

Campbell gave additional accolades to CDR Vredenburg for DDYJ's performance, "Kent implemented organizational, process and facilities enhancements in DDYJ's Receiving Division which resulted in dramatic performance improvements. New procurement processing time has reduced by 44 percent."

After her remarks, Campbell presented CDR Vredenburg with the Defense Meritorious Service Medal for his service at DDYJ from July 2003 to July 2005.

CDR Vredenburg accepted the medal on behalf of the DDYJ workforce, and addressed each component to include his 375 Japanese employees, "In a business that requires close attention to detail, our inventory accuracy numbers are remarkable; the speed in which we process orders is twice as fast as the Defense Logistics Agency's goal. Performance like this takes an all hands commitment to excellence, on that our workforce displays daily. To them I say 'Subarashii Oshigoto Arigato Gozaimasu!'"

Upon conclusion of his remarks, CDR Vredenburg bowed one final bow before reading his orders and relinquishing command.

CDR Vredenburg will continue to serve within the DDC organization as he reports to the DDC Headquarters in New Cumberland, Pa. in late August.

CDR. Clark, upon receiving the DDC's organization flag and the command ashore insignia, addressed his workforce and customers for the first time, "To the military, the United States Civil Service employees, and the Japanese MLC of DDYJ, as you know, you have a fine reputation. I am impressed with your expertise and unparalleled professionalism. I am humbled to be your new commander. I know that we will further find ways of improving our already great combat support operation. I look forward to becoming DLA's 'Flagship Distribution Depot.'"

That afternoon, the base was locked down in anticipation of a hard hit from the typhoon, but luckily it weakened and there was no damage or injuries.



Ms. Phyllis C. Campbell, SES, DDC's Deputy Commander charges Cmdr. Will Clarke with responsibility of command of DDYJ.

August 2005 Leadership Conference included 11 new depot commanders

The August 2005 Leadership Conference, hosted at the Defense Distribution Center (DDC) headquarters, included 11 new DDC depot commanders and was held Monday, August 22 to Thursday, August 25, 2005.

After an introduction by DDC Command Affairs Jackie Noble, DDC Inventory Integrity Program Manager Chris Lubic recognized nine commanders for their Inventory records. Seven distribution centers were recognized for inventory excellence – Albany, GA (DDAG); Barstow, CA (DDBC); Corpus Christi, TX (DDCT); Jacksonville, FL (DDJF); Pearl Harbor, HI (DDPH); Yokosuka, Japan (DDYJ); and Gernersheim, Germany (DDDE) — all received an award for "All Goals Met." Commanders from the distribution centers in San Diego, CA (DDDC) and Guam Marianas (DDGM) accepted awards for "Accuracy Goals Met."

After Lubic presented the awards to the nine commanders for their organization's inventory achievements, DDC Commander

BG Mike Lally, USA, gave a Climate/Culture Update speaking on "what we have done, what we are doing, and what lies ahead."

"The biggest opportunity for improvement involves empowerment, team orientation, and capability development," BG Lally said. He said that communication was key to the success toward improvement. Using all the tools—After-Action Review, Business Planning System, Communication System, Leadership System, Organizational Performance Review System, Plan-Do-Study-Act, and Supplier-Input-Process-Output-Customer—would help toward that goal, BG Lally said.

Several distribution center commanders—DDJC, Susquehanna, PA (DDSP), Norfolk, VA (DDNV), and Oklahoma City, OK (DDOO)—spoke on their climate culture—what is working and what is not. DDSP CAPT Jim Naber, SC, USN, spoke about the Denison led focus groups and the issues within DDSP. Among those issues were a disconnect with the customer and a lack of trust and a perceived lack of fairness among employees. DDSP is currently focusing its efforts on improving processes through an Employee Appreciation Day, training and promotional opportunities, and accountability measures, CAPT Naber said.

On the second day of the conference, after Review and Analysis briefs from DDJF, DDOO, DDJC, and DDSP providing insight to their organization's performance and cost, the group then received information from a DLA Enterprise perspective. A Defense Reutilization and Marketing Service (DRMS) A-76 Update by DRMS Deputy Commander Nancy Rheaume brought lively discussion on the soon to be implemented DRMS structure and the customer relationships. The conference attendees were then honored by a session with outgoing DLA Vice Director Maj Gen Mary Saunders, USAF. She spoke with the attendees on the critical importance of effective leadership across the organization. BG Lally then recognized and thanked Maj Gen Saunders for her outstanding support during her tenure at Defense Logistics Agency with a crystal globe.

After lunch, the commanders headed back for a briefing by DLA J-4 Deputy



Defense Distribution Center (DDC) commanders at the bi-annual Leadership Conference, held August 22-25, 2005, at the DDC Headquarters.

Lenny Petruccelli on one of DLA's top initiatives, Customer Relationship Management (CRM). "Our strategy is around service, sales, and marketing," said Petruccelli. "It is not just about sales, but improving customer readiness for our customers."

A Base Realignment and Closure (BRAC) Road Show was another highlight of the conference that afternoon. Col Lou



DDDE Commander LTC Lance Koenig, USA, (right) received an Inventory Update Award from DDC Commander BG Mike Lally, USA, (left) during the leadership conference for achieving 100 percent accuracy in all categories on the last sample inventory. DDDE has consecutively made the goal in every category, along with maintaining a consistently low denial rate and Absolute Adjustment Rate. DDDE has expended intensive efforts in cross-training its entire workforce and promoting the culture of inventory accuracy.

DDC senior leaders complete first executive leadership program

DDC senior leaders learn how change is needed to improve organization's culture

By Jessica Walter, DDC Command Affairs

To continue to achieve the enterprise-wide goal to improve the agency's climate and culture by enhancing the capabilities of DLA leadership, senior leaders from across areas of the Defense Distribution Center (DDC) attended the first session of the Executive Leadership Program this summer.

"The DDC Executive Leadership Program is the front end of DDC's Leadership Academy. Our intent in establishing this portion of the academy is a 'lead from the front' effort to expose all of the DDC senior leaders to a scaled-down version of the Leadership Academy curriculum and ensure that DDC leaders, from top to bottom, are pointed in the same direction to improve our climate/culture," explained DDC Chief of Staff COL Ed Visker, USA.

In addition to receiving training on core leadership competencies like communication, consistency, motivating employees, performance management, integrity and teamwork, the students, all senior leaders within DDC, also received instruction on how to establish a culture of accountability and empowerment.

"This section of the course struck a cord with the participants," said Kevin Cummings, Director of the DDC Transformation Office that heads the effort to improve DDC's climate and culture.

"The best research on organizational effectiveness demonstrates that high performing organizations exhibit a powerful culture of accountability and empowerment," Cummings explained. "That becomes the driving force for strategic and operational execution."

COL Visker, who also attended the course, pointed out that achieving this type of change would mean "changing our style

Neeley, USAF, told the group that there were over 1,000 BRAC recommendations developed; the outcome of the 33 Joint Cross Service group meetings went with 222 recommendations in the end. He said that all are available to the public online at <http://www.defenselink.mil/brac/>.

Day three of the conference concentrated on communications and the challenges of change. Topics ranging from relating to your audience, to trust and credibility, to message development, to non-verbal communications provided the attendees lots of ideas for consideration. Dr. Terry Flynn, Frontlines Communication President, led the training that included practical exercises simulating employee/supervisor interactions.

BG Mike Lally, USA, kicked off the last day of the conference with a look at Distribution Transformation Initiatives, which include DLA Afloat Distribution Center, DLA Deployable Depot, and Theater Consolidated Shipping Point.

The next DDC Leadership Conference will be spring 2006.