The Benefit of Codification in Support of Operations

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This Is What I Will Cover:

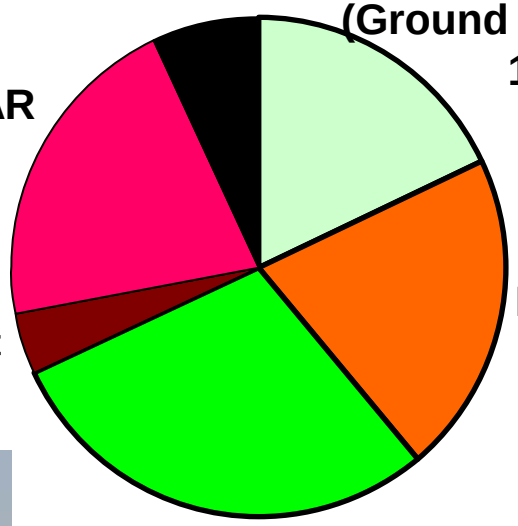
- Context of Urgent Operational Requirements
- What Challenges Did UORs Present
- What Did We Do About It

The Advent of Urgent Operational Requirements (UORs)

The Need For Force Protection……

Urgent Operational Requirements (UORs)

£5.1Billion Allocated Since 2005



1663 UORs
(223 Still Ongoing)

MASTIFF UOR

MASTIFF MPPV WITH APPLIQUE ARMOUR

NP AEROSPACE

MANROY

QIOPTIQ

BEECHWOOD

THALES

ABRO

SUV IPT
PROJECT
MANAGEMENT

CSE IPT

BATCIS IPT

COUGAR BASE VEHICLE

FORCE PROTECTION INC
USA

MASTIFF – New Version (1, 1.5, 1.75, 2 or 3?)

Delays in Deployment COULD Cost Lives

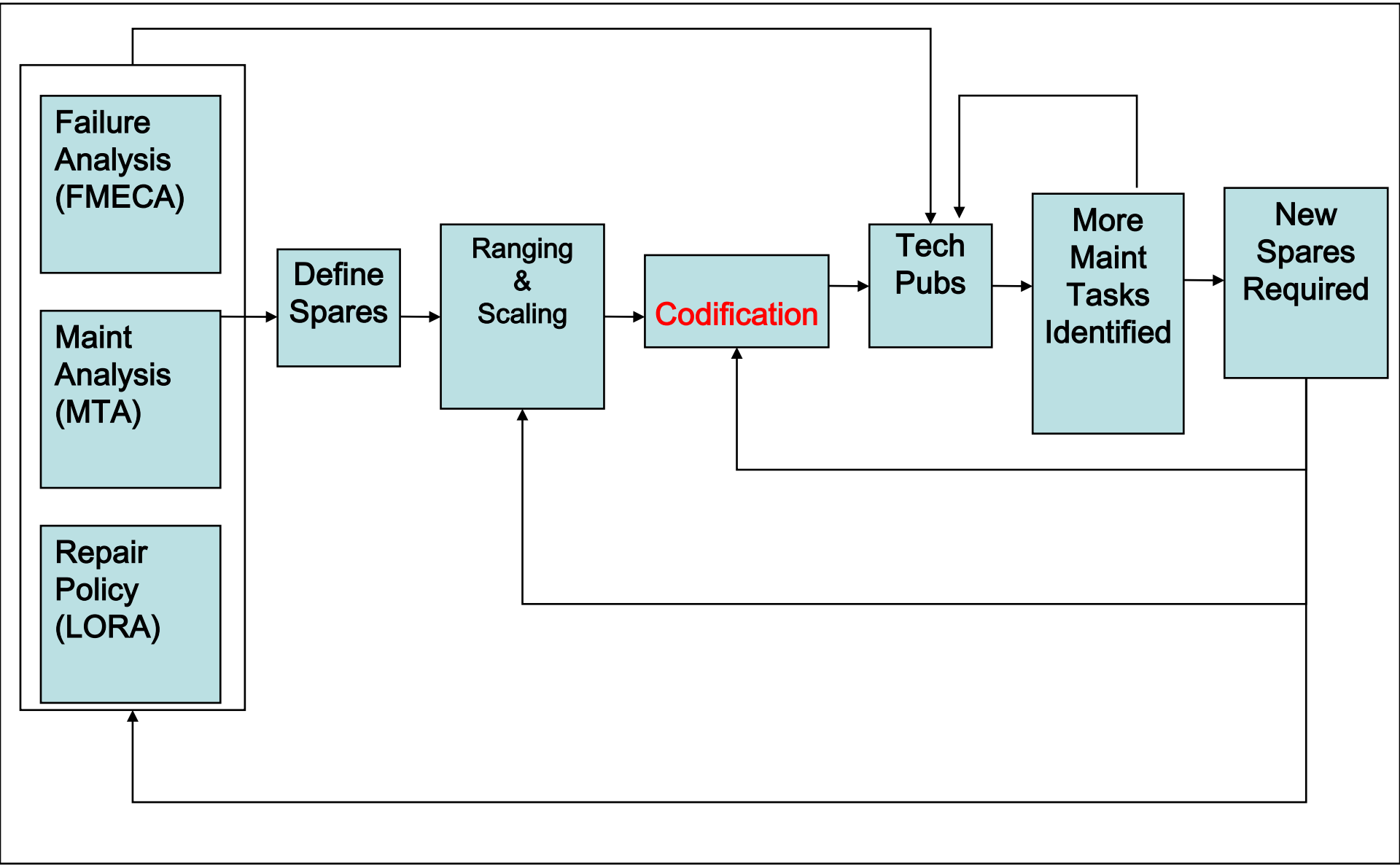
Mastiff Damaged by IED

Delays To Repair Could Also Cost Lives

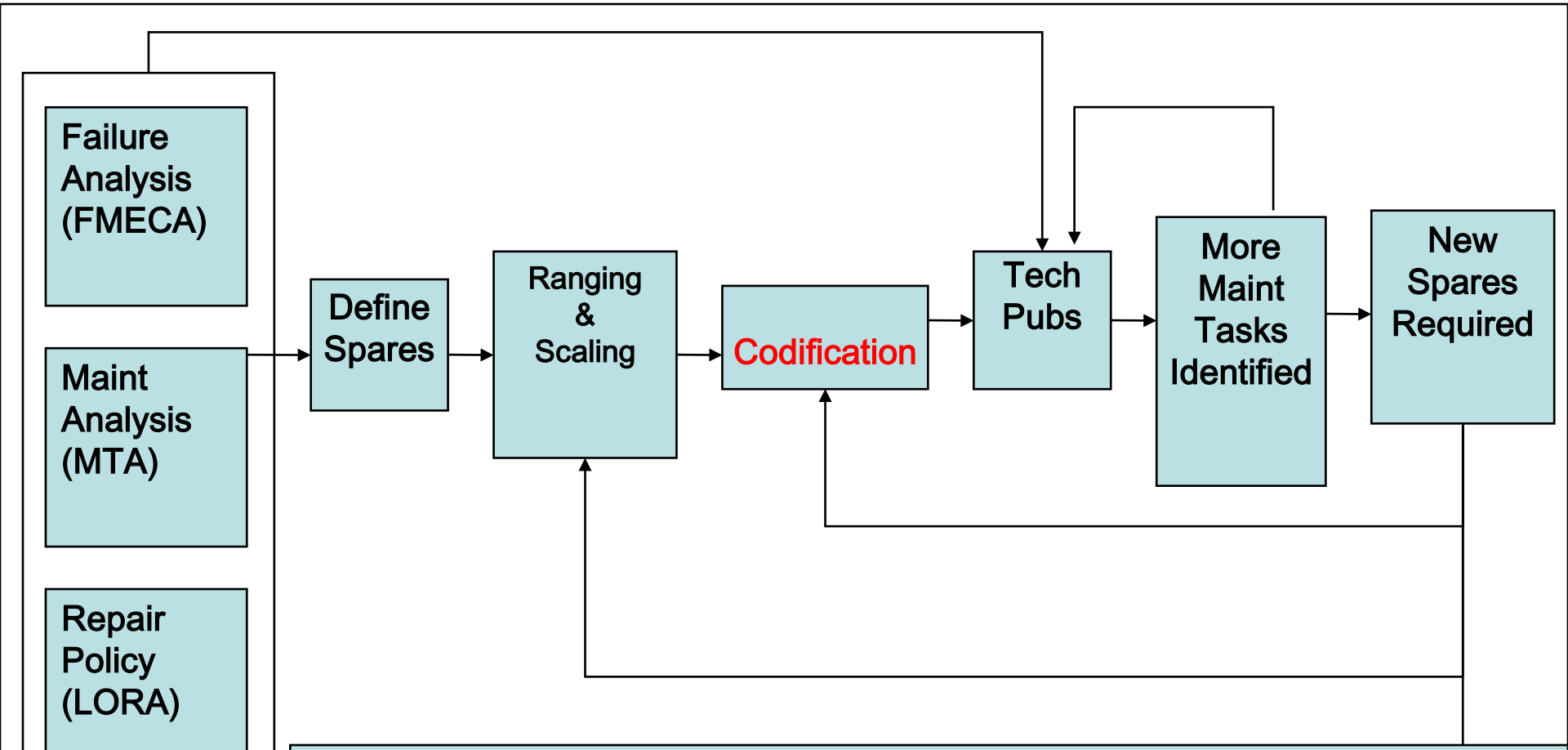
UORs – A Summary of the Supply Problem

- **Numbers of UORs increased Rapidly.**
- **Support Functions Did Not Keep Pace.**
- **They Delivered Sub-optimal Support Solutions.**
- **Costly to Rectify in Time and Resource.**
- **Traded Governing Policies of ILS for Rapid Delivery.**

Support Solutions - Through Life Process



Support Solutions - Through Life Process



These Principles Were Often Traded For RAPID DELIVERY and REDUCED COST

Current UK Support Chain Policy

JSP 886 Vol 2 Part 4 states:

"All Items of Supply procured by PTs or by Industrial partners under Contractor Logistic Support (CLS) arrangements that are to be demanded, managed or tracked using Log IS within the JSC, must be NATO codified.

Prior to deployment..!

2010DIN04-142 - NATO Codification of Urgent Operational Requirement (UOR) - First Time demand items and priority timescales applicable.

This Is Not An Effective Supply Chain...

Neither Is This...

Was This Progress?

RAF Equipment (Tornado Digital Joint Recce Pod).
There were Just 14 in the RAF Inventory - £1M Each.
No NSN visible.

Gold Royal Navy Buttons

Flown from UK
Not Required in Theatre
Not Authorised to be Issued to Theatre.
Codification Issue.

Outcome – The HERRICK Spares Diagnostic

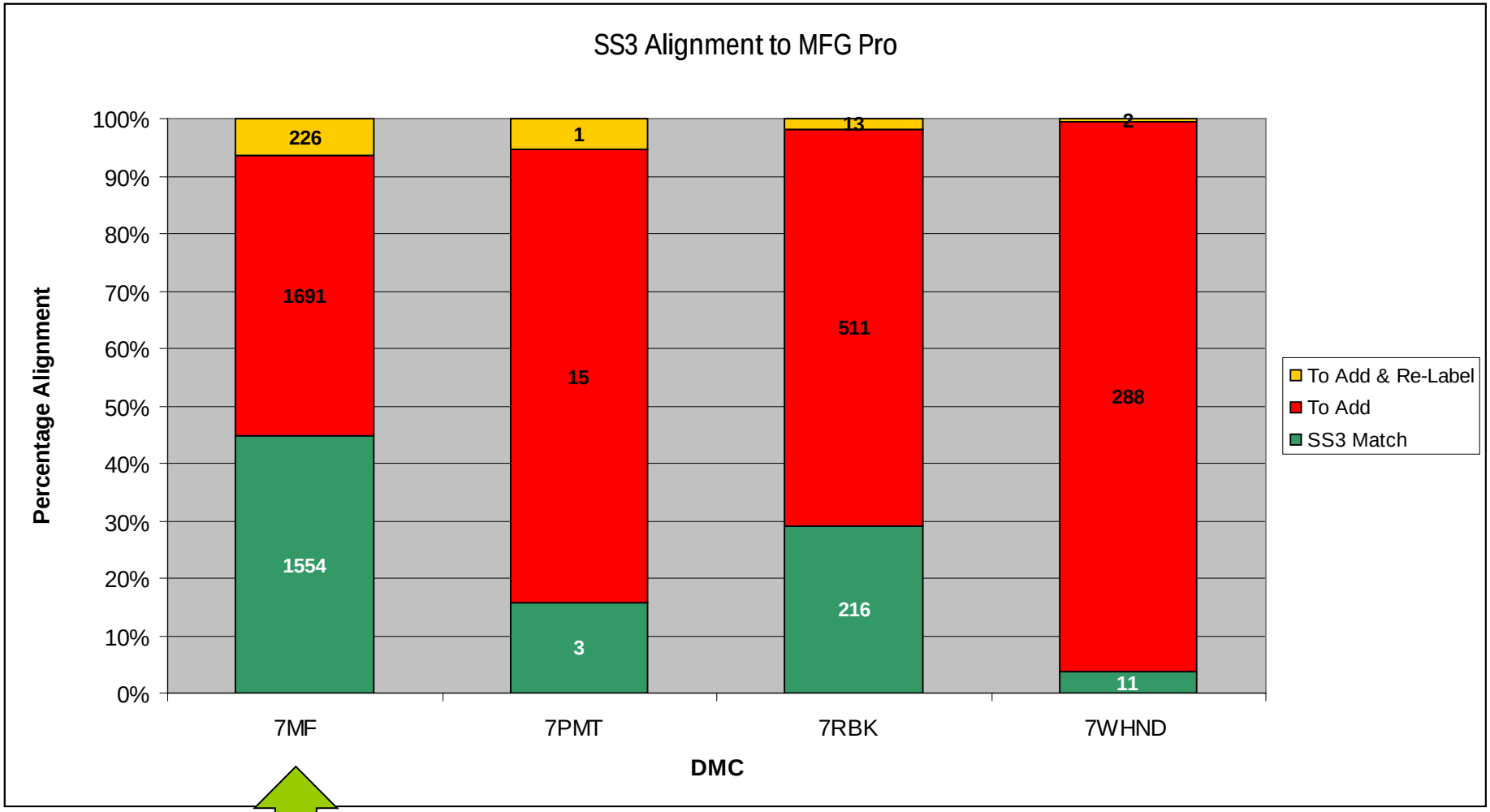
- **SCM Tasked to Conduct Rapid E2E Review of Whole Support Chain.**
- **CJO Directive - All Spares going to Theatre must be Codified PRIOR to Entry into Purple Gate (plus Packaged and Consignment Tracked Correctly). (38% Non Compliance at the Time).**
- **Main Output was the Mandate to Codify Spares.**

So What Did We Do About It?

Impact - Supply Management Data

- **Ensure Line of Sight From Technical Publications in Theatre to Industrial Supplier.**
- **Improve Supply Management Data.**
- **Developed Theatre Temporary NSNs.**
- **Better Assurance, Compliance and Performance.**

Lack Of Demand Alignment



MASTIFF

SMD - Technical Documentation Issues

There Were Thousands of Errors in Tech Pubs…

Issue	DMC1	DMC2	DMC3	DMC4
Incorrect NATO Stock Numbers (NSNs) references requiring update	1036	2	0	0
Incorrect Domestic Management Codes (DMCs) references requiring update	722	119	125	48
Incorrect Manufacturer Part Numbers (MPNs) references requiring update	87	0	0	0

One Item Had 28 Different NSNs…..

Poorly Maintained Supply Management Data

Errors in Data

Issue	DMC1	DMC2	DMC3	DMC4
Number of SMD fields amended/corrected on SS3	3410	222	46	0
Number of SMD fields amended/corrected on ISIS	130	0	4	0

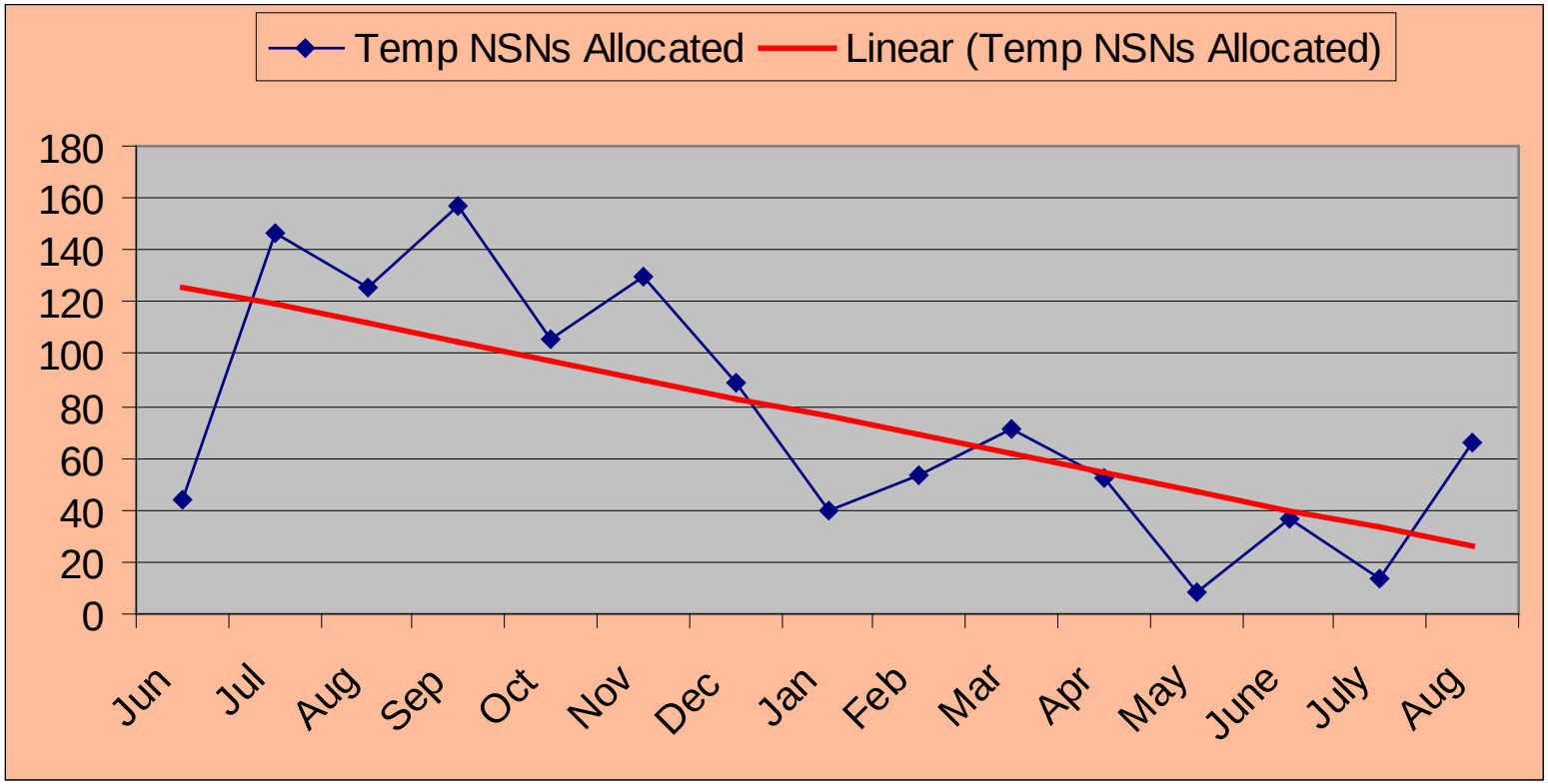
Dirty Demands – Lack of Maintenance

Issue	DMC1	DMC2	DMC3	DMC4
NSNs requiring supersession on SS3	32	3	0	0
NSNs recommended for removal from SS3	1690	493	673	0
Duplicate MPNs (one MPN but multiple NSNs)	25	16	4	0

Theatre Temporary NSNs

- Pre-allocated List of ‘Temp NSNs’ Controlled by Theatre Logistic HQ.
- Used to Account for Uncodified Materiel.
- Item Details Recorded.
- Sent to UKNCB 15th & 30th of Each Month.
- UKNCB Then Create permanent NSNs for Items.
- They Inform Theatre to Take Supersession Action.

Theatre Temporary NSN Trend



Total = 1259 NSNs

Command Interest – Clear Direction

COM(L) and CJO Direction:

Ensure EVERY Item Has NSN Prior to Deployment

- **UKNCB Work to the Customer's Required Delivery Date.**
- **Can be Extremely Fast Turnaround often with very little Data.**
- **Ensures item can be Managed by NSN thus avoiding Supply Chain Headaches**
- **18,000 UOR Codification Requests in Last 12 months Received by UKNCB, 99.4% Target Dates Met.**
- **Targets Dates Range From 1 hour, 1 day, 1 week etc.**
- **Flexible Approach Combining In-house and Contractor Capability to Meet the UOR Codification Requirement.**

Codification is VITAL
To Operational Effectiveness

2610-99-895-8631

NATO Supply Classification

Nation Code

Item Identification Number

National Item Identification Number

Ignore It At Your Peril!!

MINISTRY OF DEFENCE

de&s

Questions?