilizing the DMSMS management information systems can quickly provide high-quality research results.

Summary:

Since 2001, when the last DoD DMSMS management directive was canceled, the only official DoD DMSMS management *policy* has been a limited number of procedures included in material management/supply-chain issuances and one sentence in acquisition policy that appeared in 2015 and 2017. Despite limited formal *policy*, there have been significant trends in DMSMS management capability over the years. To some degree, the capability kept pace with the greater demands for robust, proactive DMSMS management resulting from the increased complexity of new weapon systems, the greater use of COTS assemblies, and the extension of the life cycle of older platforms. DMSMS management *guidance* has similarly kept pace. The DMSMS community has demanded improved DoD guidance—and that demand has been met. The first SD-22 was published in 2006. The current SD-22, published in January 2016, was the fifth version issued in a 10-year span.

What's Next?

Even though there have been many advances, there always is room for further improvement. Additional benefits are achievable because risk-based, proactive approach has not yet been adopted by all programs. According to Eric Grothues, the DMSMS management lead for the Department of the Navy, "DMSMS has impacted virtually every weapons system throughout DoD. A DMSMS management policy requiring programs to develop and implement a process that is well grounded on proactive DMSMS management principles, tailored to mitigate the programs specific obsolescence risks, would provide program managers with the traction needed to get their weapons programs up to speed." As more and more programs begin to pursue a risk-based, proactive approach to DMSMS management, there will be further cost reductions and fewer schedule slippages and readiness impacts due to DMSMS issues.



Technical Articles and Journal Articles/Book Reviews

CLEP's mission is to educate and advance the body of knowledge for Logistics Engineering. To fulfil that mission, we invite our members to contribute **technical articles** explaining a problem, application of logistics engineering processes and tools, and the resulting solutions. We also invite you to contribute **technical reviews of an article or book** related to any logistics engineering topics. If you would like to contribute, please notify any of the CLEP Board of Officers. See the submission guidelines at the end of the newsletter.

Membership Update

Michael D. Connor, VP Membership

A Membership Survey was posted in July 2017. Here are the bulletized results:

Membership Update.

Although almost 25% of former and current members took advantage of the 'two-for-one' membership dues incentive that ran for most of last year, that still leaves almost 70% of our database in an 'expired' member status. As we begin to actively offer you more benefits (like this newsletter) and our new Lunch and Learn (LnL) events, we hope that you will consider renewing your membership soon. You may do so at the following URLs:

Regular Member: <http://ezregister.com/events/5202>

Student Member: <http://ezregister.com/events/23869>

Lastly, we are in the process of drawing up a long-term membership strategic plan. We want to make it a multi-functional and multi-pronged plan that focuses on best practices and best possible support to our members. We hope to publish it soon.

If you have any questions on your membership or would like to be part of the strategic plan process, please contact me at: membership@logisticsengineers.org.

Galileo Integrated Logistics Support Center Inaugurated

Introduction:

Galileo's satellites communicate with 16 ground stations and these, in turn, ensure that the Galileo constellation continues to deliver reliable accurate and secure positioning and timing. To allow these stations operate to the highest standards, they need to have easy access to highly specialized parts that can be rapidly delivered to where they are needed. The Galileo ILS Centre will be the go-to point for those managing ground stations and will be staffed with highly qualified engineers specialized in robotics, aeronautics and IT.

Central Location:

From its central location in Transinne, the Galileo ILS Centre will support an efficient spare part and repair provisioning service for Galileo ground infrastructure. The Centre will be in charge of guaranteeing the proper spare part stock for corrective and preventive maintenance. It will also reset and update equipment received from the stations, or ship it to the manufacturers for more comprehensive retrofits, should this be necessary.

The Galileo ILS Centre is located close to major transport hubs; it is highly secured and can generate most of the electricity it needs to operate. The GSA is in charge of the center, which is run by the Galileo Service Operator (GSO) under a EUR 1.5 billion contract signed in December 2016.

Speaking at the launch ceremony, GSA Executive Director Carlo des Dorides said that the Galileo ILS Centre would allow the GSA, through the Galileo Service Operator and its logistics partner Vitrociset, to efficiently manage material stocks, conduct repairs and support operational requirements. "This is a fundamental component of the Galileo system," he said.

Bellot said the project was important for Belgium: "Belgium has invested a lot in space technology and Galileo. We have a lot of large companies working in this area. Galileo is a European project par excellence that will provide great added value. I'm thinking, for example, of autonomous vehicles that will need the high precision provided by the Galileo system."

IDELUX President Elie Deblire, who led the project, outlined the center's state-of-the-art features. The building has two separate and independent fiber-optic networks, 3,000 sensors measuring everything from humidity to security, 228 solar panels, as well as five geothermal sources of energy.

DG GROW (a Directorate-General of the European Commission responsible for Internal Market, Industry, Entrepreneurship and SMEs) Deputy Director General Pierre Delsaux underlined how important it is to celebrate Europe's successes. He said that Galileo was a great European project and that "Europe needs great projects". Delsaux had met with European ministers with responsibility for competitiveness that morning to discuss the EU's space programs. Estonia Entrepreneurship and Information Technology Minister Urve Palo said after the meeting: "Today we have two EU's space flagship programs, Galileo and Copernicus, that are delivering significant value to European citizens and to the economy. The world has become digital and the EU's space policy is an essential instrument for moving towards a digitalized and data-driven economy in Europe."

The Galileo ILS project is another important part of the flagship program.

This feature can be republished without charge provided the European GNSS Agency (GSA) is acknowledged as the source at the top or the bottom of the story.

Newsletter Information



Our periodic newsletter, Logistics Directions, is distributed via e-mail to our Council of Logistics Engineering Professionals (CLEP) members. The purpose of our newsletter is to keep you informed of the current events within CLEP and the environment in which we work. Our newsletter is a forum to discuss the latest topics in logistics engineering.

Newsletter Article Guidelines

Many of the articles in our newsletter are written by members and officers of the Council of Logistics Engineering Professionals (CLEP) and serve to communicate important information to our members and to discuss the latest and greatest topics in logistics engineering. We welcome all members to submit articles for our newsletter an article for our newsletter, we encourage you to follow these guidelines:

Your article must be consistent with the mission, goals, and vision of CLEP, which may be found on the CLEP Website under the About CLEP page. This is of UTMOST IMPORTANCE to CLEP.

Your article must be no more than 500 words. (Approval will be needed for more than 500 words.)

You must include a clear and concise title with your article. Your name, as preferred by you, must be included with the article (Please include "Dr.", "Mr.", "Ms.", "Mrs.", CPL, PMP, etc., or title of preference.)

You must include your e-mail address with your article to enable readers to contact you with questions and/or requests for information. This will also allow us to contact you with questions or comments about the article.

Your article must be submitted as a file in one of the following formats: .txt, .doc, .docx, .rtf to the VP for Communications (communications@logisticsengineers.org) as an attachment to an e-mail. You may submit images with your article. Your image must be no larger than 200x200 pixels in size and must be in one of the following formats: .gif, .png, .jpg . If you have questions or need additional assistance, you may contact any of the Board members.

CLEP Information

The Council of Logistics Engineering Professionals is a professional organization composed of individuals devoted to enhancing logistics technology, education, and management. For membership information or if you are interested in starting a Chapter in your area, contact Mike Connor (membership@logisticsengineers.org) or Bill Horne (bhorne1@cox.net).



Join the Conversation, Discussion and Networking at:

http://www.linkedin.com/groups?gid=1358457&trk=hb_side_g