



**PACIFIC AREA
SENIOR OFFICER
LOGISTICS SEMINAR
BROCHURE**

INTRODUCTION

The Pacific Area Senior Officer Logistics Seminar (PASOLS) is a dynamic and growing organisation which began in 1971. Senior logisticians from Pacific, Asian and Indian Ocean area nations attend the annual seminar. As many as 30 nations have participated to:

- a. exchange logistics information;
- b. pursue bilateral and multilateral initiatives; and
- c. encourage a spirit of friendship and regional cooperation.

A wide range of topics such as automated logistics management systems, cooperation in rationing, interoperability, and cooperation in outsourcing have been considered over the years, but emphasis is now being placed on the development of a PASOLS Mutual Logistics Support Handbook. The Handbook is a guide to the implementation of formal arrangements for the provision of reciprocal logistics support between nations. Major elements covered are Support to Coalition, Humanitarian Assistance/Disaster Relief and United Nations Operations.

Participation in PASOLS benefits members by offering the opportunity to meet with senior logisticians from other nations, to discuss common logistics problems and to develop mutually beneficial solutions. The personal contact between member nation logisticians is invaluable in building relationships and promoting understanding which facilitates cooperation in mutual logistics support when the need arises. Each annual seminar has a program of lectures, case studies and desk top analyses.

PASOLS meetings are conducted in a non-political, friendly and relaxed atmosphere. To enhance your efforts to improve logistics support and to develop ways to reduce logistics costs while increasing operational effectiveness, you should seriously consider participation in PASOLS. For more information, please contact the PASOLS secretariat at: USPACOM/J4, Box 64020, Camp H.M. Smith, HI 96818-4020, phone 1-808-477-9473, fax 1-808-477-0944, or email Rhonda.Fisher@pacom.mil.

I. CAPSULE HISTORY OF PASOLS

1.1 The Pacific Area Senior Officer Logistics Seminar (PASOLS) began in 1971 as a U.S. Army initiative. Known then as the PACOM Army Senior Officer Logistic Seminar, it was sponsored by Headquarters, U.S. Army Pacific (USARPAC). The first meeting was held in Okinawa, and the 23 attendees (about half one star or above) each occupying key logistics appointments, represented nine Pacific area countries; Taiwan, Indonesia, Khmer Republic, Korea, Philippines, Singapore, Thailand, United States and Vietnam.

1.2 In 1976 the seminar broadened, with HQ USPACOM taking over from USARPAC. The name was changed to Pacific Area Senior Officer Logistics Seminar (PASOLS) and the seminar became multi service. The Republic of Korea hosted PASOLS in 1980, the first time that the multi service seminar was hosted outside the U.S. and the highlight was the drafting of 'Terms of Reference' which provided a basic structure for future seminars.

1.3 The 'Terms of Reference' were revised in 1984 at a PASOLS held in Hawaii and these provided a more formal structure and established USPACOM as the permanent secretariat. Growth of participation was evident from the 68 delegates (22 of civilian or military one star or above or level) representing the 12 member nations. Further significant changes were made in 1988 where PASOLS members agreed to the venue rotating between member nations. Hosting guidelines, delineating host country responsibilities as well as those of USPACOM as the Secretariat, were approved and incorporated into this brochure.

1.4 At the 35th PASOLS, held in Hawaii in 2006, delegates from 22 of the member countries discussed the revision of the structure, activities and output of the seminar. Agreement was reached that management of PASOLS activities would be undertaken by a staff level PASOLS Planning Group and that the prime focus of PASOLS would be logistics interoperability between member nations. The principal output was decided to be a PASOLS Mutual Logistics Support Handbook. New Terms of Reference detailing the revised focus were tabled and are at *Chapter II, Terms of Reference*.

1.5 From its inception in 1971, PASOLS has seen substantial growth in both participation and successes. Up to 130 delegates have attended the seminar from 30 nations, and as at the date of this brochure there are 25 Member Nations and 8 nations with Observer status. The principles of mutual cooperation and sharing will allow PASOLS to continue to flourish and provide a valuable service to all participating nations.

II TERMS OF REFERENCE

1. PURPOSE

1.1 These terms of reference delineate the name, mission, vision, participation, organization, functions and responsibilities for a regional logistics forum.

2. NAME

2.1 Pacific Area Senior Officer Logistics Seminar (PASOLS).

3. MISSION

3.1 To provide a non-political forum for participating nations to share experiences, exchange information, and foster cooperation and interoperability on logistics support and related subjects.

4. VISION

4.1 Enhanced national and multi-national logistics capability and interoperability through the sharing of information.

5. ORGANIZATION/FUNCTIONS/RESPONSIBILITIES

PASOLS Meetings

5.1 The annual gathering of PASOLS Members and Observers will be referred to as PASOLS.

5.1.1 PASOLS will consist of senior logisticians from defense departments and/or joint/service staffs and/or national security services of participants.

5.1.2 The host nation is to appoint a chairperson for the meeting.

Management

5.2 Management of PASOLS activities will be by a staff level working group representing all member nations known as the PASOLS Planning Group (PPG) Guidance and direction to the PPG for the ensuing year will be provided by the Heads of Delegation (HOD) during the annual PASOLS meeting.

5.2.1 The PPG will consist of a representative from each member nation appointed by its senior delegate and will meet annually, normally in March/April.

5.2.2 The PPG will be responsible for:

5.2.1.1 Preparation of the agenda for the next PASOLS, including development of any case studies/exercises required;

5.2.1.2 Identifying locations/dates of future PASOLS and PPG meetings;

5.2.1.3 Proposing amendments to these Terms of Reference; and

5.4.1.4 Presenting PPG recommendations to the membership of PASOLS.

5.2.3 Member nations should ensure continuity of their PPG representative to the maximum extent possible (i.e. send the same individual to as many successive PPG meetings as possible).

Administration

5.3 Administration will be carried out by a Secretariat within the US Pacific Command J4 office. The Secretariat is responsible for:

5.3.1 Providing administrative support to PASOLS, the PPG, and, if requested, the chairperson;

5.3.2 Coordinating PASOLS activities as required;

5.3.3 Maintaining a communications channel for and between member nations;

5.3.4 Publishing reports and bulletins as necessary; and

5.3.5 Providing all new members with introductory informational material which will assist their integration into the organization.

5.4 The Secretariat will assist the Host Nation with administrative support to PASOLS meetings.

6. CONDUCT OF MEETINGS

PASOLS

6.1 The focus of the annual PASOLS meeting is to be on logistics interoperability between Member Nations at the operational and strategic level.

6.2 The principal output of PASOLS is to be an evolving and current PASOLS Mutual Logistics Support Handbook (PASOLS MLSH). Major elements to be covered in the MLSH are Support to coalition operations, support to UN operations and support for Humanitarian Assistance/Disaster Relief. These elements are to be addressed by PASOLS, on a three year cycle, with the intention of incorporating new material which is of value to members.

6.3 The PASOLS meeting will consist of the following major activities:

- 6.3.1 An administrative period;
- 6.3.2 Lectures from knowledgeable members on topics being reviewed by the meeting;
- 6.3.3 A case study or desk top exercise which will develop members' knowledge and abilities in the topic areas;
- 6.3.4 Presentations on current trends in logistics if applicable; and
- 6.3.5 A review of outcomes of the conference, to determine future action items.

PPG

6.4 The annual PPG planning meeting in March/April each year will last approximately three days, and will prepare the detailed arrangements and content for the next PASOLS Meeting, as well as conducting any administrative business required. It is to be treated as a working meeting, with limited cultural and ceremonial input.

6.5 The PPG will report to the annual PASOLS meeting.

7. PARTICIPATION

7.1 Participation in PASOLS, as a "member" or "observer" is limited to nations/territories/international (not for profit) organizations within the U.S. Pacific Command area of responsibility (USPACOM AOR).

7.2 Members:

7.2.1 Membership in PASOLS is limited to independent nations within the USPACOM AOR.

7.2.2 Member nations are to be:

7.2.2.1 Committed to achievement of the PASOLS Vision;

7.2.2.2 Willing to be actively involved in initiating or participating in cooperative logistics efforts; and

7.2.2.3 Willing to host PASOLS and PPG meetings on a rotational basis as their resources permit.

7.2.3 Membership entitles nations to:

7.2.3.1 Receive special reports of services generated through PASOLS;

7.2.3.2 Engage in cooperative logistics efforts under the auspices and with the full support of other member nations; and

7.2.3.3 Provide a voting and working member of the PPG.

7.2.4 A nation desiring to become a PASOLS member shall submit a written request to the PASOLS Secretariat. The Secretariat will seek concurrence of Member Nations. Approval of new members will require a unanimous vote of PASOLS Members.

7.2.5 Members will be signatories to these Terms of Reference.

7.2.6 Current member nations are listed at Annex A to this Chapter.

7.3 Observers:

7.3.1 An Observer is any invited nation/territory/international (not for profit) organization which attends a PASOLS, or a nation seeking to assess the value of PASOLS with a view to applying for membership.

7.3.2 Nomination of a nation for observer status can be initiated by either a PASOLS member or at the request of an eligible Nation/Territory/International (not for profit) Organization.

7.3.3 The Secretariat will advise member nations of the results of any new Observer proposal prior to the annual PASOLS and, as required, invite the new Observer to the next PASOLS.

7.3.4 Current observers are listed at Annex A to this Chapter.

8. **COMMUNICATION/PUBLICATIONS**

8.1 PASOLS Web Site: The principal means of communication and repository of PASOLS products is to be the PASOLS Web Site (www.pasols.org) which will be maintained by a PASOLS member nation appointed for a three year period.

8.2 The PASOLS Web site will contain at least the following:

8.2.1 Aims and objectives of PASOLS;

8.2.2 Details of PASOLS Members, Points of Contact, Terms of Reference, etc;

8.2.3 The PASOLS Mutual Logistics Support Handbook (PASOLS MLSH) and lessons learned;

8.2.4 Member Nation Logistics information; and

8.2.5 A PASOLS information centre containing copies of, or links to, research material and general information of direct interest to PASOLS members.

8.3 PASOLS Brochure. The PASOLS Brochure will be updated and published biannually (in odd numbered years) by the Secretariat and posted on the web site

Annex A, PASOLS Member Nations

ANNEX A TO PASOLS TOR

PASOLS MEMBER NATIONS

The countries listed below became member nations of the Pacific Area Senior Officer Logistics Seminar (PASOLS) on the indicated date by means of their duly appointed representatives affixing their signatures to the following statement:

“The signature(s) below constitute acceptance, by the respective nation, of the Pacific Area Senior Officer Logistics Seminar (PASOLS) Terms of Reference as of the date indicated.”

COUNTRY	DATE OF MEMBERSHIP
Commonwealth of Australia	4 June 1984
People's Republic of Bangladesh	4 June 1984
Republic of Korea	4 June 1984
New Zealand	4 June 1984
Independent State of Papua New Guinea	4 June 1984
Republic of the Philippines	4 June 1984
Republic of Singapore	4 June 1984
Democratic Socialist Republic of Sri Lanka	4 June 1984
Kingdom of Thailand	4 June 1984
United States of America	4 June 1984
Canada	25 February 1989
Kingdom of Tonga	25 February 1989
Solomon Islands	14 April 1991
Republic of the Fiji Islands	27 April 1992
Republic of Kiribati	29 March 1993
Malaysia	29 March 1993
Brunei Darussalam	19 September 1994
Mongolia	19 September 1994
People's Republic of China	18 September 1995
Japan	18 September 1995
Republic of Indonesia	21 September 1998
Republic of Maldives	21 September 1998
Republic of Vanuatu	20 September 1999
Republic of Madagascar	25 September 2000
Republic of India	2 September 2002

PASOLS OBSERVERS

Cambodia	Comoros
Laos	Mauritius
Nepal	Russia
Samoa	Vietnam

III. MEETINGS

1. INTRODUCTION

1.1 PASOLS meetings offer a rewarding experience for the senior logisticians of member nations, providing guidance on the enhancement of individual nation logistics capabilities and the pursuit of bilateral and multilateral initiatives. The seminars also enable members to further their understanding of fellow member nations, and provide a venue for informal discussions among attending nation delegates. The focus of the meetings is interoperability between member nations at the operational and strategic levels, and the PASOLS Mutual Logistics Support Handbook (MLSH) is the embodiment of this. The MLSH deals with support to coalition operations, to United Nations Operations and Humanitarian Assistance/Disaster Relief, and these activities are addressed at the seminars on a rotating program.

1.2 The seminars are conducted annually, normally in September or October, and are preceded by the PASOLS Planning Group (PPG) meetings held in the March/April timeframe to set the agenda. The Member nations host the seminars in rotation as their resources permit, and the PPG has the task of identifying the locations and dates of future PASOLS and PPG meetings.

1.3 Invitations to the meetings are issued by the PASOLS Secretariat on behalf of the member nations and may include observers as well as the members. Current members and observers are listed in Annex A to *Chapter II Terms of Reference*.

1.4 The seminar consists of an administrative period, lectures and presentations, and a review of outcomes of the conference, to determine future action items.

2. SECRETARIAT

2.1 US PACOM J4 is the permanent secretariat for PASOLS and is responsible for the duties set out in *Chapter II Terms of Reference*. With respect to the annual seminar, the Secretariat issues invitations and produces and administers the agenda in consultation with the host nation.

3. HOST NATION DUTIES

3.1 The rotational host nation functions are as follows:

- **Pre-meeting coordination.** The host nation assigns an official point of contact to directly liaise with the Secretariat to address all issues to do with PASOLS or the PPG meetings.
- **Transportation.** Coordination and provision of local transportation of PASOLS/PPG attendees to and from airports/arrival points and as required for group events is to be provided by the host nation. Details of the coordinator should be provided in advance to all attendees.

- **Accommodation and Seminar Facilities.** The host nation arranges accommodation for the PASOLS/PPG attendees. The cost of accommodation is met by individual attendees/nations. The host nation provides facilities for the PASOLS plenary sessions and panel discussion rooms as advised by the PPG, break area, hospitality room and administrative office space. All expenses incurred in providing these facilities are the responsibility of the host nation.
- **Administrative Support.** The host nation provides administrative support services for PASOLS including a business centre and audio visual services.
- **Escort/Airport Reception.** Protocol for visiting general officers and senior officials may be rendered at the discretion of the host nation. Host nation escort officers will be assigned to meet general officers and senior visitors on arrival, assist them during their stay, and facilitate their departure. Escort officers are encouraged to show their visitors host nation culture during non-scheduled time.
- **Security Coordination.** The host nation must ensure adequate physical security precautions for the attendees. Information security is generally not required as the seminar information is not classified.
- **Social Coordination.** The host nation coordinates any cultural events to be held during the seminar.
- **Medical Support.** The host nation will arrange medical support for PASOLS attendees. Individual attendees or their respective governments are responsible for expenses incurred for medical treatment.

4. **COMBINED DUTIES**

4.1 **Public Affairs.** PASOLS exposure to the media should be low-key, yet responsive to media enquiries. An initial factual press release about PASOLS and its agenda should be prepared by the host nation in the event the media requests information about PASOLS. All media releases about PASOLS must be coordinated through the Secretariat and have host nation clearance. The Secretariat functions as the single point of contact for all press inquiries about PASOLS and/or interviews of attendees.

4.2 **Communications.** Normally, standard public commercial communication services are used by PASOLS attendees to meet their communications needs during PASOLS. The host nation should ensure local communications support is available for the administrative support centre and will bear all costs in providing such support. The host nation should also facilitate and advise PASOLS attendees of access to any available military communications facilities that may enable them to communicate directly in secure or non secure modes while at PASOLS.

5. **GENERAL SCHEDULE.**

5.1 The general schedule of events for the seminar is as follows:

- Short Opening Ceremony, keynote address and photographs.
- An administration period;
- Presentations as required;
- Case study or desk top exercise to develop knowledge and abilities;
- A review of outcomes to be incorporated in the Mutual Logistics Support Handbook; and
- A cultural programme which assists mutual understanding and provides the opportunity for informal discussion of mutual concerns.

5.2 The host nation senior representative welcomes delegates at the opening ceremony, and a senior host nation officer or official is generally invited to make a keynote address. The seminar is chaired jointly by the host nation senior representative and the Secretariat. After the opening and key-note address, the seminar proceeds in accordance with the agenda and presentation schedule set by the PPG at the meeting prior to the seminar and published by the Secretariat prior to the meeting. Participation in any case studies will also be arranged by the PPG to ensure balanced national representation. The host nation, in coordination with the Secretariat, may invite additional personnel from appropriate organisations with a special interest in the proceedings.

6. **PASOLS INFORMATION**

6.1 The host nation is responsible for publishing an information booklet that provides detailed administrative information to assist delegates during PASOLS. The host nation assumes all expenses in preparing the booklet which should be distributed to delegates on their arrival at PASOLS.

7. **PASOLS FINAL REPORT**

7.1 The PASOLS final report is written, printed and distributed by the Secretariat, but administrative support may be required from the host nation to achieve a timely outcome.

8. **MEMENTOS**

8.1 A certificate of participation and photo memento will be provided to delegates and distinguished visitors. The host nation is responsible for provision of the photo mementos in time for presentation on the last day of PASOLS. The Secretariat is responsible for provision of the certificates of participation concurrently with the photo memento. The certificate/photo memento is the only official PASOLS

memento. Other souvenirs/mementos are not required or planned and are discouraged.

9. **COORDINATION**

9.1 The host nation and the Secretariat must consult and resolve, through mutual agreement, any issues not covered in this brochure. Regular meetings between the Secretariat and the host nation should be completed in accordance with mutually agreed milestones to ensure timely accomplishment of the necessary tasks.

IV. INITIATIVES

1. BACKGROUND

1.1 Since 1993, PASOLS has considered Initiatives to improve the efficiency or effectiveness of PASOLS member nations' logistics operations. In 2001, Standard Operating Procedures (SOPs) were introduced to formalise 'PASOLS Initiatives' (PIs), to establish a system of introducing and cataloguing the initiatives and to coordinate activities on the initiatives.

1.2 Including some initiatives carrying over from before the introduction of the SOPs a total of 28 PIs had been considered as at the 2006 PASOLS. The 2006 PASOLS, which considered a new way ahead for PASOLS, and introduced a new set of Terms of Reference for consideration, decided to retire the majority of the PIs which had become inactive. Two PIs were retained; #26 Mutual Logistics Support Handbook, and #19 Pacific Area Cataloguing System.

1.3 The 2006 PASOLS agreed that the focus of the annual PASOLS meeting will be on logistics interoperability between Member Nations at the operational and strategic level. This would be achieved by having the principal product of PASOLS as a PASOLS Mutual Logistics Support Handbook (PASOLS MLSH). Major elements covered in the MLSH are Support to coalition operations, support to UN operations and support for Humanitarian Assistance/Disaster Relief. These elements will be addressed by PASOLS on a three year cycle with one of the subsets considered each year.

1.4 While the focus of PASOLS is interoperability and the MLSH, it is possible that new PIs will be introduced from time to time.

1.5 A summary of the previous PIs is available on the PASOLS web site in the PASOLS Information Centre section.

2. PASOLS MUTUAL LOGISTICS SUPPORT HANDBOOK

2.1 The PASOLS MLSH is available to member nations from the PASOLS Web Site. The MLSH is written in three parts; Support to Coalition Operations, Support to Humanitarian Assistance/Disaster Relief Operations, and Support to United Nations Operations. One of these three parts will be considered each year on a rotational basis at PASOLS. Details will be determined by the PPG when the PASOLS agenda is being formulated.

2.2 One of the most important means of gaining expertise and knowledge in mutual logistics support is the evaluation of lessons learned from previous operations. For this reason, member nations are encouraged to provide details of lessons learned from recent operations. These Lessons Learned will be incorporated into the MLSH. The Handbook will also identify links to other relevant information sources such as handbooks, Standard Operating Procedures and websites.

3. PACIFIC AREA CATALOGUING SYSTEM (PACS).

3.1 PACS was introduced in 1994 and the resultant working group has developed into a forum which continues to meet on an annual basis. Considerable success has been achieved in facilitating member nations implement cataloguing systems recognized by NATO.

3.2 Guidance on PACS is provided in the Handbook on Aims, Organisation and Working Procedures issued by PACS on behalf of PASOLS. Further details on PACS activities are available from the PACS Web Site linked from the PASOLS Information Centre section of the PASOLS Web Site.

4. PACIFIC AREA COOPERATION – RATIONING (PACRAT)

4.1 PACRAT involves member nations exchanging information on ration pack composition (including menu and ingredients) for the purpose of increasing the operability between national forces.

5. NEW INITIATIVES.

5.1 Member nations wishing to have new PIs considered at PASOLS should provide details to the PPG. The PPG will then consider the proposal, and, if it is accepted, will include it as an agenda item for the following PASOLS.

6. MEMBER NATION LOGISTICS INFORMATION

6.1 As a complementary action to the MLSH initiative, member nations are encourage to provide details of their particular nation with respect to logistics organization, role and capabilities, agreements and arrangements and bilateral/multilateral relationships. This information will provide important guidance to member nations in implementing procedures for particular operations in any of the categories envisaged. Details will be published on the PASOLS Web Site, under the heading Member Nation Logistics.