

The following technical paper abstract information was recently submitted in connection with session DOD113, Workload, Workforce, Material Management

Offer Number: 14DOD-0030

Paper Title: Transformative Methodology for IUID

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Abstract: Transformative Methodology Applied to IUID

Since the Office of the Secretary of Defense (OSD) Item Unique Identification (IUID) mandate, the Marine Corps has taken a centralized management approach to marking legacy equipment. This has been accomplished primarily through the use of Contractor Logistics Support (CLS) services for development of marking instructions, data capturing, marking of equipment, and registration of the IUID record. Two essential problems exist for the Marine Corps at this time for IUID: (1) Federal budget reductions make CLS on this scale unsustainable and (2) the IUID approach to date has been to get equipment marked with IUID and not take advantage of it with enabling technology in their processes for procurement, inventory management, and logistics lifecycle support. Under the auspices of USMC Deputy Commander, Installations and Logistics (DC, I&L), our team applied our Transformative Methodology to address these two shortfalls.

Once the problems and desired outcomes were determined (Define Scope), our approach was to analyze current logistics operations to understand the points at which IUID should be injected (Assess Operations). A series of Courses of Action (COAs) were developed (Identify Optimizations) and analyzed to narrow the field. These steps are all standard for typical process re-engineering projects; however, our Transformative Methodology diverges in that we perform real-world Proof of Process (PoP) studies to measure the efficacy of the process and technology changes (Evaluate Alternatives). For IUID, we executed four events touching on different points in the logistics chain where IUID should be introduced. PoP events were conducted with the USMC operational forces, the reserve forces, and Marine Corps Logistics Command (MCLC) to test the viability of different scenarios for transitioning IUID activities from CLS and injecting IUID into enabling technologies.

At the 2nd Maintenance Battalion, we trained Marines in all aspects of IUID scanning and marking and measured their performance against a baseline established by experienced contractors. Our results demonstrated that Marines can quickly learn and adapt to the technology and processes required to utilize and maintain IUID in the fleet. As an adjunct activity, we also conducted IUID-based inventory operations which showed a 75% savings in manpower over existing manual methods. Our team then addressed sustainment of IUID in the distributed environment of the reserve forces with an event with the 3rd Force Recon. There we introduced IUID into the maintenance process at the site with IUID label production centrally located at Fleet Support Division (FSD), MCLC. We extended this concept in the third phase by introducing IUID into the receiving process at the FSD. The fourth and final phase addressed the marking of Secondary Repairable (SECREP) items and was conducted in the Repairable Issue Points (RIPs) at Marine Corps Bases, Hawaii and Okinawa.

The real-world observations and data gathered during these four events proved invaluable to inform refinements to the approaches for incorporating IUID into the fleet. The USMC is in the process of using these results to define changes to USMC policy, processes, training and technology (Plan Implementation/Execute).