



# “Peer to Peer Support” – a DDC culture update

The Defense Logistics Agency culture survey provides the organization with the opportunity to identify areas for improvement based on the insights of employees across the enterprise. Many of the local action plans developed throughout Defense Distribution Center include efforts to improve the capabilities of our employees. This can be accomplished through many ways including training, coaching, mentoring, or formal problem solving.

In fact, the capability to accumulate and share knowledge is critical for an organization to improve its effectiveness. DDC faces problems every day and through solving these problems the organization has a significant opportunity to learn more about work processes to ensure the problems do not resurface. If the problems do reoccur, DDC implements the solution that worked.

“As we learn more about our work processes it is also critical that we share that knowledge across the organization,” said John Destalo, culture champion and member of the DDC Organization Development team. “There are many tools and methods organizations can use for accumulating and sharing their knowledge.”

One critical method for sharing is peer-to-peer support. This method connects people directly with the knowledge and allows individuals to access the implicit (hard-to-see) aspects of knowledge. “It can be very difficult for people to first of all know what they know and secondly to make that knowledge explicit so others can benefit from it,” said Destalo.

There are many ways for organizations to utilize peer-to-peer support. Defense Distribution Depot Red River, Texas, identified an opportunity to leverage the knowledge of their employees to support each other. “Their focus area for improvement is capability development through training and they have identified two ways to leverage the knowledge that already exists in the organization,” explains Destalo.

Division secretaries conduct seminars in basic computer programs with interested employees and then compile a list of volunteers that would help fellow employees who have specific problems with computer work.

“Leveraging the knowledge that already exists through peer support can benefit the organization in many ways, including encouraging collaboration and teamwork, building morale, and reducing the costs while increasing the benefits of training,” said Destalo.

The DDC Overall Culture Improvement Plan includes an expansion of the DDC System, which is a key element of the strategy to achieve operational excellence through process management. “Peer-to-peer support is critical to the success of this strategy,” said Destalo. One of the purposes of developing the model sites at Defense Distribution Depot San Joaquin, Calif. and Defense Distribution Mapping Activity was for others in the DDC distribution network to benefit from the knowledge gained at those two sites. The tools and techniques are available at the model sites for others to see them in action and in the context of DDC operations. The knowledge gained from these sites has already been leveraged by other DDC distribution facilities in Warner Robins, Ga., Pearl Harbor, Hawaii, and Yokosuka, Japan.



## Let Your Voice Be Heard!

*DDC's leaders want to hear your suggestions and questions for improving DDC's culture.*

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