



1000-1 (RCLS)

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Distribution List

Liste de distribution

COMMUNIQUÉ 01/2024- JOINT LOGISTIC  
MODERNIZATION CAMPAIGN PLAN

COMMUNIQUÉ 01/2024 –LE PLAN DE  
CAMPAGNE DE MODERNISATION  
DE LA LOGISTIQUE INTERARMÉES

Reference: A. [Joint Logistic Modernization Campaign Plan \(JLMCP\)](#)

Référence: A. [Le plan de campagne de modernisation de la logistique interarmées \(PCMLI\)](#)

1. The Joint Logistics Modernization Campaign Plan (JLMCP) is the first campaign plan to be released under the Chief of the Defence Staff's Operational Sustainment Modernization Strategy (OSM). An important milestone in the Logistics Service development, it is intended to lay the groundwork to transform and modernize the current disjointed and analog 20<sup>th</sup> century CAF Joint Logistics Community.

1. Le plan de campagne de modernisation de la logistique interarmées (PCMLI) suivant est le premier plan de campagne à être publié dans le cadre de la stratégie de modernisation du maintien en puissance opérationnel (MMPO) du chef d'état-major de la défense. Jalon important dans le développement du Service de la logistique, il vise à jeter les bases pour transformer et moderniser la communauté logistique interarmées des FAC, actuellement décousue et analogique, issue du 20<sup>e</sup> siècle

2. The JLMCP provides a roadmap for creating a digitally integrated, agile, and resilient Joint Logistics Network (JLN) capable of supporting modern military operations:

2. Le PCMLI fournit une feuille de route pour créer un Réseau logistique interarmées (RLI) numériquement intégré, agile et résilient, capable de soutenir les opérations militaires modernes:

- a. Context. The JLMCP is part of the Operational Sustainment Modernization Strategy (OSM) under the Chief of the Defence Staff. The JLMCP builds on existing projects like DEFENCEX and sets a comprehensive plan to achieve modernization through investments in governance, digitalization, infrastructure, and cultural evolution. The document is strategic in nature, detailing the

- a. Contexte. Le PCMLI fait partie de la Stratégie de MMPO sous le Chef d'état-major de la Défense. Le PCMLI s'appuie sur des projets existants comme DEFENCEX et établit un plan complet pour réaliser la modernisation par le biais d'investissements dans la gouvernance, la numérisation, l'infrastructure et l'évolution culturelle. Le document est de nature stratégique, détaillant le cadre, les objectifs et les tâches

framework, objectives, and tasks required to modernize the JLN, with a focus on enhancing decision-making, operational efficiency, and readiness across the CAF. The success of the JLMCP will require shared holistic and collaborative support across DND/ CAF.

- b. Central Idea. The delivery of logistics support for both readiness and operations is measured by the Speed of Relevance. The CAF must be capable of transforming data into actionable information that will allow for rapid decision-making and near real-time responses. Joint Logistics modernization must enable the JLN to deliver fidelity on resources and capability readiness, as well as recommendations on what is operationally supportable.
- c. Target Audience. Senior CAF leadership, Joint Logistics Network (JLN) leaders and practitioners, the Chief Joint Logistics (CJLog), and the broader DND/CAF Defence Team. These stakeholders are responsible for overseeing and implementing logistics modernization efforts, ensuring alignment with broader CAF goals. The plan also affects operational units and personnel, requiring them to adapt to new systems and processes to enhance decision-making, readiness, and operational support.
- d. Lines of Effort. To structure modernization activities, four Lines of Effort (LOEs) were established based upon the OSM Strategy. The LOE titles and their outcomes are as follows:

nécessaires pour moderniser le RLI, avec un accent sur l'amélioration de la prise de décision, de l'efficacité opérationnelle et de la préparation au sein des FAC. Le succès du PCMLI nécessitera un soutien holistique et collaboratif au sein du MDN et des FAC.

- b. Idée centrale. La prestation du soutien logistique pour la disponibilité opérationnelle et les opérations est mesurée par la vitesse de pertinence. Les FAC doivent être capables de transformer les données en informations exploitables qui permettront une prise de décision rapide et des réponses presque en temps réel. La modernisation de la logistique interarmées doit permettre au RLI de fournir avec fiabilité l'état de préparation des ressources et des capacités opérationnelles des FAC, ainsi que des recommandations sur ce qui est soutenable sur le plan opérationnel.
- c. Public cible. Les hauts dirigeants des FAC, les dirigeants et les praticiens du Réseau logistique interarmées (RLI), le bureau du Chef de la Logistique interarmées (CLogI) et l'équipe de la défense élargie du MDN/FAC. Ces parties prenantes sont responsables de superviser et de mettre en œuvre les efforts de modernisation logistique en veillant à leur alignement avec les objectifs plus larges des FAC. Le plan concerne également les unités opérationnelles et le personnel, les obligeant à s'adapter à de nouveaux systèmes et processus pour améliorer la prise de décision, l'état de préparation et le soutien opérationnel.
- d. Lignes d'effort. Afin de structurer les activités de modernisation de la logistique interarmées, quatre lignes d'effort ont été établies en fonction de la stratégie de

- (1) People. Modernized training and education sustaining a culture of inclusiveness and continuous modernization;
- (2) Process. Increased operational readiness through end-to-end process standardization and digitization;
- (3) Technology and Systems. Trusted data and system confidence, enabling evidence-based decision-making and risk management; and
- (4) Governance. ARAs aligned and integrated, achieving unity of modernization effort.

3. The support of all stakeholders is key to ensuring that JLMCP remains a successful and valuable milestone in the modernisation of the Logistics Service.

MMPO. Les titres des lignes d'effort et leurs résultats sont comme suit:

- (1) Personnel. Instruction et éducation modernisées soutenant une culture d'inclusion et de modernisation continue;
- (2) Processus. Disponibilité opérationnelle accrue grâce à la normalisation et à la numérisation de bout en bout des processus;
- (3) Technologie et systèmes. Fiabilité des données et du système, permettant une prise de décision fondée sur des données probantes et une gestion des risques; et
- (4) Gouvernance. Harmonisation et intégration des pouvoirs, responsabilités et obligations (PRO), afin de parvenir à l'unité de l'effort de modernisation.

3. Le soutien de toutes les parties prenantes est essentiel pour s'assurer que le PCMLI demeure un jalon réussi et important dans la modernisation du Service de la logistique.

le brigadier-général

L.J. Girouard  
Brigadier-General  
CJLog (Strat J4)/DGS

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Annex – JLMCP on one-page

Liste de distribution

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Annexe – PCMLI en une page

# JOINT LOGISTIC MODERNIZATION CAMPAIGN PLAN

Achieving Speed and Advantage at the Pace of Operations through an Integrated and Interoperable Logistics Network  
 Operational Sustainment Modernization Strategy (OSM) Tranche 1

### Strategic Context

**Mission**  
To strengthen the linkages within the Sustainment Enterprise between Operational Support and Institutional Sustainment by aligning people, processes, technology and governance to enhance readiness and extend operational reach

**Strategic Vision**  
The CAF will be sustained by a fully integrated and modernized Operational Sustainment Enterprise that can drive capability development, generate decisive military advantages, and maintain operational readiness across all domains

**Strategic Problems**

- Material readiness and asset visibility negatively impact operational output
- Weak linkages across the Sustainment Enterprise
- Sustainment modernization advantages untapped as FOC2 concepts
- Sustainment Enterprise lacks data integrity for evidence-based decision-making
- Sustainment skills and business processes are not digitally driven

### Summary

- JLMCP is the first campaign plan under OSM. It aims to modernize Joint Logistics to support informational, decisional, and operational advantage.
- The JLMCP applies the OSM Strategy framework, identifying key modernization objectives and initiatives across the four key LOEs: People, Process, Technology and Systems, and Governance.
- It provides the CAF and all stakeholders within the JLN with a vision and path forward.
- The appointment of a CJLog, enabled with distinctively defined ARAs, will facilitate the practical cohesion of these initiatives. Aligning with the CAF modernization mandate in ONSAF, the CJLog will provide the direction needed for logistics readiness and resiliency.
- The success of the JLMCP will require collaborative support across DND/CAF, Defence Team leadership will be required to lead and support projects and programs, transformation of ARA documents, strategic planning activities, and follow-on implementation directives. Once realized, the JLN will be strategically led and governed and will fully integrate into CAF readiness and operational PC2 systems.

### Joint Logistics Framework

Sustainment Enterprise

Institutional Sustainment

Operational Sustainment

Operational Support

Joint Logistics Network

Defence Team Members

RCLS

Global Supply Chain

DSC

### Joint Logistics Modernization Vision

**JOINT LOGISTICS MODERNIZATION VISION**  
Joint Logistics will provide trusted, resilient, operationally responsive and visible logistics effects in order to better generate decisive military advantages and maintain operational readiness across all domains.

**DIGITALLY EMPOWERED PRACTITIONERS**  
DND/CAF generates and retains digitally empowered practitioners with relevant competencies and tools.

**TRUSTED DATA INSIGHTS**  
DND/CAF leadership obtains trusted data-analytics and insights from across the Sustainment Enterprise.

**OSM COHERENCE**  
Joint Logistics ARAs and activities have coherence and enable successful outcomes for the sustainment enterprise, including integration with DND/CAF digital transformation.

**VISIBILITY**  
Enhanced supply chain visibility improves CAF readiness and trust. This will be supported by a number of on-going DSCC modernization projects including Material Identification, Automated Identification Technology, and DEFENCE.

Vision

**INTEGRATION**  
The CAF has the ability to digitally integrate the sustainment of joint forces on operations.

**INTEROPERABLE**  
The CAF has the ability to participate in the sustainment of a multi-national coalition and digitally exchange Joint Logistics data.

**REAL-TIME**  
The CAF has the ability to plan, position and predict material readiness requirements in real-time.

**DIGITALLY TRANSFORMED**  
DND/CAF has a digitally transformed CAF Supply Chain that leverages warehouse automation to increase operational efficiency and effectiveness.

### Enabling Ecosystem

**ENABLING ECOSYSTEM**  
Integrated entities of government agencies that support provision of force and material, as well as their maintenance of resiliency.

**JOINT LOGISTICS**

Warehousing	Contracting	Distribution
Postal Services	Finance	Automation
Movements	Procuring	Food PCL
Food Services	Comprehensibility	Customs
Transportation	Area Admin	Disposal

**REINFORCEMENT AND SUSTAINMENT NETWORK (RSN)**

**PHYSICAL** - Network of ports, airports, roads, rail, waterways, holding and storage areas that allow the movement of force and supplies.

**FUNCTIONAL** - Legislative and procedural requirements needed for the movement of force and supplies, including for cross border movement.

\*The RSN is a NATO concept focused on NATO states to which Canada is a signatory.

### Strategic Lines of Effort

LINES OF EFFORT	DETAILS	OBJECTIVES AND TASKS		OUTCOMES
		UNDERWAY	FUTURE	
People	Professionalization of logistics, employment with relevant competencies and operating in an inclusive and connected digital workplace.			Modernized training and education fostering a culture of continuous modernization.
Process	The modernization of Joint Logistics processes to ensure standardization, interoperability, and alignment with best practices.			Increased top readiness through end-to-end process standardization and digitization.
Technology & Systems	Guidance in Plan, Execute, Operate, Transparent Information, Tracked Data and System Confidence, enabling evidence-based decision-making and risk management.			Trusted data and system confidence, enabling evidence-based decision making and risk management.
Governance	Modernization of Joint Logistics ARAs, CAF participation in DSCC, Automation and Experience, and Capability Development, Governance, and DSCC data stewardship.	CENTRE OF GRAVITY		ARAs aligned and integrated, achieving unity of modernization effort.