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**Logistics**

**ENTERPRISE LOGISTICS GOVERNANCE  
(ELG)**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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**SUMMARY OF CHANGES**

This document replaces Air Force Guidance Memorandum (AFGM) 2014-5.3 and is updated to show changes within the organizational structure of AF/A4, Assistant Secretary of the Air Force for Installations, Environment & Energy (SAF/IE) and Assistant Secretary of the Air Force for Acquisition (SAF/AQ). These changes necessitated an update to the membership in the Logistics Council (LC), Logistics Board (LB), and the Logistics Working Group (LWG). This document is updated to replace the former Maintenance Executive Board and Logistics

Readiness Board with supporting working groups/teams to be developed as needed, and to align the Enterprise Logistics Information Technology (ELIT) Board with the ELG structure.

## Chapter 1

### OVERVIEW

**1.1. Overview and Scope.** The Enterprise Logistics Governance (ELG) provides an overarching framework for governing the Air Force Logistics Enterprise by establishing strategy, setting direction, making decisions, and overseeing enterprise-wide logistics processes. The purpose of this GM is to describe the ELG structure, roles and responsibilities and their relationship to Enterprise Logistics Strategy (ELS). While the ELG is a decision making body, it does not alter the statutory, functional, or program execution authorities of its members.

**1.2. General Guidance.** The objectives of the ELG are to:

1.2.1. Provide an overarching framework for governing the Air Force Logistics Enterprise by establishing, maintaining and implementing an ELS.

1.2.2. Validate alignment of the ELS strategic priorities with Department of Defense (DoD) and Air Force strategic priorities and inform the Air Force Strategic Planning and Programming Process (SP3).

1.2.3. Establish initiatives, as needed, in support of the ELS.

1.2.4. Provide guidance and make decisions, within its scope, in support of the ELS by setting direction, tracking strategy execution and performance toward a strategic vision; and overseeing enterprise-wide logistics processes.

1.2.5. Interface with the Air Force Corporate Structure (AFCS) and other Air Force governing bodies as necessary to conduct ELG responsibilities.

**1.3. Structure.** The ELG is a hierarchical four-tier structure comprised of the following governance bodies: Logistics Council (LC), Logistics Board (LB), Logistics Working Group (LWG) and supporting Boards/Working Groups such as the Enterprise Logistics Information Technology (ELIT) Board. See [Chapter 3](#) of this instruction for more information on the ELG governance bodies.

## Chapter 2

### ROLES AND RESPONSIBILITIES

#### **2.1. The Director of Logistics, Deputy Chief of Staff for Logistics, Installations and Mission Support (AF/A4L) shall:**

2.1.1. Assume the roles and responsibilities of the ELG Secretariat in order to administer the ELG.

2.1.2. Assign an ELG Secretariat lead.

#### **2.2. The Director of Resource Integration, Deputy Chief of Staff for Logistics, Installations and Mission Support (AF/A4P) and Director of Logistics, Air Force Materiel Command (AFMC/A4) shall:**

2.2.1. Manage the ELIT governance. ELIT supports the ELS and is aligned to Director, Business Transformation & Deputy Chief Management Officer (SAF/US(M)) information technology processes and policy.

#### **2.3. The ELG Secretariat Lead shall:**

2.3.1. Serve as the single point of contact for all ELG bodies and issues.

2.3.2. Provide expertise to advance ELG processes to enhance high-level executive governance.

2.3.3. Integrate ELS inputs per ELG direction.

2.3.4. Maintain a list of action items for each ELG body and track items through closure.

2.3.5. Maintain and perform the necessary functional and technical coordination of the ELG policy.

2.3.6. Maintain documentation of ELG processes.

2.3.7. Administer the standard work of the ELG.

2.3.8. Verify initiative packages meet documented ELG criteria prior to board meetings and/or distribution to members.

2.3.9. Track, monitor and report on the status of ELG initiatives on a regular basis.

## Chapter 3

### ELG STRUCTURE

**3.1. Logistics Council (LC).** The LC provides guidance or direction to the LB on operational issues affecting logistics, and is informed by the LB of logistics issues affecting operations. The LC further provides guidance and makes decisions on issues elevated by the LB chair through the ELG decision-making process. Additionally, the LC is responsible for interfacing and communicating with internal and external organizations and structures regarding the ELS.

3.1.1. The Assistant Secretary of the Air Force for Acquisition (SAF/AQ) and the Deputy Chief of Staff for Logistics, Installations and Mission Support (AF/A4) serve as co-chairs of the LC.

3.1.1.1. The LC chairs retain authority over all LC permanent voting membership changes. The LC chairs may also request the participation of non-member advisors to provide expertise, guidance and to assist in identifying and assessing the impacts or risks of potential decisions.

3.1.2. Members of the LC are as follows: AF/A3, MAJCOM/CVs and NGB/CF.

**3.2. Logistics Board (LB).** The LB develops, refines and approves the ELS. Additionally, the LB sets strategic priorities and initiatives for the logistics enterprise; initiates changes to the ELS; approves performance metrics to measure progress; and advocates for resources to support the ELS within Headquarters Air Force (HAF), Office of the Secretary of Defense (OSD) and the Joint Staff. The LB oversees strategy implementation by providing champions for ELS initiatives. The LB reviews metrics to constantly assess current state performance and adjust the ELS as required.

3.2.1. The AF/A4 serves as the chair of the LB.

3.2.1.1. The LB chair oversees the ELS, provides direction to the LWG Chair and delegates authority as appropriate.

3.2.1.2. The LB chair retains authority over all LB permanent voting membership changes. The LB chair may also request the participation of non-member advisors to provide expertise, guidance, and to assist in identifying and assessing the impacts or risks of potential decisions.

3.2.2. Members of the LB are: AF/A4 Deputy, AF/A4L, AF/A4P, SAF/AQD, ACC/A4, AETC/A4/7, AFGSC/A4/7, AFMC/A4, AFRC/A4, AFSOC/A4, AFSPC/A4/7, AMC/A4, NGB/A4, PACAF/A4/7, USAFE/A4/7, AFLCMC/CC and AFSC/CC.

3.2.2.1. AFMC/A4 is the sole designated voting member from AFMC.

3.2.3. Members of the LB create, align and assess the ELS implementation; determine courses of action; and provide direction to the LWG representative within their own organization. Additionally, LB members communicate the ELS internally to the logistics community and externally to other functional areas and stakeholders and advocate for resources to support the ELS within the HAF, OSD and Joint Staff.

**3.3. Logistics Working Group (LWG).** The LWG provides inputs to and assists the LB in creating and revising the ELS; refining and reviewing top-level metrics for LB approval. Additionally, the LWG ensures implementation of current strategic priorities and initiatives as well as assesses alignment of new internal and external high priority requirements and issues. If aligned to strategy, the LWG will initiate appropriate action or recommend LB approval. The LWG fosters and proposes new concepts and projects for LB consideration and provides monthly oversight activities regarding strategic priorities and initiatives.

3.3.1. The AF/A4L serves as chair of the LWG.

3.3.1.1. The LWG chair maintains ELG processes; evaluates ELS feedback from the membership; oversees appropriate follow on actions; and facilitates decision making processes.

3.3.1.2. The LWG chair retains authority over all LWG permanent voting membership changes. The LWG chair may also request the participation of non-member advisors to provide expertise, guidance and to assist in identifying and assessing the impacts or risks of potential decisions.

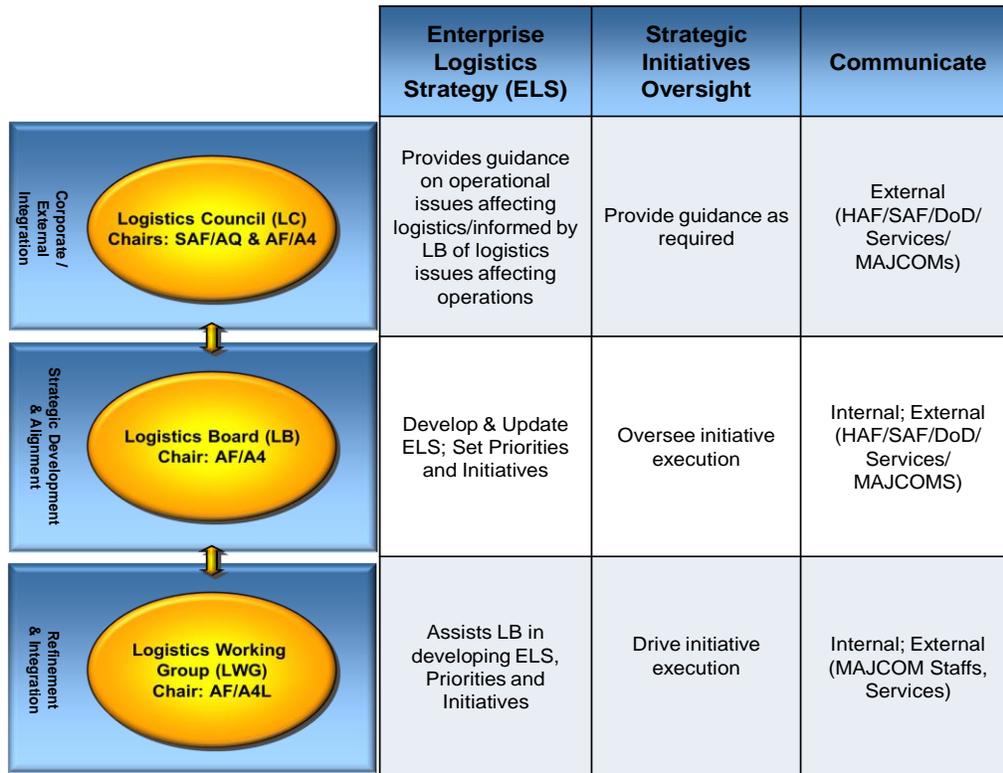
3.3.1.3. The LWG chair provides functional direction to the ELIT Governance to support the ELS.

3.3.2. Members of the LWG are: Deputies from AF/A4L, AF/A4P, SAF/AQD, ACC/A4, AETC/A4/7, AFGSC/A4/7, AFMC/A4, AFRC/A4, AFSOC/A4, AFSPC/A4/7, AMC/A4, NGB/A4, PACAF/A4/7, USAFE/A4/7, AFLCMC/CV and AFSC/CV.

3.3.2.1. Although AFMC retains multiple members, AFMC/A4 (Deputy) is the sole designated voting member from AFMC.

3.3.3. LWG members assess ELS implementation; scope initiatives; drive execution of action items/initiatives; and make recommendations for LB-required decisions. In accordance with LB direction, the LWG resolves enterprise-level issues and/or recommends a course of action for LB discussion/decision. Additionally, LWG members advocate for resources to support the ELS.

Figure 3.1. ELG Structure



**3.4. Enterprise Logistics Information Technology (ELIT) Board.** The ELIT Board provides governance for the Air Force Logistics Information Technology (IT) enterprise. The ELIT Board ensures alignment of applicable Logistics IT policies with the ELS and creates Logistics IT programs and processes that support the ELS objectives. The ELIT Board also ensures communication of the ELS to Air Force IT governance forums.

3.4.1. The AF/A4P and AFMC/A4 serve as the co-chairs for the ELIT Board.

3.4.2. The ELIT Board Co-Chairs oversee the Logistics IT Strategy; provide IT guidance to the LWG and delegate authority as appropriate; maintain responsibility for an ELIT Secretariat and any sub-ELIT governance entities; determine ELIT governance procedures; and retain authority over final approval of all ELIT Board permanent voting membership changes. ELIT Board Co-Chairs also advocate for information technology resources to support the Logistics IT Strategy and the ELS within HAF, OSD and Joint Staff.

3.4.3. Members of the ELIT Board are: Representatives from the AF/A4P, AFMC/A4, ACC/A4, AETC/A4/7, AFDW/A4, AFGSC/A4/7, AFRC/A4, AFSOC/A4, AFSPC/A4/7, AMC/A4, NGB/A4, PACAF/A4/7, USAFE/A4/7, AF/A4L and SAF/AQD.

3.4.4. ELIT Board Advisors consist of representatives from the SAF/AQ, SAF/CIO A6, SAF/US(M), Air Force Program Executive Office/Business and Enterprise Systems (AFPEO/BES) and the Air Force Program Executive Office/Command, Control,

Communications, Intelligence and Network (AFPEO/C3I&N) . The Co-Chairs have the authority to designate additional advisors.

3.4.5. Members of the ELIT Board create and approve a Logistics IT strategy that addresses the IT requirements of the ELS; provide IT guidance to the LWG representatives within their respective organizations, and communicate the Logistics IT requirements within the larger Air Force logistics and information technology communities.

JUDITH A. FEDDER, Lieutenant General, USAF  
DCS/Logistics, Installations & Mission Support

## Attachment 1

## GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

*References*

AFPD 63-1/20-1, *Integrated Life Cycle Management*, 3 July 2012

AFMAN 33-363, *Management of Records*, 1 March 2008

*Prescribed Forms*

None

*Adopted Forms*

AF Form 847, *Recommendation for Change of Publication*

*Abbreviations and Acronyms*

**AFMAN**—Air Force Manual

**AFPD**—Air Force Policy Directive

**AFRIMS**—Air Force Records Information Management System

**AFCS**—Air Force Corporate Structure

**DoD**—Department of Defense

**ELG**—Enterprise Logistics Governance

**ELIT**—Enterprise Logistics Information Technology

**ELS**—Enterprise Logistics Strategy

**HAF**—Headquarters Air Force

**IT**—Information Technology

**LB**—Logistics Board

**LC**—Logistics Council

**LWG**—Logistics Working Group

**MAJCOM**—Major Command

**OPR**—Office of Primary Responsibility

**OSD**—Office of the Secretary of Defense

**RDS**—Records Disposition Schedule

**SP3**—Strategic Planning and Programming Process

*Terms*

**Air Force Corporate Structure (AFCS)**—The AFCS embodies the corporate review process for HQ USAF. It does not replace the functional staff but, rather, enhances it by allowing time critical or time limited functional reviews at the appropriate levels. The deliberative components

of the Corporate Structure are the Air Force Council (AFC), the Air Force Board (AFB), the Air Force Group (AFG) and the thirteen Mission and Mission Support Panels. This structure increases management effectiveness and improves cross-functional decision-making by providing a forum in which senior Air Force leadership can apply their collective judgment, experience, and analysis to major programs, objectives and issues. This process balances programs among mission areas, between force structure and support, and between readiness, modernization and transformation. Additionally, this approach ensures the Air Force program is capabilities-based and supports the Joint warfighter. Only military or DOD civilian personnel assigned to the Air Staff or Office of the Secretary of the Air Force may serve as members of the corporate structure.

**Logistics Enterprise**—Logistics Enterprise consists of the logistics architecture, organization, personnel, processes and governance and includes supply support, storage, maintenance, support equipment, contract services, software and data management and all logistics personnel.

**Enterprise Logistics Governance (ELG)**—The ELG provides an overarching framework for governing the Air Force Logistics Enterprise by establishing strategy, setting direction, making decisions, and overseeing enterprise-wide logistics processes. While the ELG is a decision-making body, it does not alter the statutory, functional, or program execution authorities of its members.

**Enterprise Logistics Strategy (ELS)**—The ELS is the strategy that guides the direction of the Logistics enterprise. It consists of a mission, vision, priorities, goals, objectives and initiatives that describe the future operation of the Air Force Logistics Enterprise.

**Logistics Council (LC)**—The LC provides guidance or direction to the LB on operational issues affecting logistics, and is informed by the LB of logistics issues affecting operations. The LC further provides guidance and makes decisions on issues elevated by the LB chair through the ELG decision-making process. Additionally, the LC is responsible for interfacing and communicating with internal and external organizations and structures regarding the ELS, and for providing MAJCOM/CV communication on logistics issues with implications beyond the logistics enterprise.

**Logistics Board (LB)**—The LB develops, refines and approves the ELS. Additionally, the LB sets the strategic priorities and initiatives for the logistics enterprise; initiates changes to the ELS; approves performance metrics to measure progress; and advocates for resources to support the ELS within the HAF, OSD, and Joint Staff. The LB oversees strategy implementation by providing champions for ELS initiatives. The LB reviews metrics to constantly assess current state performance and adjust ELS as required.

**Logistics Working Group (LWG)**—The LWG provides inputs to and assists the LB in creating and revising the ELS, refining and reviewing top-level metrics for LB approval. Additionally, the LWG ensures implementation of current strategic priorities and initiatives as well as assesses alignment of new internal and external high priority requirements and issues. If aligned to strategy, the LWG will initiate appropriate action or recommend LB approval. The LWG fosters and proposes new concepts and projects for LB consideration and provides monthly oversight activities regarding strategic priorities and initiatives.

**Enterprise Logistics Information Technology (ELIT) Board**—The ELIT Board provides governance for the Air Force Logistics IT Enterprise. The ELIT Board ensures alignment of

applicable Logistics IT policies with the ELS; and creates Logistics IT programs and processes that support the ELS objectives. The ELIT Board also ensures communication of the ELS to Air Force IT governance forums.