



**Defense, Security & Justice**

Leveraging Statement of Objectives  
with associated PWS versus excessive  
detailed PWS for JTMS selection

## The Department of Defense (DoD) faces a pressing challenge in modernizing its processes and data management tools to meet near peer adversaries.

It is essential to rapidly adapt to the ever-changing global supply chain by implementing enterprise resource planning (ERP) systems and transportation management system (TMS) to plan, order, ship, track, pay, and audit multimodal shipments across multiple carriers globally. The DoD requires agile, on-time, accurate logistics support, enabling global mobility and ensuring mission success.

### The following specific areas must be addressed:

- **Enhanced transportation efficiency:** Streamlining transportation operations for maximum throughput in war, and achieving cost savings by optimizing the TMS platform in peace.
- **Real-time visibility and tracking:** Establishing a robust tracking system for assets, vehicles, and personnel to enhance situational awareness and support timely decision-making.
- **Seamless integration and interoperability:** Ensuring smooth integration between various systems and stakeholders to improve authoritative and clean data exchange, operational efficiency, and audit compliance.
- **Adapting to changing requirements:** Meeting evolving mission requirements, and rapidly responding to emerging challenges in transportation and logistics in real time.
- **Mitigating security risks:** Strengthening cybersecurity measures and protecting sensitive data from potential threats in a contested environment.
- **Leveraging advanced analytics:** Utilizing data-driven insights to improve resource allocation, predictive maintenance, and operational planning.

However, the currently separate systems hinder the DoD from tackling multifaceted problems that require leadership to have ability to visualize the entire network of available transportation assets with real-time, accurate, and authoritative data and data-driven analysis to address unexpected disruptions. These legacy processes position the United States at a vulnerable state to proactive aggressors desiring to challenge and disrupt our global logistical capabilities. Acquiring and deploying a TMS is pivotal in realizing the core operations of DoD by integrating and optimizing transportation operations across all services and combatant commands, while enabling real-time visibility and offering mission efficiency and agility, as well as financial efficiency and auditability. By leveraging a commercially available ERP platform (commercial off-the-shelf, or COTS) joint transportation management system (JTMS), the DoD can achieve rapid response to evolving mission requirements and improve readiness through effective asset management.

Selecting the best-fit JTMS ERP that can adapt to the evolving business and geopolitical environments is a strategic imperative for the DoD.

The proposed acquisition solution of leveraging a Statement of Objectives (SOO) framework for JTMS versus a prescriptive, predetermined, overly detailed performance work statement (PWS) ensures an agile approach to the complex challenges encountered by the DoD in the following ways:

- Maximizes agility and streamlines innovative solutions to complex problems via a COTS solution that includes proven leading ERP implementation commercial practices.
- Takes advantage of most of the JTMS critical functionality out of the box to avoid developing redundant requirements from a detailed PWS.
- Prioritizes business trade-offs, thus accelerating and driving synchronization with the critical business process reengineering/organizational change management (BPR/OCM) process.
- Identifies known constraints, risks, and opportunities to enable integrator innovation inclusive of implementation accelerators to save deployment time and cost.
- Promotes incremental and/or scalable deployment to enable absorption of legacy capabilities.
- Reduces duplication cost of legacy customization and increases user adoption of the solution.
- Allows for scalability and adaptability, enabling the DoD to accommodate future needs and emerging technologies without extensive contract modifications.

	Statement of Objectives (SOO) with associated limited PWS	Detailed Statement of Work (SOW) requirements
Pros	<ul style="list-style-type: none"><li>• Maximizes agility and innovation</li><li>• More cost-effective</li><li>• Allows for scalability and adaptability</li></ul>	<ul style="list-style-type: none"><li>• Provides exact specifications to achieve desired results</li></ul>
Cons	<ul style="list-style-type: none"><li>• If appropriate evaluation metrics and PWS aligned with the SOO are not implemented, then the JTMS program may encounter difficulty to deliver capability and/or achieve momentum</li><li>• Must establish effective agile processes and communications to ensure objectives will be met</li><li>• Only proven integrators with successful ERP implementations and O&amp;M sustainment models can be trusted to perform in an SOO contract environment</li></ul>	<ul style="list-style-type: none"><li>• Too many specifications can stifle creativity and ability to accelerate schedule</li><li>• Difficult to modify requirements versus agile process, which can lead to schedule delays and additional costs for the JTMS program</li><li>• Missed opportunities for cost savings</li><li>• Missed opportunity for innovation by being too restrictive to meet unnecessary requirements</li></ul>



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