



DISTRIBUTION *in Review*

Vol. 2012, Issue 3



**SPECIAL
EDITION**

IN THIS ISSUE: CULTURE - HOW WORK GETS DONE



DISTRIBUTION *in Review*

Vol. 2012 Issue 3

IN THIS ISSUE

AN UPDATE FROM THE DLA DISTRIBUTION COMMANDER...3
 THE DLA DISTRIBUTION CULTURE JOURNEY.....4
 THE CULTURE MODEL6
 ADAPTABILITY.....8
 OKLAHOMA DISTRIBUTION CENTER TEAMS WITH LOCAL CUSTOMERS TO IMPROVE MAINTENANCE TURN-INS10
 INVOLVEMENT12
 REGIONAL TRAINING CENTERS OF EXCELLENCE TO MODERNIZE DISTRIBUTION OPERATIONS TRAINING14
 MISSION.....16
 BARSTOW TEAM LEADING THE WAY IN ESTABLISHING AGREEMENT, COOPERATION WITHIN WORKFORCE18
 CONSISTENCY.....20
 DEEP DIVE PROCESS HELPS TO IMPROVE “HOW THE WORK GETS DONE”22
 DESKSIDE CONVERSATION WITH DLA DISTRIBUTION DEPUTY COMMANDER, WILLIAM H. BUDDEN, SENIOR EXECUTIVE SERVICE24



DLA DISTRIBUTION IN REVIEW

Commander

RDML Thomas C. Traaen, SC, USN

Deputy Commander

William H. Budden, SES

Chief of Staff

COL Frederick R. Dennison, USA

Public Affairs Officer

Stacy L. Umstead

Co-Editor

Emily C. Tsambiras

Co-Editor

Jessica R. Roman

Design Assistant

Terra E. Dietz

DLA Distribution is the lead center for distribution for the Defense Logistics Agency. DLA Distribution In Review is an authorized publication intended for civilian and military employees of DLA Distribution and subordinate

commands. DLA Distribution In Review is circulated monthly. Unless otherwise indicated, all photos are property of the Defense Logistics Agency. The contents of DLA Distribution In Review do not necessarily reflect the official views of, or endorsed by, the U.S. Government, Department of Defense, Defense Logistics Agency or DLA Distribution.

Address mail to: Editor, DLA Distribution In Review, DLA Distribution (CX), 2001 Mission Drive, New Cumberland, PA 17070-5000 or ddc.paostaff@dla.mil, phone number 717-770-2880. DLA Distribution In Review is also available online at the DLA Distribution website, www.distribution.dla.mil.

COMMON PURPOSE: UNITY OF EFFORT, UNITY OF THOUGHT

AN UPDATE FROM THE DLA DISTRIBUTION COMMANDER



The success of the DLA Distribution organization is significantly dependent on its performance. This means that the efforts (performance) of everyone across the organization need to be clear, aligned, and combined in a way so that we are all capable of working together as one organization to achieve the mission. One measure of our performance is “culture;” and by “culture,” we mean the way work gets done on a day-to-day basis. An effective culture or way of getting work done is one in which all work (the efforts of everyone) is aligned and based on clear expectations.

This edition of DLA Distribution in Review is dedicated to culture. It breaks down what culture is; highlights our culture journey, our actions taken and our accomplishments achieved -- a tremendous effort by each and every DLA Distribution employee.

Soon after taking command of this great organization, I reviewed the 2010 culture results and I read each of the 5,000 written comments. One of the common themes was the need for a strategic vision and a plan that would take the organization into the future.

I brought my key staff together and we established the DLA Distribution Operational Plan consisting of four goals: Performance, Human Capital Strategy, Distribution Network Optimization and Customer and Stakeholder Engagement.

The Operational Plan, now called the Operating Plan, provides for the basis for which we are doing our work. Within each goal, initiatives were established and assigned to a DLA Distribution Office of Primary Responsibility. Each OPR developed the detailed implementing timelines

and actions, as well as, identified desired outcomes and related process metrics.

With the Operating Plan as our foundation we took some primary actions to improve our culture—“or how work gets done.”

We established a corporate planning, communication and assessment process as well as integration and synchronization sessions.

With input from our employees, culture action plans were developed by our distribution center leaders and those plans are integrated into our Deep Dive Process to improve coordination, feedback and support from the headquarters staff.

We’ve had significant accomplishments as a result of these actions. Here’s just a few:

Overall, we have improved our performance. Operational metrics are now at 90 percent over a baseline of 66 percent. That’s tremendous and it’s because of the great work being accomplished throughout the distribution network.

We established our distribution center in Kandahar, Afghanistan, and subsequently a Theater Consolidation and Shipping Point in Deh Dadi.

Military forces in the Pacific Rim and our national partners in Japan were recipients of our hard work supporting Operation Tomodachi. Our family members were taken care of during Operation Pacific Passage.

Because of our lessons learned from Tomodachi, we created a Comprehensive Continuity of

Operations Plan (COOP) for the entire distribution network that will ensure critical distribution operations are sustained in an emergency or incident.

Significant warehouse optimization efforts are underway. This is providing for even greater efficiencies within our distribution network. Additionally, we are optimizing the management of personnel and resources at our Mapping Support Offices. Eight satellite offices are now managed by regional distribution centers around the globe.

Our BRAC efforts allowed us to reduce footprint exceeding 15 million gross square feet, return 147 full or partial buildings equaling 13 million gross square feet and allowed for re-missioning approximately 2.4 million gross square feet.

We completed studies and reviewed operational requirements against our physical distribution capability in AFRICOM, CENTCOM and PACOM as part of our Integrated Distribution Strategy. This will posture our organization for even further success in supporting our customers in these AORs.

These are just some of the accomplishments we’ve achieved together during our journey. There’s additional accomplishments listed in this edition.

Based on your culture survey comments and the actions we are taking, together we are moving the organization forward and the customers -- our men and women in uniform -- will benefit for years to come.



Culture is “how work gets done.”

Culture is created and shaped by solving problems to achieve work-related goals. The success of solving these problems leads to a pattern of assumptions (i.e. how we think and feel) that drive our actions (behavior, process, method, tools) for solving future problems.

“The leader of the group has the most impact on creating, shaping and changing these patterns by coaching and developing the workforces’ ability to solve problems, said Navy Rear Adm. Thomas C. Traaen, DLA Distribution commanding officer. “Culture is the cause; performance is the effect; leadership is fundamental.”

DLA Distribution’s culture improvement process

To continue DLA Distribution’s journey for improving “how work gets done,” the organization is using a problem-solving (improvement) process that incorporates feedback from the leadership and workforce throughout the organization (“voice of the employee”). This process of Plan, Do, Check, Act (PDCA) asks the basic questions:

What are we trying to improve and what is the gap? (ex. our business goals)

What is preventing us from closing the gap? (ex. “how work gets done”)

What actions will we take? (ex. change in “how work gets done”)

How will we monitor, assess and adjust? (ex. communication / lessons learned)

DLA Distribution’s culture improvement journey

DLA Distribution’s culture improvement process started with Senior Executive Service Member, William H. Budden, deputy commander, having one-on-one

sessions with commanders and directors regarding what the organization’s leaders were learning at the local level, actions they were taking, and their efforts for communicating and involving their workforce in the process of improving “how work gets done.”

The senior leadership offsite and numerous planning sessions with distribution center leadership led by Traaen and Budden led to the business goals and opportunities for improvements identified below.

What DLA Distribution discovered

The process of problem solving (using the voice of the employee and leadership) has helped DLA Distribution identify the following opportunities for improvement, which is outlined in the organization’s Operating Plan.

- *We lack a long-term direction and we need to prioritize what we are trying to achieve (Mission)*
- *We need to do a better job of translating internal and external customer requirements into local actions (i.e. what do I need to do as a packer?) (Adaptability)*
- *We need to develop our people and create a shared sense of problem solving, empowerment, ownership and accountability for their work (Involvement)*
- *We need to develop our leaders’ ability to involve the workforce in developing the processes, systems, and behaviors that shape our organizations capability (Consistency)*

Actions taken by DLA Distribution

To address the opportunities identified above, DLA Distribution took these primary actions:

Established the Operational Plan, goals, and supporting initiatives that directly support the DLA Director’s strategic focus areas

Established a corporate planning, communication and assessment process

Established synchronization and integration sessions (standups; operating planning; etc)

Distribution center and headquarters leadership developed local plans of action to improve “how work gets done”

Distribution center leadership are communicating and integrating their local plans into the Deep Dive Process to improve coordination, feedback and support from headquarters staff elements

Headquarters leadership are communicating and integrating their local plans into the operational planning sessions with DLA Distribution commander and deputy commander

Corporate communications by Public Affairs uses various channels and mediums such as DLA Distribution in Review, DLA Today, and press releases to publicize the organization’s efforts

Local communication to the workforce by DLA Distribution senior leaders, distribution center leadership, headquarters directors, (one-on-one; group meetings; standups; town halls; emails; articles; posters; etc) continues to be a driving force in communicating DLA Distribution’s efforts.

Accomplishments

The action to “improve how work gets done” is contributing to the mission to provide effective, efficient and innovative distribution solutions for the DLA Distribution’s customers. The organization’s past achievements set the foundation for future success and 2011 saw significant accomplishments

OPERATIONAL CULTURE JOURNEY

for DLA Distribution.

The organization established priorities, goals and initiatives and outlined in the Operational Plan. The four goals include: Performance, Human Capital Strategy, Distribution Network Optimization and Customer and Stake Holder Engagement. Some key success include:

- *Improved performance - operational metrics are now at 90% green over a baseline of 66% over the course of the year*
- *DLA's 26th distribution center formally established in Kandahar, Afghanistan*
- *In response to USCENTCOM's Request for Forces, established an operational Theater Consolidation and Shipping Point in Deh Dadi, Afghanistan*
- *Processed over 70 tons of food, almost 20,000 gallons of water and over 317 pounds of medical supplies in support of Operation Tomodachi in Japan. Over 132 tons of other material was distributed in support of military operations - supporting over 17 ships and 132 aircraft*
- *Accounted for and supported 30 family members during Operation Pacific Passage*
- *Created a comprehensive continuity of operations plan for the entire distribution network, ensuring critical distribution operations are sustained in an emergency or incident*
- *Executed warehouse footprint reduction exceeding 15 million gross square feet supporting the 2005 Base Realignment and Closure decision. DLA Distribution completed the return of 147 full/partial buildings equaling 13 million gross square feet and allowed for the re-missioning of approximately 2.4 million gross square feet*

- *Developed an operational level investment strategy and implemented a tactical level site optimization plan while shaping the organization's Sustainment, Restoration and Modernization requirements. Established a repeatable process to identify future requirements*
- *Under the Mapping Support Office integration, optimized the management of personnel, facilities and resources at MSO's located near 8 distribution centers*
- *As part of the Integrated Distribution Strategy, completed studies and reviewed operational requirements against our physical distribution capability in AFRICOM, CENTCOM and PACOM*
- *Provided distribution training (incorporating DoD/DLA regulations/policy, standard processing and DSS technology) to 5,263 personnel for calendar year 2011 Incorporating the supervisors and team leaders in the process*
- *Leadership Multi-Source-Feedback improved 11 percentile points over the baseline*
- *DLA Distribution has either lead or participated in the development of 20 Labor-Management Forums*

Way Ahead

Building quality into culture

Given the definition of culture as the "way work gets done" and DLA Distribution's strategic intent laid out in its Operating Plan for building "excellence" and "quality" into "how work gets done", DLA Distribution leaders need to use the culture improvement process to continue our culture journey. Some DLA Distribution leaders have assessed the current state of their operations as compared to the target condition of built-

in excellence and quality by asking the following questions:

Are we building quality into the process or are we inspecting it at the end of line?

Are we involving the workforce to help build quality in, for example, through development of work methods, self and successive inspection or are they developed by someone divorced from the floor?

Are we managing by process and outcome or are we managing by outcome alone?

Are we coaching the workforce to solve problems close in person, place and time or are problems being solved by an "external expert" when the problem becomes too big to ignore?

Are we allocating the workforce based upon a defined productivity rate? What observable tools and methods are we using? Or, are we over allocating resources regardless of workload?

Are we using visual management methods, such as production control to support the workforce, or are work problems hidden where we find out we are behind schedule hours later?

As leaders, are we coaching and developing our direct reports close in person, place and time, or is development the responsibility of Human Resources?

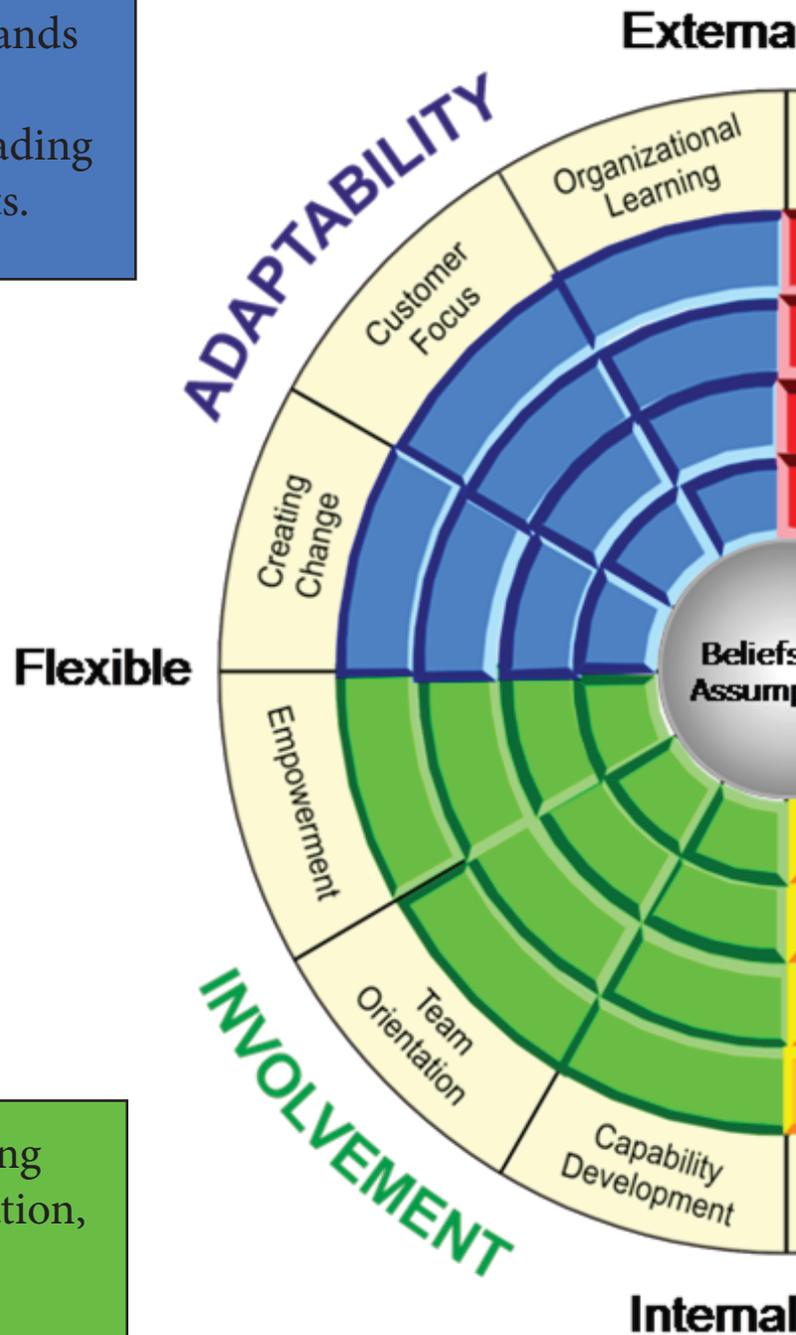
The DLA Distribution leadership team has made a commitment to continue using the problem-solving process at the operational and tactical level to improve "how work gets done" (i.e. the organization's culture).

"The DLA Distribution workforce has provided their feedback, 'over 5000 comments' and we owe it to them to continue to involve them in the process, to continue to communicate local actions and accomplishments, and to share lessons learned across the network," said Traaen.



THE CULTURE

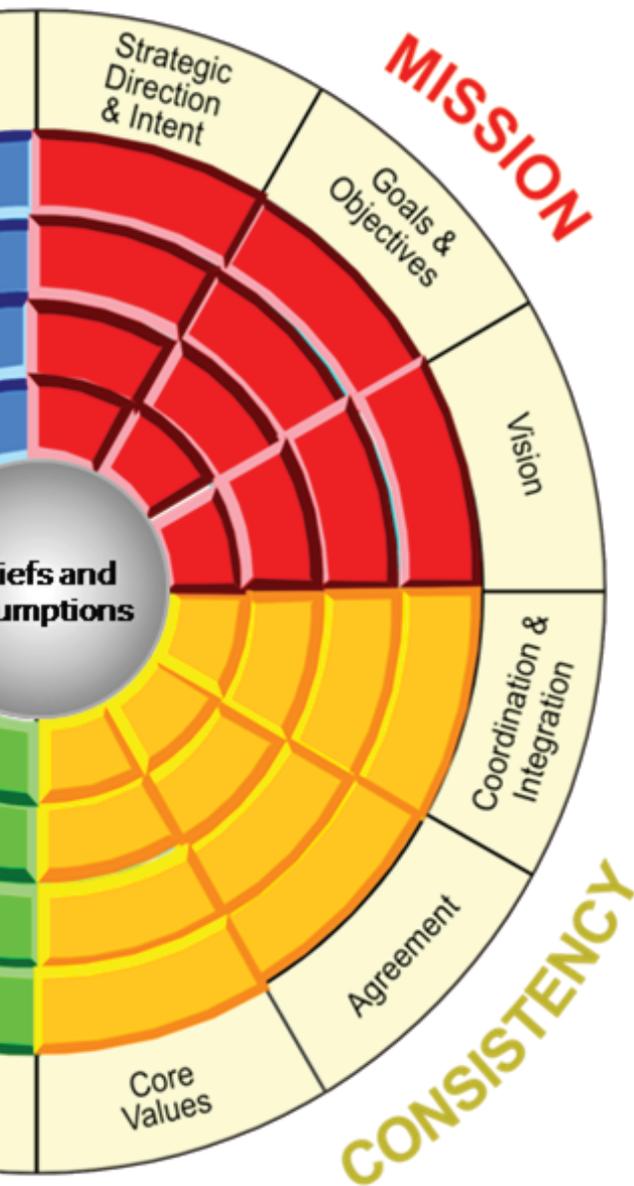
Adaptability: Translating the demands of the environment into action, learning from past actions, and leading problem solving and change efforts.



Involvement: Building and coaching individual capability, team orientation, and a sense of ownership and responsibility.

ATURE MODEL

al Focus



Stable

al Focus

Mission: Defining and communicating the vision, direction, priorities, goals and targets; and involving employees in the process.

Consistency: Defining and managing the values, behaviors, processes and roles and responsibilities that create consistency and alignment across work units.



ADAPTABILITY

WHAT IS ADAPTABILITY?

Adaptive organizations look for new and improved ways to do their work. They welcome new ideas and are willing to try new approaches to doing things. Employees in adaptive organizations recognize that they are in business to serve their customers: both internal and external. They continually look for new and improved ways to meet and exceed customer expectations. In adaptive organizations, 'thoughtful' risk taking is encouraged. Adaptability means the organization gains knowledge from successes and failures. The first reaction to reasonable mistakes

is not 'Who is to blame?', but rather 'What can we learn?'

When an organization is doing well in adaptability you will hear employees say things such as:

"A customer mind-set permeates the organization."

"We do after-action reviews and lessons learned events."

"Hiding mistakes is more detrimental than making them."

WHY IS ADAPTABILITY IMPORTANT?

Adaptability supports the capacity

of an organization to receive, interpret, and translate signals from its external environment into internal behavioral changes which increases its chances for survival, growth, and development. Without the ability to implement an adaptive response, an organization cannot be effective.

There are numerous current and emerging challenges ahead for the Armed Forces, DoD, and our nation. Warfighting, peacekeeping and humanitarian support practices as well as industrial maintenance and distribution processes are rapidly changing to meet these challenges.



WHERE IS DLA DISTRIBUTION WITH ADAPTABILITY (VOICE OF THE DLA DISTRIBUTION EMPLOYEE)?

“Coordination of changes is so disconnected/miscommunicated that we often hear of change from contractors or from lower echelon commands after the change has been executed.”

“I believe employees need to be more involved in area changes.”

“People need to be more flexible to changes and new ways of doing things. People need to have more of an open mind and willingness to try different ways of doing business; especially people that have been here for a long time.”

WHAT IS DLA DISTRIBUTION DOING TO IMPROVE ADAPTABILITY? SOME EXAMPLES INCLUDE:

DLA Distribution Headquarters Future Plans (J-5) is working directly with the Combatant Commands to develop integrated strategies to reshape the distribution network based on COCOM logistics requirements, ensuring alignment of DLA Distribution metrics and goals.

With an overall intent to improve the receipt process, DLA Distribution Oklahoma City, Okla., led an Integrated Process Team with the customer to secure space to reroute and store unserviceable flight control trailers in the Tinker

Aerospace Complex where they are inducted into repair within the next couple of days.

DLA Distribution San Diego, Calif., reorganized CGA staff to align areas of responsibility with headquarters J-codes to improve the working relationship with DLA Distribution Headquarters and other DLA activities located in San Diego.

DLA Distribution Cherry Point, N.C. focused on working closely with the service provider, customers and the CGA staff on DLA Distribution Cherry Point's current mission and future goals resulting in the local customers having a better understanding of the organization's role and impact in their day-to-day operations.





OKLAHOMA DISTRIBUTION CENTER TO IMPROVE MAINT

DLA Distribution Oklahoma City, Okla., Performance Excellence Office employees teamed up with the Global Logistics Support Center, Air Force Material Command, and DLA Aviation subject matter experts to perform a Lean study of the DLA expedited return process. This effort was one of six Improvement Process Teams, jointly formed by DLA, GLSC, and AFMC leaders.

The Expedited Return IPT was chartered to study and improve the DLA maintenance return process, with subject matter experts from

DLA Distribution Warner Robins, Ga., Tinker Air Force Base, and Hill Air Force Base. The IPT held a face-to-face meeting, during which time a current and future state process map was developed. The primary objective of the group was to streamline the local maintenance turn-in process flow, thus decreasing customer wait time.

The group performed a manual time study to collect data on the turn-in process. Four DLA Distribution Oklahoma City, Okla., PEO employees, and one DLA Aviation Oklahoma City,

Okla., employee manned various customer turn-in points to collect timestamps which were not available systemically. The time study covered eleven days of turn-ins.

The results of the time study concluded that the turn-In process for Tinker Air Force Base generally spanned six to eight days, and involved time associated with material and document movement between the Air Force, DLA Aviation, and DLA Distribution. Based on the results, a follow-on pilot study was implemented in a



ENTER TEAMS WITH LOCAL CUSTOMERS MAINTENANCE TURN-INS



DLA Distribution Oklahoma City, Okla., employees (left to right) Penny Selph, Misoon Cole, and Steven Vardamon work to complete a pre-sort of inbound inductions.

high volume controlled area.

“One of the founding principles of Lean is to collocate work as close to generation as possible,” said Thomas Wahpekeche, DLA Distribution Oklahoma City, Okla., PEO supervisor. “The pilot study allowed the group to see the developed process in a controlled area.”

The results of the pilot project saw customer wait time drop to two days within the first week, and has stabilized since at less than one day. Net customer wait time

was decreased by over five days, with follow-on data providing insight on how to generate turn-in documentation quickly. “DLA Distribution Oklahoma City, Okla., has received positive feedback from the customer,” said Ned LaViolette, DLA Distribution Oklahoma City, Okla., director. “The question we continually receive now is: When can we expand it to the other turn-in areas?”

DLA Distribution Oklahoma City, Oklahoma has been working with the customer to identify high

volume and long lead time areas to expand the new process, with another Packing, Preservation, and Marking induct area utilizing the process in the Tinker Aerospace Complex. This satellite induct area is currently being expanded to handle the volume of large items that are generated at the facility daily. Near future plans include expanding the process to a 1.25 mile-long repair facility that generates a large volume of repaired parts, and to another building for quick turn of engine assemblies.



INVOLVEMENT

WHAT IS INVOLVEMENT?

Organizations with high employee involvement clarify those areas where employees can make decisions, have input, and those areas that are beyond an employee's scope of responsibility. This creates 'informed' empowerment. Collaboration is encouraged so that creative ideas are captured and employees support one another in accomplishing the work that needs to get done. Capability development is core to communicating to employees that their skills are valued. Capability development can be practiced in a variety of ways including

training, coaching, mentoring, the opportunity to participate in external groups, and giving employees exposure to new roles and responsibilities. People at all levels feel they have at least some input into decisions that will affect their work and feel that their work is directly connected to the goals of the organization.

When an organization is doing well in the involvement area you will hear employees say things such as:

"I feel that I am using my skills and intelligence rather than being micro-managed."

"We band together to work as a single unit to achieve our daily goals."

"There is a high level of transparency in this organization."

WHY IS INVOLVEMENT IMPORTANT?

To be successful in an increasingly turbulent world, companies can best use tools and practices to engage and empower frontline teams rather than overly strict command and control mechanisms. Many of the best ideas for change are already in the heads of people working in the organization. They just need the opportunities to contribute in a meaningful way.

DLA's workforce is vital to our long-term success in effectively supporting Warfighters at optimal cost.





WHERE IS DLA DISTRIBUTION WITH INVOLVEMENT (VOICE OF THE DLA DISTRIBUTION EMPLOYEE)?

“Get back to empowerment. I do not feel I can make a decision. We are extremely micro-managed and unable to make decisions. Quit producing paperwork that goes nowhere. We produce a lot of paperwork to quantify what we do. It is like an entity fighting for its existence.”

“DLA is the best working place! It's a pleasure to work with a highly motivated and dedicated team.”

“My supervisor does not keep me informed about happenings in the organization. I usually receive information from other employees

or 'through the grapevine'”

What is DLA Distribution doing to improve involvement? Some examples include:

DLA Distribution Headquarters Future Operations is incorporating team leaders and supervisors into the distribution training to ensure alignment with employee training as well as ensure leadership is knowledgeable in the work.

To improve the method for training employees, DLA Distribution Susquehanna, Pa., implemented the Job Instruction Method as a standardized method of training and is training team leads in this method so they can improve their ability to conduct on-the-job training.

DLA Distribution Yokosuka, Japan facilitated small group sessions with

Local National employees in their native language to discuss specific questions from the culture survey, underlying issues, and provide feedback.

DLA Distribution Puget Sound, Wash., developed standard operating procedures for each functional area and executed subject matter expert training requiring all employees to go through the training without exception and, as a result, saw an increase in pride of ownership of processes and improved performance.

DLA Distribution Norfolk, Va., developed a Culture Climate Forum that includes representatives of management, union, and employees and conducted team-based training to ensure effective teamwork and the identification of viable recommendations.



REGIONAL TRAINING CENTERS OF EXCELLENCE TO MODERNIZE DISTRIBUTION OPERATIONS TRAINING

*By Jessica Roman, DLA Distribution
Public Affairs*

Defense Logistics Agency Distribution's Distribution Process and Planning directorate has a new designation: Training Center of Excellence. The directorate is leading an effort to modernize and upgrade the distribution operations

training program.

DLA Distribution Deputy Commander William H. Budden, Senior Executive Service, charged the directorate with a mission to provide high-quality, timely, and standardized training to ensure safe, quality, efficient, effective, and compliant distribution operations.

Budden's vision for the new program is for it to be the global Distribution Operations Training Center of Excellence for DLA.

Jim Blockus, distribution training manager, is leading the initiative. "As the Training Centers of Excellence concept is implemented, DLA Distribution



Two employees receive hands-on packing training at the DLA Distribution Susquehanna, Pa., Virtual Warehouse, as part of distribution operations training.



An employee learns how to stow at the DLA Distribution Susquehanna, Pa., Virtual Warehouse.

will be able to increase its ability to deliver training to ensure enhanced warfighter support and reduce competency gaps,” he said. “Additional benefits will include curriculum standardization, cross-leveling of procedures, virtual/mock warehouse facilities, and more comprehensive work leader, supervisor, and leadership level distribution operations training modules.”

As part of the initiative, the distribution centers in San Joaquin, Calif., and Susquehanna, Pa., have been designated as the regional training centers. This designation will allow for the opportunity to test and implement expanded training opportunities for the workforce.

Blockus added that the two Regional Training Centers will allow for the ability to train work leaders and supervisors

geographically with targeted training, and the ability to provide new training tools such as DCO Connect, virtual simulations, and computer-based training for the base Distribution Operations Training Program courses.

The Distribution Operations Training Program has more than 15 classes, including Cold Chain Management Training, Inventory Control, Receiving, Stock Readiness, and Storage and Handling of Classified Materiel. Currently being tested in the field, the Distribution Process and Planning directorate has also added a Wood Packaging Materials class.

“A transportation class is also nearing completion and instructors are determining what will be required to develop work leader and supervisor modules for existing and future course material,” said Blockus.

The way forward for Distribution Operations Training has been in the development stages since September 2010, when an Integrated Process Team recommended 15 actions to improve the training program.

Blockus said that the IPT developed a five-year plan, and began the process for standardization and improvements to base training documents.

Since the inception of the DLA Distribution Operations Training Program, over 19,100 students have been trained. “With the implementation of the Training Centers of Excellence and the Regional Training Centers, the ability to deliver education will improve, effectively increasing the effectiveness and efficiency of our distribution centers,” concluded Blockus.



MISSION

WHAT IS MISSION?

An organization that is high in mission tells employees why they are doing the work they do and how the work they do each day contributes to the why.

The mission includes a vision or the ultimate reason the organization is in business. It also includes a strategic direction or those longer term strategies, typically two to five years, and key priorities established to focus people and resources and to operationalize the vision.

The final component of a mission are the goals and objectives which reflect the short-term goals that help employees connect their day-to-day activities to the longer term strategy and vision of the organization.

When an organization is doing well in the mission area you will hear employees say things such as:

“There is a clear line-of-sight.”

“The focus on the organization’s short term and long term goals is what makes the organization reach high levels of achievement.”

“Everyone working here has a clear sense of purpose.”

WHY IS MISSION IMPORTANT?

It provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members.

A sense of mission allows an organization to shape current behavior by envisioning a future

state. Being able to internalize and identify with a mission contributes to both short-term and long-term commitment and leads to effective performance. Success is more likely when individuals are goal-directed. Coordination of activities results from defining a common goal as well as the definition of objective, external criteria.



We are America's Combat Logistics Support Agency. We provide effective and efficient worldwide support to Warfighters and our other customers.

WHERE IS DLA DISTRIBUTION WITH MISSION (VOICE OF THE DLA DISTRIBUTION EMPLOYEE)?

"Give the supervisors a clear set of goals and priorities and let

them work the process through, currently the micromanagement of the organization from individuals interested in what the computer has to say about workload is killing us."

"Although our mission may be difficult to meet at times because of different circumstances, I enjoy working for DLA. I take pride in meeting my goals, and I endeavor to improve my performance in any way I can."

"Continue to communicate goals

and changes implemented so everyone can feel involved and a part of the DLA family."

WHAT IS DLA DISTRIBUTION DOING TO IMPROVE MISSION? SOME EXAMPLES INCLUDE:

DLA Distribution headquarters implemented a planning office and standard planning process that results in a yearly operational plan.

The senior leadership team at DLA Distribution Warner Robins, Ga., walks the floor daily and interacts with employees as a team to receive feedback from employees and demonstrate leadership unity.

DLA Distribution Korea instituted numerous activities to improve mission including:

- Executed changes in key leadership positions in six months
- Implemented long-range planning calendars
- Initiated improvement projects

In a weekly CGA meeting, DLA Distribution Barstow, Calif., reviews one key concept from the Director's Guidance and the supporting guidance from DLA Distributions Operational Plan.

DLA Distribution San Diego, Calif., developed a command climate team to conduct a semi-annual Strengths - Weaknesses - Opportunities - Threats, or SWOT, analysis.





BARSTOW TEAM LEADING THE WAY IN ESTABLISHING AGREEMENT, COOPERATION WITHIN WORKFORCE

*By Emily Tsambiras, DLA Distribution
Public Affairs*

The heart of DLA Distribution's business is providing supplies to the warfighter, wherever, whenever. To continue its success, the organization developed an operating plan outlining strategies to meet this mission efficiently and effectively. However, quite often a disparity lies within the workforce's comprehension of this strategy and leadership's view on how the work should get done. To combat this issue, leadership at DLA Distribution Barstow, Calif., have instituted weekly discussions with their workforce to identify and communicate the organization's core values, review and regularly explain the mission at hand, and, ultimately, identify avenues of agreement.

Agreement is at the heart of an organization's ability to coordinate and integrate work across people and groups within the organization to accomplish its mission. Two of the critical issues an organization must reach agreement about are what work needs to get done and how to get the work done.

Even with an operating plan, agreement, as a shared understanding of what needs to get done and how to get it done to be successful, can be difficult. Quite often a disparity can exist within the workforce's comprehension of this strategy and leadership's view

on what work to get down and how the work should get done. To resolve this issue, leadership at DLA Distribution Barstow, Calif., have instituted weekly discussions with their workforce to identify and communicate the organization's core values, identify avenues of agreement, and review and regularly explain the mission at hand.

DLA Distribution Barstow, Calif.'s director and deputy commander, Brent Cox and Revonda Parker, respectively, began incorporating these discussions into weekly staff meetings to address the challenges of developing and understanding the organization's core values and agreement strategies, and to more effectively communicate the mission throughout the workforce.

"An organization in which leaders do not have open conversations with employees about the most basic elements of day-to-day work can create a culture in which employees do not have clear expectations for how to meet business objectives or agreement on core values and mission priorities. In this type of organization, there can be frequent disagreements and conflict which causes performance to suffer," said Kevin Cummings, DLA Distribution culture champion.

This is precisely why leadership took the initiative to work toward an agreement strategy

with employees, using the weekly Continuing Government Activity meetings as a channel. There, leadership and employees collaboratively work toward the ultimate goal of discussing perceptions and expectations, along with the organization's operational goals, to create an agreement of the core values and goals that should shape Barstow's culture.

Once that agreement is established, the workforce can then move forward together to create change.

There are two main parts to the group's weekly discussion. First, Cox and Parker utilize the Denison culture model and surveys to provide employees with a common language and structure to talk about culture in meaningful and productive way.

Collectively, the group discusses five questions per week and the discussions last between 30 and 45 minutes, on average.

"We ask employees what they think the questions are asking. It is quite amazing to hear the different number of interpretations of these questions," said Parker. "We are able to leave these meetings with a clearer understanding of what the questions are asking us."

The first key in this process is that Cox and Parker are able to translate the questions into their actual work environment so that they know



DLA Distribution Barstow, Calif., deputy commander Revonda Parker leads the distribution center's weekly discussion to communicate the organization's core values, review and regularly explain the mission, and identify avenues of agreement.

what the questions mean to their organization, and, subsequently, can demonstrate how it is currently being enacted or how it can be enacted in the day-to-day work environment.

“The culture survey can be a key mechanism for surfacing the employee’s perceptions of how work is getting done and for combining the individual perceptions into a group perception,” said Cummings. “In Barstow’s case, numerous perceptions were generated by employees and leadership alike as to what the questions were really asking.”

As a result of the conversations, the team began to build a shared understanding of how to apply the questions to their organization, rather than the larger view of DLA Distribution or DLA headquarters.

“Ideally, the culture survey is part

of a continual conversation, it may begin the conversation, but it should never be the end of the conversation. The culture model is just that- a model leaders can use it to help understand how work is actually getting done in their organization, but it is never how work is actually getting done,” said Cummings.

The second task at hand during the meetings is to review both the DLA 2012 Director’s Guidance and the 2012 DLA Distribution Operating Plan. “We discuss the topics in each concurrently so that we can identify how our Operating Plan supports the Directors Guidance. We plan to continue this on a regular basis in order to ensure that we all identify the work we do daily with the strategic plans of the organization,” said Cox.

By discussing these connections, Cox and Parker provide a clear

direction and goals that can service to define an appropriate course of action for the organization and its individual employees. A sense of mission can allow the organization to shape current behavior by envisioning a future state. By internalizing and identifying with Barstow’s mission, employees will contribute to both the organization’s short-term and long-term commitment, and possibly even improve performance.

The ultimate goal is an agreement on how employees should meet the mission based on goals and core values alike. “With these meetings, we are not only working toward the establishment of shared goals; ultimately we aim to form some type of agreement as to what core values and goals shape our organization, while first building a base of understanding necessary to come to that agreement,” said Cox.

Already multiple weeks in, the group plans to continue discussions until all survey topics and questions are discussed, while regularly continuing to maintain a dialogue regarding how the work Barstow does fits into the strategic plans of the greater organization. Cummings feels the example set by Barstow for improving agreement amongst the organization about operations can benefit organizations across DLA Distribution. “Any distribution center can benefit from using this example of increasing conversations about work between leaders and employees to reach agreement. When agreement establishes shared understanding about what work should get done and how to get the work done, the end result can be transformational.”



CONSISTENCY

WHAT IS CONSISTENCY?

Consistent organizations have a clear set of core values that help employees and leaders make consistent decisions and behave in a consistent manner. They also engage in dialogue and get multiple perspectives on the table so that they are able to reach agreement when difficult issues and problems arise. It is important that employees understand the big picture and how the work they do impacts others as well as how other's work impacts them. Consistent organizations do not just throw things over the fence, they make sure that work is coordinated and integrated to promote efficiency and serve the organization as a whole.

When an organization is doing well in the consistency area you will hear employees say things such as:

“Communication efforts across departments has allowed for a broader perspective and better decisions.”

“All the team members believe in doing the right thing and creating win-win situations when possible.”

“My manager not only lives the core values but regularly addresses them on conference calls which I find impressive.”

WHY IS CONSISTENCY IMPORTANT?

According to “Corporate Culture

and Organizational Effectiveness” by Daniel R. Denison, “Consistency is a powerful source of stability and internal integration. A shared system of beliefs and values, widely understood by an organization’s members, has a positive impact on their ability to reach consensus and carry out coordinated actions. Shared meaning has a positive impact on performance because an organization’s members all work from a common framework of values and beliefs which forms the basis through which they communicate. A strong culture, with well-socialized members, improves effectiveness because it facilitates the exchange of information and the coordination of behavior. Also, with emphasis on a few general, values-based principles, on which actions can be grounded, individuals are enabled to better react in a predictable way to an unpredictable environment.”

DLA Distribution’s values are DLA’s foundation for all the organization does. The goals provide our guiding principles as we accomplish our mission, pursue our vision, and strive to do what is right for the Armed Forces.

WHERE IS DLA DISTRIBUTION WITH CONSISTENCY (VOICE OF THE DLA DISTRIBUTION EMPLOYEE)?

“Create work standards. Some organizations do not have a standard as to how many to stow or

pack yet employees come to work getting paid to do what? Other areas have their standards.”

“There is a huge difference between certain areas of DLA where some policies are stricter in some buildings and some are not. This creates confusion for employees, and therefore management and leadership are not respected.”

“I have respect for hierarchy and the chain of command as a means of organizing, but it has to effectively be utilized and respected both up and down to be effective and I don’t think that is happening in this organization.”

WHAT IS DLA DISTRIBUTION DOING TO IMPROVE CONSISTENCY? SOME EXAMPLES INCLUDE:

DLA Distribution Headquarters Distribution Operations (J-3) has implemented the “Deep Dive” process for each distribution center to improve the oversight and assessment of performance as well as bringing key staff leaders in the same room with distribution center leaders to surface and resolve key issues in a timelier manner.

DLA Distribution Mapping has made a concerted effort to ensure managers spend more time on the floor by ensuring they engage with standardization audits. This approach has increased manager time on the floor by approximately

one hour each day.

To improve knowledge of the business, DLA Distribution San Joaquin, Calif., focused on implementing the following management tools:

Production Control

- *Dynamic workload planning and workforce allocation*
- *Labor Optimization*
- *Day by the Hour Boards*

Process Standardization

- *Stabilize for Continuous Process Improvement and predictable results*
- *Layer Check Act Boards*

Visual Management

- *Promote quality and standardization by making the work area self-explaining and self-regulating*

- *Grasp the current state at a glance – provide status to all*

With a focus on improving performance, DLA Distribution Albany, Ga., focused on developing standardized processes, cross-training, holding supervisors accountable for processes and holding daily workload meetings. This effort resulted in 80% of employees cross-trained and improvements in performance metrics.





DEEP DIVE PROCESS HELPS TO IMPROVE

By Jessica Roman, DLA Distribution Public Affairs

The DLA Culture Survey provides our organization with the opportunity to identify areas for improvement based on the insights of employees. One way in which the organization's leaders are using the results of the survey to help improve culture is the "Deep Dive" process – a process in which specific areas for improvement are targeted across each individual distribution center to not only change "how the work gets done," but also to bring together all of the right components of the organization and address our challenges to performance as a single collective.

"Culture is created and shaped by solving problems to achieve work-related goals," says John Destalo, DLA Distribution culture champion. "The success of solving these problems leads to assumptions like how we think and feel that drive actions, including behavior, process, method, and tools, for solving future problems."

The Deep Dive process helps to focus action plans on business issues, rather than the model itself. The culture model is then used as a guide to help assure that developed plans are incorporating a balanced view of the whole organization.

"In the past, problem solving took a stove-pipe approach, with each directorate and operationalized support office addressing their own solution sets directly with

each distribution center. This approach had a tendency to restrict the flow of key information through rigid lines of control and oversight," says Brad Bellis, DLA Distribution division chief for Site Operations. "The Deep Dive process enables us to break down those lines of control, and through increased cross-organizational communications coupled with a single focus among multiple directorates. The result is a more effective and responsive solution set for our 'trigger pullers' in the field. This in turn can impact how the distribution centers view headquarters commitment of support and service to its enterprise."

The Deep Dive format is simple yet effective, incorporating not only a review of overall performance at the distribution center, but also an analysis of the health of key components that may have a direct impact on performance, such as staffing, financials, equipment, facilities, training, compliance, inventory management, and labor/management relations. During the Deep Dive process, a site's performance along with the health of the aforementioned components is dissected, followed by discussions on opportunities to improve. The headquarters team, in conjunction with the distribution center's Command Group, then establishes the plan of action to achieve the assigned goals. Hence, by reaching work-related goals, culture is created and shaped.

First, the organization must decide what needs to be improved. An

overall discussion of the standard metrics, where the gap currently is in the work, the impact of the gap, and why a solution is needed takes place to determine the business problem. For example, if a distribution center is not meeting its metric for material release order denials, the collective may determine that additional support is needed to perform a location survey or special inventory on a targeted warehouse, and the method by which that support is delivered would be determined by key staff personnel in coordination with the distribution center leadership.

The next step in the process, how the work is currently being completed, revolves around determining how the work is currently being done, what employees are saying, what needs to change, and what can be leveraged. The organization observes the patterns of work behaviors, assesses the "voice of the employee" for involvement and mission alignment, determines the root cause analysis, and identifies the root patterns of work behaviors. "At this step in the process, identifying the root assumptions that are driving actions are the enablers or levers of change," says Kevin Cummings, DLA Distribution culture champion. "This information, when freely and openly expressed during the Deep Dive process, becomes a force multiplier, as many of the solution sets developed during the Dive can be shared across the network."

As the organization gains a better

IMPROVE “HOW THE WORK GETS DONE”



DLA Distribution senior leaders discuss metrics on a teleconference with command staff at DLA Distribution San Joaquin, Calif., during a recent Deep Dive.

understanding through the Deep Dive process of how the work is currently completed, the organization gains better insight in determining what actions are needed to change current behaviors, how those changes will be measured, and how the changes will be implemented. “We must determine how new patterns of behavior will be created and how we will leverage or expand the current behaviors to close the business gap,” says Cummings. “It’s also important to monitor, check and act after the change is implemented.”

The final step, the targeted end-state for how the work is completed, determines the plan for improving, the results of the plan, and the way-forward.

“As a result of taking these steps to

improve how the work gets done, the four quadrants of the culture model: Mission, Consistency, Involvement, and Adaptability subsequently improve,” says Destalo. Bellis added, “We must consistently stand and deliver to our distribution centers. Doing so creates a stronger sense of trust between secondary level field activities and their primary headquarters. This in turn can permeate a greater sense of accomplishment, pride, self-assurance and well-being at our distribution centers.”

In the area of Mission, the Deep Dive process helps improve the vision of the organization by making it clear what it is trying to accomplish, strategic direction by connecting employees to the strategy and vision of the

organization, and goals by assuring there are defined targets for projects and initiatives.

For Consistency, core values improve as a result of having a consistent way business is done, agreement can be reached because the key issues are known, and coordination and integration is improved.

Through enhancement of Involvement, empowerment is improved by giving employees the authority to act, employees become more team oriented, and have capabilities developed.

Finally, the Deep Dive process helps to improve Adaptability through creating change, maintaining a customer focus, and a constant sense of learning within the organization.



A DESKSIDE CONVERSATION WITH WILLIAM H. BUDDEN,

In this first in a series of conversations with DLA Distribution leadership, DLA Distribution deputy commander William H. Budden, Senior Executive Service, discusses his views on strategy, distribution's biggest challenges, and the organization's culture as DLA Distribution moves forward as an organization.

Q: In your inaugural interview as DLA Distribution Deputy Commander, you stated that organizations, in environments such as ours, “Must develop a strategy based on the dynamics most likely to affect them...for us, those are most likely increased requirements and decreased resources.” Can you explain how our strategy has been focused on overcoming those challenges and how this will continue to impact our future?

A: Our strategy has focused on improving customer support while we have dramatically reduced costs. We have done that through our Operating Plan and Business Plan and we are seeing really good progress. What that allows you to do is to retain the customers you have through both performance and cost and, attract other customers who are in need of our core business which is storage and distribution...there is no one better at this than DLA Distribution. We have seen a decline in work in many of our distribution centers and in some cases we have changed the mix of work with reset, retrograde, and direct support

to maintenance with LMP but our financial position remains positive as our Distribution team members have done an incredible job controlling costs. That said, we have accepted the challenge from the Director to improve Customer Service Levels by 10 percent AND achieve over \$10 billion dollars in savings over the FYDP (FY14-18)---independent of anticipated business volume and market forces on big commodities (like fuel). Two initiatives that I believe we will excel in are:

1. “Delight our Customers:” Improve service delivery by 10 percentage points as measured by customer-related standards.
2. “Improve Process and Productivity:” Decrease operating costs, primarily in the distribution (including transportation) area (25%).

Q: In a dynamic environment such as ours, how does a leader keep the organization focused on the mission while at the same time executing significant changes?

A: I believe we have a culture within DLA Distribution that not only accepts change as inevitable but embraces change as a positive means to continually improve. We are an organization that has growth out of dynamic change...Defense Management Review Decision, or DMRD 902. What the CO did to help us focus on what was important during



the period of dramatic change was to develop and publish the DLA Distribution Operating Plan and Business Plan. We needed to ensure that everyone knew what changes were coming so we could all relate to those changes in a meaningful way. We also created a strategic communications venue to facilitate two-way communications to ensure that the leadership gets the message when things are going well and in those cases where we may have missed the mark we can adjust rapidly.

Q: Can you explain the role that optimization will have on improving the ability for DLA Distribution to provide superior service to our customers?

A: Broadly speaking, optimization is any efforts and/or processes of making a decision, a design, or a system as perfect, effective, or functional as possible. As there is no one better than us at storage and distribution we have been challenged to

DLA DISTRIBUTION DEPUTY COMMANDER J, SENIOR EXECUTIVE SERVICE

optimize our Distribution Network. In real terms we want as much material as possible flowing from the vendor to the customer as possible. For that material that needs to enter into our storage and distribution network we need to place it as close to the customer as possible the first time to reduce handling and movements. For that material that is no longer needed by a customer we need to move that material rapidly to disposal so we can return that warehouse to the host to be reused for a different mission. There is also a component of physical transportation in optimization. We are continuously looking at better ways to move things. We recently renewed our efforts to increase utilization of containers and pallets. We have created a number of Theater Consolidation and Shipping Point locations to provide more effective transition from strategic to theater transportation. Our ability to continuously optimize will reinforce our position as the “pros from Dover” in the distribution realm.

Q: With standardization being a strategic focus of DLA Distribution and the perception that standardization can be very regimented, how does an organization balance the needs for creating and maintaining a standardized work environment while involving the workforce in improving the environment?

A: Standardization is designed to take out variability in our processes. Our global customers

need to be able to rely on DLA Distribution to deliver the same quality of service anywhere they operate. Through standardization, we can do that. I do not believe we can standardize without involving the workforce. Our workforce is our greatest asset as they understand our customers and they really understand how the work gets done in the most efficient and effective way possible. They point out non-value and wasted steps in the process and as they do we are eliminating them. We are out at six distribution centers now validating the “standardized” processes we have collectively built to ensure what we deliver later this year will be the best baseline processes available.

Q: What have been your biggest challenges over the last few years and what have been some of the keys in overcoming those challenges?

A: I believe that the biggest challenge is helping item managers identify things we have in our warehouses that they can just let go of. The Director calls this initiative “Clean out the Attic” and that is a great characterization. He wants to reduce inventory levels by 50 percent in non-fuel over the next four years, primarily through eliminating aged and obsolete inventory and implementing measures to reduce the inflow of additional inventory. When we do that we can think differently about the outcomes possible in optimization. We can dramatically change the structure of our current

distribution network and equally drive down the cost of providing goods and services. We have had great success with Army Material Command over the last two years principally due to the leadership of Mr. James Dwyer (AMC G4) and the work of his team. Through our collaboration we have been able to pull data about their inventory in a way that it becomes immediately actionable. And they are! We are working with our DLA supply chain partners and the other Military Services through the identification of suspended and frozen stock so they can make better hold/dispose decisions. We are making progress but it is slow.

Q: Do you see a role for conflict in high performing organizations and how do you recommend leaders work through conflicts to achieve agreement?

A: We continue to strengthen our ability to use “substantive” conflict which deals with disagreements among group members about the content of the tasks being performed or the performance itself. It is much like constructive debate where all (appropriate) thoughts and ideas can be expressed in a structured way without fear of retaliation producing much better outcomes and is positive. On the other end of the spectrum is “affective” conflict which deals with interpersonal relationships or incompatibilities that generate from emotions and frustration. This produces a negative aspect of conflict in the workplace and we deal with those



situations swiftly as there are no positive outcomes that stem from this type of conflict.

Q: What do you see as the biggest challenges facing DLA Distribution over the next few years?

A: I do not believe the challenges have changed much from the past two years; they may have grown in magnitude. We have developed a strategy, operational and business plan based on the dynamics most likely to affect us and as long as we deliver the outcomes from each of those initiatives I believe we will deliver “eye-watering” support to our customers at a dramatically decreased cost. If not, someone else will!

Q: With an aging workforce as well as pressures to improve efficiency, how are you ensuring DLA Distribution is positioned to effectively manage the dilemmas we will confront?

A: I believe the greatest asset we have in DLA Distribution is the knowledge, skills, and phenomenal abilities of our workforce. I am amazed each and every day at the talent we have within our organization and our commitment to public service. Through standardization we mapped processes that allow us to work smarter in order to improve our effectiveness. We are now validating that mapping with a broad set of individuals that do the work every day. We will adjust as necessary to ensure we got it right. We continue to acquire some of the

best and brightest talent available and our current DLA Distribution team members provide on-the-job training that is second to none. I do not see any dilemmas in front of us; only opportunity for the team to exceed all expectations one more time.

Q: As a leader, how do you balance the pressures to provide expanding and superior service to our customers and deliver this superior service at a reduced cost?

A: I believe we must deliver superior...“eye watering”... service each and every time. If we can do that then attracting additional customer and retaining the ones we already have will be much easier and that helps reduce our rates. That customer outcome focus is why we develop standardization and our quality initiative. If you fulfill each order in a perfect way then you do not need to worry about an erosion of your customer (business) base and we can fully focus on cost. There are many aspects of our costs that we do not fully control but we are attacking them. We have developed a process to review and validate all of our facility and equipment requirements that we pass to Installation Support to execute. This review produced approximately \$100M in savings per year without degrading our ability to support our customers. We are working with Information Services to reduce our requirements for IT support to reduce our costs. We are finding new and innovative ways to reuse and revitalize packaging, packing, and crating material producing significant savings. There are also

many opportunities to optimize transportation we are starting to investigate. This is an exciting time to be in distribution!

Q: In your time serving as the DLA Distribution Deputy Commander, have you seen any fundamental assumptions that have had to be challenged to ensure success in the future? How does a leader challenge fundamental assumptions?

A: I believe we have challenged most of our fundamental assumptions when we developed the Operational and Business Plans. I also believe we will continue to challenge assumptions each and every day. We will do that to significantly reduce costs while improving customer support.

I believe each leader challenges fundamental assumptions in different ways. In general, I believe it requires some level of study... reading! It requires the ability to look at things differently and ask the experts to challenge themselves. It also requires us all to create a safe environment where creativity and diversity of thought are respected.

Q: How would you describe your management style and what are the key core values you expect of all leaders within DLA Distribution?

A: The things that I believe are important probably describe my management style. I invite or dare individuals to compete... participate in the debate and improvement by getting off the sideline. I do call something into question by demanding an explanation, justification, or proof that there is no better way. I do not

believe that always accepting status quo will help us be more effective or efficient. And finally, I have no tolerance for discrimination, disrespect of rules or fellow employees, or workplace violence.

Q: As you envision the future of DLA Distribution, what are the key skill sets people need to be developing now to ensure this organization achieves success in this future state?

A: We are developing through standardization specific skill sets required for each position in the organization. In general we will reinforce quality, quality control, and quality assurance as we roll out that training later this year. For our senior leader, we will be focusing on life cycle logistics which include planning, programming, and project management skills.

Q: What is the role of customer feedback in improving DLA Distribution and how can we improve how we receive and integrate this feedback into our operations?

A: There is no greater statement than “Prove it”! The old adage that customers vote with their feet is absolutely relevant to us. We have focused on the many ways our customers provide feedback to DLA Distribution including various discrepancy reports. We have created communications strategies at all levels to demonstrate our commitment to transparency and accountability. We have developed a multi-echelon quality training program that is designed to significantly reduce errors (wrong item, wrong quantity, and wrong location) and inventory adjustments. We will also increase our transparency over the next few months as we energize our efforts to deliver financial assertion and audit readiness.

Q: One of the initiatives outlined in the DLA Distribution Operating Plan is to “build quality into the way work gets done (i.e. culture)”. How will this impact leadership’s day-to-day responsibilities? How will this impact employee’s day-to-day responsibilities?”

A: Frankly, it should not impact day-to-day responsibilities for leaders or team members at all... we should always do our work correctly in order to deliver what the customer needs and wants. As we have developed our process maps for standardization, we have asked our team members and business process analysts where the most appropriate quality control and quality assurance steps take place. Those steps are now factored in. We have also strengthened our system (the Distribution Standard System, or DSS) checks to ensure that quality is built in to aid in the work flow. We are committing resources in partnership with DLA Human Resources Center and DLA Training Center to provide appropriate training to each leader, manager, supervisor, team member to reinforce how important doing work correctly is to our future. Doing things right is in our culture so this effort is really focused on rooting out the rules, procedures, guidance, and inadequate tools or training that prevent that us from executing so we can fix them.



DLA DISTRIBUTION IS AN EQUAL OPPORTUNITY EMPLOYER

All Federal employment opportunities are posted at the Office of Personnel Management website:

www.usajobs.gov

USAJOBS
"WORKING FOR AMERICA"



WE ARE AMERICA'S
COMBAT LOGISTICS SUPPORT AGENCY.
WE ARE DLA.

