

## PIT Team ready to assist

By Annette Silva, DDJC Command Affairs

The Performance Improvement Team (PIT) at Defense Distribution Depot San Joaquin, Calif. (DDJC), is fully staffed and ready to assist the distribution center divisions with training and improving their processes. The team falls under the Performance Excellence Division (PED) managed by Kathy Brown, DDJC Program Manager.

The team provides assistance in facilitating improvement projects at DDJC and conducts performance improvement training of concepts and tools such as Lean (a method for seeking continuous process improvement), PDSA (plan, do, study, act), problem solving processes, process flows, and assists in creating standard operating procedures and work instructions, and a variety of other helpful process improvement tools.

“The team is important to DDJC because the team is composed of a diverse group of employees from different operational areas and different job skills who learn Lean and other continuous improvement



Members of the PIT Team are from left to right: Rebeca Salazar, Frankie Campos, Joe Takara, Alfredo Sanchez, Sharri Wise, Richard Burton, Tina Carmona, Dan Monk, and Robert Reyes.

tools and translate the concepts to DDJC applications and then share the knowledge with their peers,” said Brown.

The PIT is staffed with five permanent employees consisting of a supervisor and four core team members: Robert Reyes, Supervisor; and core team members Dan Monk, Sharri Wise, Joe Takara, and Tina Carmona. There are also four rotational employees who will stay on the project for

up to two years: Richard Burton, Frankie Campos, Rebeca Salazar, and Alfredo Sanchez. Applications for additional rotational members are currently being distributed.

Brown added, “We couldn’t have accomplished many of the improvement projects we completed at DDJC without the direct or indirect assistance of the PIT!”

## DDAG sees end result of Lean implementation

### “Miller Time” provides valuable insight for DDAG personnel

By Jessica Walter, DDC Command Affairs

Defense Distribution Depot Albany, Ga. (DDAG), began implementing the principles of Lean nearly one year ago, yet DDAG employees are already seeing how Lean can improve operations ...

... at Miller Brewing Company’s distribution center just a few miles from DDAG.

“We’re very pleased with the benefits we’ve already seen from Lean, especially in more streamlined processes and improved employee morale. Seeing the end state of Lean implementation at Miller gave us additional

enthusiasm to embrace Lean,” said DDAG Commander Kent Wheeler, USMC.

“Miller’s approach to continuous process improvements was very eye opening,” said DDAG Deputy Commander Rita Varner.

A key component of Lean includes the study of current processes from the perspective of what adds value to the customer and identifying ways to eliminate wasted steps in order to increase efficiency.

“DDAG can take note of Miller Brewing’s work in the areas of cleanliness, timeliness and quality and apply it to our operations,” said DDAG Distribution Facilities Specialist Sandie Driskell.

During the tour, DDAG personnel observed how the Miller employees are integrated into the process of increasing the efficiency of the operations. “Each shift begins with a team meeting to discuss the strategy for that shift,” said DDAG Joint Logistics Operations Chief MSgt Tony Brooks, USMC.

“They included all employees, not just a few,” said DDAG Transportation Specialist Pat Anderson.

DDAG Support Services Specialist Judy Knight saw the value of the team meetings as providing a daily opportunity to bring everyone up to speed. “Employees stay informed with all aspects of the mission from the three different shifts.”

The team meetings not only improve communication, but also increase employees’ accountability by giving them the opportunity to make a direct impact on the distribution center’s success.

The Miller Brewing Company distribution center also displays a matrix listing each employee’s training progress. “Your team’s training is visible at a glance and allows you to see who needs to be caught up,” said MSgt Brooks.

The matrix is a component of Miller’s Lean environment that DDAG plans to implement.

According to MSgt Brooks, DDAG will post a scoreboard outside the break room that shows the progress of each employee's training as well as the performance metrics of each division.

The tour also included a trip to a state-of-the-art warehouse run by an automated crane where employees used forklifts with on-board computers that tell them exactly what pallets of beer to pick up, where to find them, and which truck to load it on.

"It was fascinating to see robots moving independently, safely and accurately around the warehouse without interruption," said MSgt Brooks.

"No, the tour did not conclude with free samples," confirmed MSgt Brooks.

## Project recovers forgotten parts, saves millions

*By Jacqueline Boucher, Tobyhanna Army Depot Public Affairs*

Tom Becker knew he had struck gold when he realized systems stored in Warehouse 5 of Defense Distribution Depot Tobyhanna, Pa. (DDTP), could be dismantled, refurbished, repaired or reissued into the supply system.

The breakdown and reuse of dormant warehouse items stored by DDTP sparked a clean up effort that generated a total stock recovery worth more than \$15 million.

Becker's discovery will make parts available for systems needing repair, put serviceable assets into the inventory, free warehouse space and generate additional workload for Tobyhanna Army Depot (TYAD).

Becker is a quality assurance specialist in TYAD's Communications Directorate, Logistics and Readiness Center at the Communications-Electronics Life Cycle Management Command (C-E LCMC). His organization owns the assets that are being returned to valuable service, either as components or an entire system. He is heading a team effort to reduce dormant stock stored on the installation.

"Most items found in the warehouse aren't usable as is," he said, "I'm breaking down the items to use specific

components in different areas."

By working with DDTP, systems and components have been recouped from dormant stock to support weapons or other systems. Parts for many of the 15- to 30-year-old systems aren't manufactured anymore, and this process produces components to keep them operational. DDTP stores the majority of the TYAD's dormant or excess material in the warehouse, including items no longer needed or with no funded repair programs.

"The project returns good useable materiel that can support the Warfighter," said John Heuberger, DDTP Deputy Commander. "The idea generated savings because we didn't have to find a vendor or pay start up costs for manufacturing or remanufacturing the components."

Heuberger is hoping more people will realize the benefits of this program and start disposing of their dormant stock. He explained that disassembling and retrieving reusable components to put

back into the maintenance and supply systems is a more cost effective and efficient way to do business. All the stock is in good condition and well kept, just considered dormant or excess.

Tobyhanna Army Depot is the Defense Department's largest center for the repair, overhaul and fabrication of a wide variety of electronics systems and components, from tactical field radios to the ground terminals for the defense satellite communications network. Tobyhanna's missions support all branches of the Armed Forces.

About 4,400 personnel are employed at Tobyhanna, which is located in the Pocono Mountains of Northeastern Pennsylvania.

Tobyhanna Army Depot is part of the C-E LCMC. Headquartered at Fort Monmouth, N.J., C-E LCMC's mission is to research, develop, acquire, field and sustain communications, command, control computer, intelligence, electronic warfare and sensors capabilities for the Armed Forces.



*A team of individuals have been disassembling and retrieving reusable components from dormant stock to put back into the maintenance and supply systems. The project has grown into a multi-million dollar stock recovery effort within a few weeks. (Photo by Steve Grzedzinski)*