

# DDC REVIEW

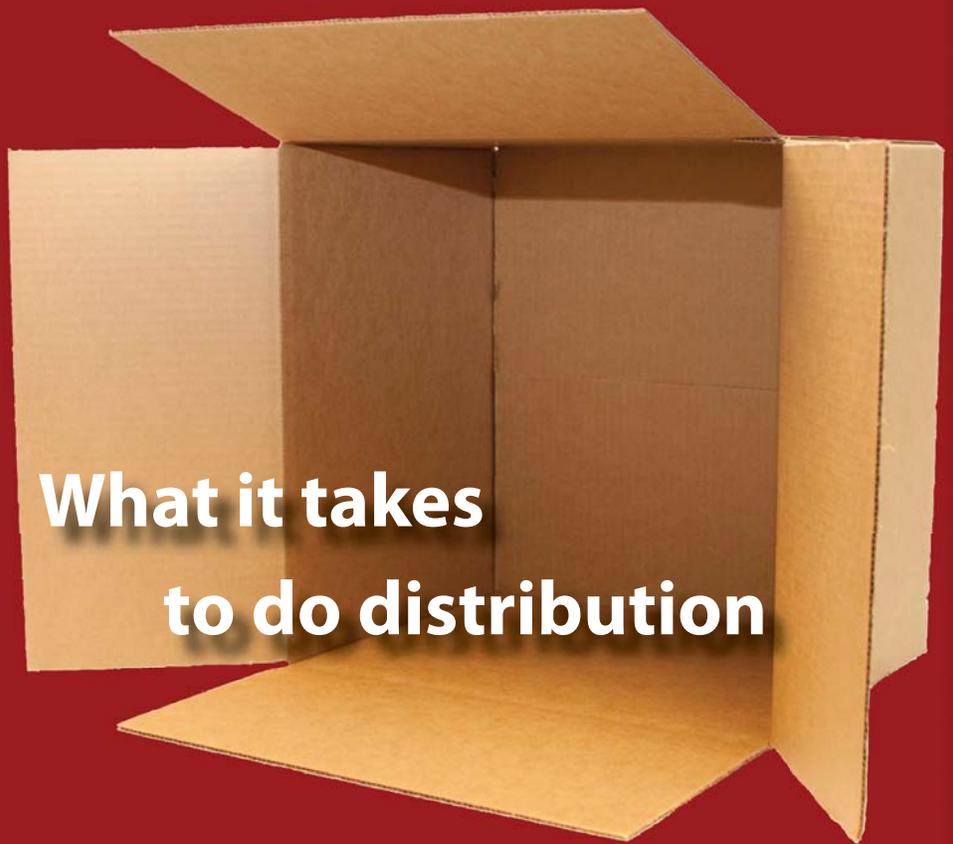
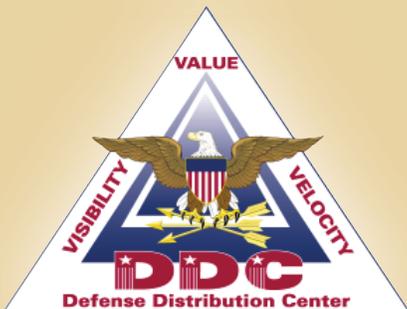
March 2010

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by procuring supplies smartly



What it takes  
to do distribution



# DDC REVIEW

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# FROM THE COMMANDER



With America's military performing operations 365 days a year, 7 days a week, 24 hours a day, throughout the globe, it takes a robust supply chain to ensure the materials flow from the "factory to the foxhole" in an efficient and timely manner.

The Defense Distribution Center, an optimized global distribution network provides responsive, reliable, end-to-end service to our customers; but what does it take to do distribution?

First and foremost, I will tell you, it's the people that make this organization a success. DDC's employees are the best in the world -- innovative, highly-skilled, motivated and focused on providing best value logistics solutions to the customer. Taking great pride in what you do, DDC continues to be the premiere distribution provider.

Every DDC employee brings a different element to the distribution supply chain pipeline; whether it is in strategic planning, receipt, storage, accountability of inventory, information technology, continuous improvement, monitoring performance metrics, kitting operations, equipment management, safety, security...the list goes on.

As we ensure sustainment for America's military around the globe and prepare for continued operations in Southwest Asia, we are synchronized with Combatant Command requirements and we are positioning the organization to support those requirements -- and those requirements continue to evolve.

DDC just broke ground on Defense Distribution Depot Europe's Logistics Distribution Center. This 250,000 sq. ft. facility will consolidate receiving, storage, issues, crossdocking and transportation operations in one facility. The facility supports European Command transformation plans and represents the first important phase of a multi-phased effort to support the

Army's strategic efforts for all DoD warehousing distribution in Germany. DDC and DDDE experts are preparing this new state-of-the-art facility to be the premiere distribution center of Europe.

The establishment of the Northern Distribution Network has been key in ensuring sustainment of U.S. forces in Afghanistan. Approximately 80% of the materiel flowing along the NDN comes from DLA. DDC employees are helping to move that materiel through that pipeline.

We will deploy our Distribution Expeditionary Depot this summer to improve access to parts and to increase readiness support as the U.S. increases its presence there. With the depot, we'll have the capability to receive, store and issue materiel needed by our Warfighters right in country. A conservative estimate indicates that we will be able to reduce sustainment airlift into Afghanistan by 38 percent.

Long term plans call for a more permanent warehouse. \$20 million in military construction has already been approved for this warehouse and is expected to be awarded this summer.

As you can see, DDC plays an ever-increasing role in the overall distribution pipeline. Each DDC employee is a critical element within that pipeline supporting the Soldiers, Sailors, Airmen and Marines around the world.

The front cover of this edition of the DDC Review will give you further answers to the question, "What does it take to do distribution?" Each of you can look into the box and feel proud to know that what you do plays a key role in ensuring the supplies are flowing through the distribution pipeline effectively and efficiently.

## DDC REVIEW

### Commander

Brig. Gen. Peter J. Talleri, USMC

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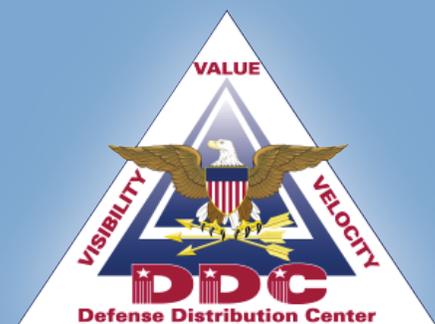
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Jessica R. Roman

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# DDDE breaks ground on future logistical hub of Europe

*By Emily Blubaugh, DDC Public Affairs*

On Mar. 30, the Defense Distribution Depot Europe broke ground on the Logistics Distribution Center Europe, a 250,000 sq. foot distribution center which consolidates receiving, storage, issues, crossdocking and transportation operations in one facility. Defense Distribution Center commander United States Marine Corps Brig. Gen. Peter Talleri officiated the ceremony, which celebrated the first action toward the creation of the future logistical hub of Europe.

The facility supports European Command transformation plans, reducing Defense Logistic Agency's footprint by 40,000

gross sq. feet and represents the first important phase of a multi-phased effort to support the Army's strategic consolidation efforts for all of the Department of Defense warehousing distribution in Germany.

In his remarks, Talleri addressed the footprint reduction, saying "Quite the remarkable facility, the Logistics Distribution Center Europe will allow for the consolidation of high activity items under one roof rather than being dispersed in numerous locations throughout the mission area."

Centralizing all DDDE operations from over 12 different locations, the additional state-of-the-art mechanized operations

and storage space will serve to reduce or eliminate multiple handling of stock, and will also provide Hazardous Material storage.

Continued forward stock positioning will result in \$1 million cost avoidance per month using surface vice air from the Continental U.S. to meet EUCOM demands, as well as space for the receipt of retrograde materiel under the growing serviceable excess program, allowing for increased support to the responsible drawdown in Iraq.

Defense Logistics Agency Enterprise Support director Air Force Col. Thomas Laffey took a moment to highlight the environmental benefits of the new facility, remarking, "The design features many energy saving initiatives including a Bio-Mass Heating System, which is anticipated to result in cost avoidance of over \$3.5 million over the first 15 years."

Other environmental sustainment features incorporated into the design elements include: a roof that can be retrofitted with solar panels, skylights to capture natural light, bike racks for healthy commuting, and land placed in conservation to offset the footprint of the new construction.

"The cost avoidance associated with the facility and its



**The future Logistics Distribution Center Europe is a 250,000 sq. foot distribution center which consolidates receiving, storage, issues, crossdocking and transportation operations in one facility.**

streamlined processes will ensure that DDDE is further able to provide seamless joint theater distribution, and innovative support of DLA and Service-managed materiel to all four service component warfighters serving throughout Europe, Africa and the Middle East,” said Talleri.

The Defense Distribution Depot Europe, located in Germersheim, Germany, is

one of DDC’s 25 distribution centers. DDC, headquartered in New Cumberland, Pa., is a field activity of the Defense Logistics Agency.

DDDE provides initial surge capability during the transition to war phase, seamless joint theater distribution, and innovative support of DLA and Service managed materiel to all four service component Warfighters serving throughout

Europe, Africa and the Middle East. Current commodities distributed by DDDE are repair parts, barrier and construction material, clothing and textiles, packaged POL, operational rations, and humanitarian relief support.

Since Fiscal Year 1999, DDDE has processed over 4 million transactions in support of military customers in EUROM, AFRICOM and CENTCOM.



Participants in the ground breaking were, from left to right, Brian Burkholder, Defense Distribution Depot Europe deputy commander, United States Army Col. John Kem, Army Corps of Engineers commander, Army Lt. Col. Steven Keller, DDDE commander, Marine Corps Brig. Gen. Peter Talleri, Defense Distribution Center commander, Air Force Col. Thomas Laffey, Defense Logistics Agency Enterprise Support director, and Stefanie Poulsen, DDDE facility engineer.



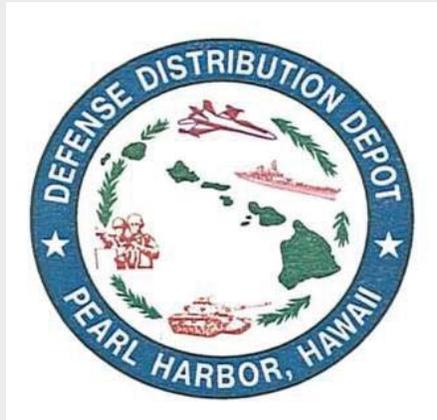
# DDPH: Paradise in the Pacific

*By Lt. Cmdr. Bryan Boudreaux, SC, USN,  
DDPH executive officer*

Since its inception in April 1999, Defense Distribution Depot Pearl Harbor, Hawaii, has been a vital part of the Defense Distribution Center's presence in the Pacific Rim. Steep in history, DDPH is comprised of 14 buildings and warehouses located on the Kuahua Peninsula on Naval Station Pearl Harbor and directly in the middle of "paradise."

The "paradise" tag often goes unnoticed to the employees of DDPH because within its walls beats the heart of distribution services in the Pacific; and the Pacific Rim never sleeps. The DDPH footprint weighs in at over 850,000 square feet of storage space encompassing over 56,000 National Stock Numbered items valued at just over \$293 million.

Through the years there have been many changes in the location of the command pennant, transforming from the Naval Support Depot, and later the Naval Supply Center, to the Fleet Industrial Supply Center, to DDPH today. Although the chain of command has shifted from Navy to DLA, one thing has, and will always remain constant, the size of the unending hunger of the Pacific Fleet Area of Responsibility. Containing 2.5 billion people and stretching from the west coast of the United States to the western border of India, and



**Defense Distribution Depot Pearl Harbor, Hawaii, provides distribution support for the Pacific Command, an Area of Responsibility encompassing over half the earth's surface, 36 countries, 20 territories, and 10 territories and possessions of the U.S.**

from Antarctica to the North Pole, the AOR encompasses approximately 105 million square miles, accounting for over half the earth's surface, 36 countries, 20 territories, and 10 territories and possessions of the U.S.

At the helm of DDPH as commander is United States Navy Supply Corps Cmdr. Scott Smith, originally from Sayville, N.Y. He began his Navy career in 1983 in the enlisted ranks as an air traffic controller and in 1985 was selected into the Broadened Opportunity for Officer Selection and Training Program and attended The Pennsylvania State University where he earned a Bachelor of Science degree in Civil Engineering.

He later attended the Naval Post Graduate School in Monterey,

Calif., where he graduated with distinction, earning a Master's of Science Degree in Operations Research. His 23 years of service has enabled him to experience nearly every aspect of the logistics arena from the operational to the technical. His vast experience has enabled him to quickly adapt to the unique and continuously evolving workings within the DLA enterprise and the Pacific Fleet AOR.

At his side is newly-appointed deputy commander, Craig Wills. Last year Wills retired from the U.S. Air Force, after 20 years of service. He developed a broad range of knowledge and logistics skills during his active duty time as he traversed the Department of Defense supply chain pipeline. His experience ranges from pushing a broom in a retail warehouse, serving as a DLA item manager, a warehouse manager, and point of contact overseeing the Pacific Air Forces material management career field.

His meticulous attention to detail quickly established him as a no-nonsense deputy who is interested in solutions, not challenges. He is a very welcomed addition to the DDPH family.

The heart and soul of DDPH, the employees, are a diverse group that works exceptionally well together. As can be imagined, when there is a tropical island

paradise tucked away in the middle of the Pacific, a special draw exists. When walking through the warehouses of DDPH, it does not take long to realize the diversity present, as one witnesses employees from around the globe who have settled in Oahu. Some are former military members, others moved from their homeland in search of the American dream, while still others were born and raised on Oahu and the surrounding islands. DDPH is truly a multi-cultural organization spanning seven race categories with over 75% categorized as “non-white.”

Alongside cultural diversity, DDPH also has military service diversity amongst its people. Over 50% of the DDPH family is comprised of retired or former Armed Forces Veterans - truly one of DDPH's greatest strengths.



**Defense Distribution Depot Pearl Harbor, Hawaii, commander United States Navy Supply Corps Cdr. Scott Smith has served over 23 years. His vast experience has enabled him to quickly adapt to the unique and continuously evolving workings within the DLA enterprise and the Pacific Fleet Area of Responsibility.**

The ability to understand not only the cultural differences, but the differences experienced across the Armed Forces, allows DDPH to quickly identify and adapt to the ever-changing mission of the Pacific Rim AOR, whether the mission is to support a major joint exercise, such as the Rim of Pacific Exercise, a biennial large-scale multinational power projection/ sea control exercise involving U.S. troops and over 20 foreign allies, or supporting the daily demands that are commonplace within an AOR of great size.

DDPH continues to search for functions and processes to improve both customer support and fiscal stewardship. A newly-developed Continuous Process Improvement team has been established to not only develop new cost savings and ideas but also capture ideas and suggestions from all employees throughout the organization.

The program is still in the infant stages but has already provided significant value in time and cost savings.

“DDPH will not rest with status quo, and



**The heart and soul of Defense Distribution Depot Pearl Harbor, Hawaii, is undeniably its diverse workforce.**

CPI encompasses the idea a continuous process that must always be reviewed and updated,” said Smith.

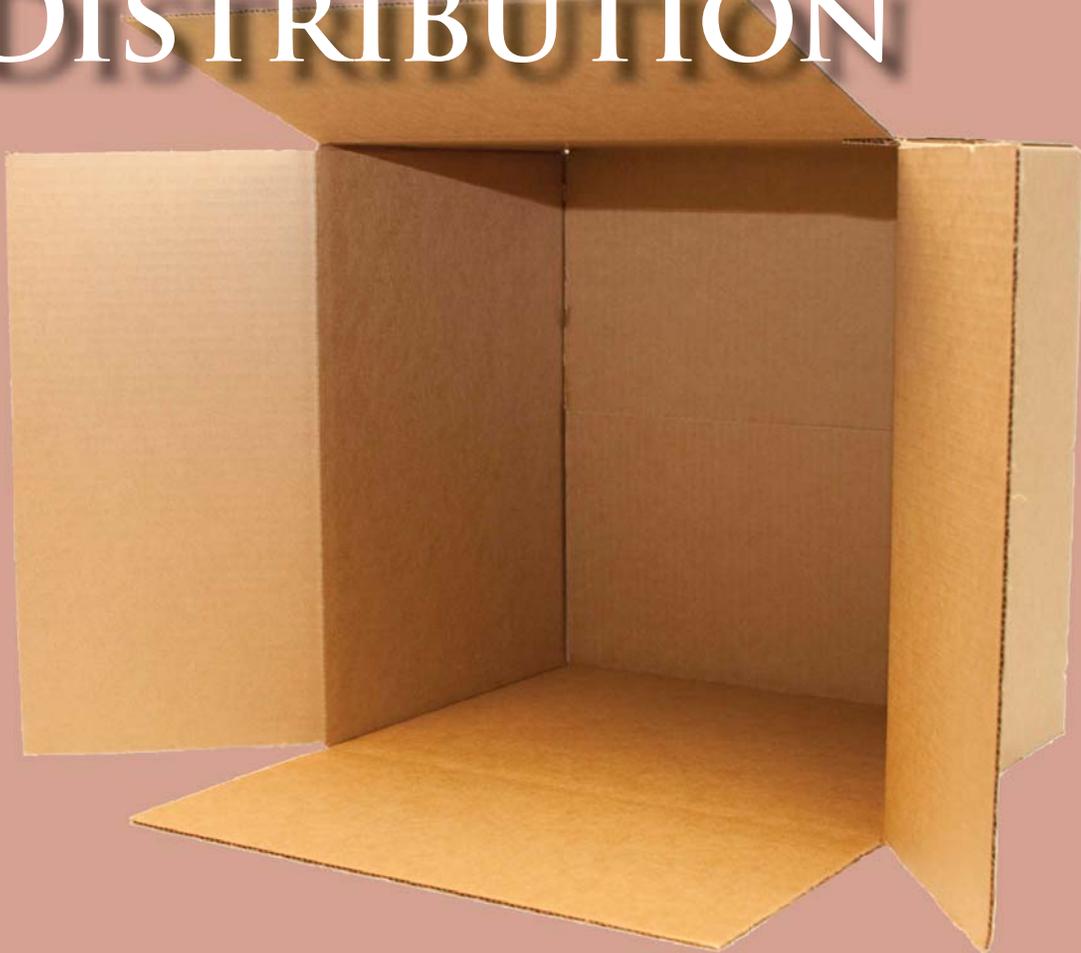
Smith's contagious positive and caring attitude continuously motivates the employees of DDPH to push the envelope when it comes to critical thinking or “thinking out of the box” and the results are evident in DDPH's successes.

“We must continue to provide agile and responsive support to our customers. We must continue to enhance DDPH's supply, storage and distribution processes and performance. We also must strive to be more efficient in the stewardship of public resources and strengthen workforce development initiatives, while sustaining effective Warfighter support. I have no doubt that the outstanding workforce and their dedication to the mission will ensure DDPH meets these goals,” said Smith.



FEATURE SECTION:

# WHAT IT TAKES TO DO DISTRIBUTION



# What it takes to do distribution – P-E-O-P-L-E; a look at the heart of DLA's lead center for distribution

By Stacy L. Umstead, DDC Public Affairs

From the factory to the foxhole, the Defense Logistics Agency supplies the nation's military services and several civilian agencies with the critical resources they need to accomplish their worldwide missions. The Defense Distribution Center, headquartered in New Cumberland, Pa., plays a key role in ensuring the distribution needs of America's Warfighters; but what does it take DLA's lead center for distribution to perform that mission? The answer, quite simply, is its P-E-O-P-L-E

More than 8,500 U.S. Government civilian and military personnel, foreign nationals, and contractors, make up the P-E-O-P-L-E of DDC...

**PRODUCTIVE:** DDC employees are the heart of its success. The life line of the distribution supply chain, DDC employees pump out more than 22 million transactions a year!

**ENTERPRISE FOCUSED:** DDC employees support the DLA Director's strategic focus areas of Warfighter Support Enhancement, Stewardship Excellence and Workforce development. Offering best value tailored logistics solutions; DDC employees are supporting almost 250,000 different customers, or addresses, around the globe!

## OPTIMIZING WAREHOUSE

**SPACE:** Always ensuring efficiencies and occupying the right amount of space to perform the DDC mission; DDC employees receive, store and issue commodities utilizing almost 76 million square feet of space.

## PERFORMANCE A PRIORITY:

DDC stores more than three million different items, on the shelves of its 25 distribution facilities worldwide. According to the 2009 U.S. Census, that's more than the population of the state of Iowa. It takes a stellar inventory accuracy program to ensure that those items reach the war fighting customer at the right place and in the right quantity. DDC employees have consistently met DDC's metrics for inventory accuracy the last two years in a row!

## LEADING CULTURE OF CONTINUOUS

**IMPROVEMENT:** DDC employees are involved and contribute their voices to leadership in many ways including the DLA Culture Survey at a participation rate of 80% across the organization leading to improvements in the overall scores of 86% from the 2004 to 2009 surveys!



More than 8,500 U.S. Government civilian and military personnel, foreign nationals, and contractors, make up the P-E-O-P-L-E of DDC...

## EXCEPTIONALLY EFFECTIVE AND

**RESPONSIVE:** DDC employees strive to learn and develop to improve their effectiveness. Over 3,000 employees have been trained in Lean principles and 371 are now green belt trained leading DDC employees to contribute to improvements in their local operations resulting in \$42 million cost avoidance across the organization between Fiscal Years 2006-2009.

Since DDC was established in October of 1997, employees have always answered the call. Supporting military operations, contingencies and humanitarian relief efforts worldwide, DDC's greatest asset, its employees, have processed more than 308 million transactions.



# What it takes to do distribution: Employee health and well-being

By Emily Blubaugh, DDC Public Affairs

It takes more than millions of square feet of warehouse space, Materiel Handling Equipment, commercial carriers, and intricate transportation routes and schedules for the Defense Distribution Center to meet its goal of providing effective and efficient support to military customers worldwide. Another important part of the equation is DDC's employees. With over 8,500 employees, DDC relies on those employees to be healthy in order to successfully and safely meet its mission of support to the Warfighter daily. This is why the Defense Distribution Depot Corpus Christi, Texas, has developed multiple health and fitness initiatives, enhancing each DDCT employee's individual fitness and well-being, as well as collectively improving DDC support to the Warfighter.

According to the Centers for Disease Control and Prevention, regular physical activity is vital for one's overall health and well-being, and being active for 30-60 minutes on most days can help build strength and fitness, relax and reduce stress, increase energy, and improve sleep. As these benefits increase, risk to heart disease and other conditions, such as colon cancer, diabetes, osteoporosis, and high blood pressure decrease. Thus, a healthier and fit workforce is a safer workforce.

DDCT has created a 1-year health and fitness challenge, which encourages employees to actively work towards a lifestyle change geared toward long-term results, rather than quick-fix weight loss, with emphasis on exercise and nutrition. With nearly fifty percent of DDCT personnel participating, the program was created to include numerous competitive categories, so that everyone be challenged and potentially win one of the competitive awards, which include greatest weight loss, greatest amount of body fat loss, greatest amount of workout sessions completed, and greatest distance walked or run amongst all competitors, all with over

and under 40 categories.

Accountability for participation is monitored by DDCT safety officer David Howard through the use of the "Visitor Log" located at the base fitness center, GPS running logs, or daily walking/running logs maintained by each individual and later reviewed by Howard. The "challenge" portion is monitored quarterly by Howard, with a quarterly winner awarded for each category.

To date, DDCT has experienced a total weight loss of 333 lbs, with over 1,000 miles and over 400 workout sessions logged, which not only benefits DDCT and its customers, but employees' personal goals as well.

Supplementing the fitness challenge, DDCT also recently hosted a Wellness Day, with the goal of providing employees with the resources and points of contact to enable them to take control of their health. The event provided the necessary tools for participants in the Fitness Challenge to reach their goals, as well as any employees who are simply interested in working toward a healthier lifestyle.

Employees had the opportunity to participate in various voluntary health screenings, which included lipid panel with glucose, blood pressure, body composition analysis, weight and body mass index measurements, counseling, and C-reactive protein tests.

"After speaking with the health professionals, there are participants that



**Warfighters rely on Defense Distribution Depot Corpus Christi, Texas, employees to complete helicopter repairs missions, and to do so, employees need to lead healthy, active lives. Photo by CCAD Public Affairs.**

will be following up with their personal doctors. This tells me that we certainly helped individuals to discover potential health problems earlier than they may have otherwise," said Howard

Over 120 employees took advantage of the opportunity to receive valuable information from professionals in various health related fields, which included overall health and wellness, dental health, smoking cessation, substance abuse, and nutrition.

"We know that a fitter, healthier workforce tends to be a safer workforce. However, the best part of this initiative is a happier workforce, and to know that these folks are taking these lifestyle changes home to their loved ones and improving their everyday lives is fantastic, and I look forward to everyone reaching their goals," said DDCT commander United States Army Lt. Col. Bernard Warrington, Jr.

Without a healthy workforce, DDCT would be unable to complete helicopter repair missions, supporting Warfighters worldwide. The receipt, storage, packing, preservation, and issue mission relies on DDCT employees, and with current fitness and well-being initiatives in place, DDCT's future looks healthy.

# DDOO offers cardiac screenings to improve employee health

By Jessica Roman, DDC Public Affairs

According to the Center for Disease Control and Prevention, heart disease and stroke are two of the leading causes of death in the United States. To help employees reduce their risk of cardiac problems, Defense Distribution Depot Oklahoma City, Okla., recently conducted a special cardiac health screening program.

In partnership with Civilian Health and Promotion Services, or CHPS, DDOO screened employees who volunteered for several cardiac health factors including, blood pressure, body mass index, total cholesterol, low density lipoprotein, non-high density lipoprotein, and blood glucose.

About one in three adults in the United States has high blood pressure, which increases the risk for heart disease and stroke,

according to the CDC. The “silent killer,” high blood pressure often has no warning signs or symptoms, and many people don’t realize they have it.

BMI is an indicator of the amount of body fat a person may have, and is calculated from that person’s height and weight. A BMI over 30, classifying a person as obese, may have several health consequences, including hypertension, diabetes, coronary heart disease, stroke, and sleep apnea.

High cholesterol can put a person at risk of heart disease, and according to the CDC, high cholesterol is the leading cause of death in the United States. About one in six American adults has high blood cholesterol. Low density lipoprotein is the “bad” cholesterol, because a high level can cause a buildup in arteries, resulting in heart disease. Conversely, a high level of “good” cholesterol, HDL,

reduces the risk of heart disease and stroke because it carries cholesterol back to the liver, where it is flushed from the body.

Blood glucose is the main sugar that the body makes from



**Ned LaViolette, Defense Distribution Depot Oklahoma City, Okla., director, and Civilian Health Promotion Services cardiac screener Janet Strayhorn, await his results.**

the food we eat. Too high of a level of blood glucose can cause defects in insulin production, resulting in diabetes.

From DDOO, 62 employees participated in the biannual cardiac screening. Once screened, the employee receives a brief on what all of their results mean, and what steps they can take to improve their numbers if necessary.

After the screening, employees are encouraged to visit a special website, where they can view their results online and compare future results to see improvement. Participants can also find information on lifestyle management, including physical, spiritual, social and emotional topics relating to health. DDOO hopes to offer additional cardiac health screenings every March and September. Employees can participate once per year, and are encouraged to come back to see how their results improved.



**Rosita Valadez, Steven Christy, Harold Heck, Sharon Blethen, and discuss their results with a health screener.**

# What does it take to do distribution at the largest the Department of Defense?

The Defense Distribution Depot Susquehanna, Pa., located in New Cumberland, Pa. is the largest distribution facility in the Department of Defense. The hub of the operations at DDSP is the Eastern Distribution Facility.

Accounting for over 70% of DDSP's supply issues, the EDC has a responsibility for global support to America's military located on the United State's East coast, in Central and South America, Europe, Africa and Southwest Asia.



- There are over five miles of towline for items over 40 pounds.
- Over 1,000 carts ride on the towline via radio frequency technology.

- The EDC is over 30 football fields large.
- There are over five miles of conveyor systems for items less than 40 pounds.



- There are eight pallet build areas.

# st distribution facility within



ftowline



- There are over 10 million square feet of indoor storage space.

- There are over 270,000 National Stock Numbers stored in the EDC.

- There are over 850,000 storage locations.





# What it takes to do distribution: Equipment



It takes \$20 million per year to keep our automation and storage equipment up to date.



It takes 4,009 pieces of material handling equipment.



It takes 1,324 pieces of automotive equipment.



It takes \$12 million per year to keep material handling equipment up to date.

# DDC J-7: Supporting the Warfighter by procuring supplies smartly

By DDC Acquisition Staff

Supporting the Warfighter takes more than having expertise in the distribution process - it also takes knowledge of the acquisition process to ensure that supplies and services are procured in a smart and timely fashion. The acquisition process is sometimes confused with the “contracting” process, but contracting is only one small piece of the acquisition process timeline.

“Acquisition starts with advanced and proper planning by requirement officials, and includes the identification of a need, defining the need, and preparing proper documentation so that Defense Distribution Center Acquisition Operations, or J-7, can carry out the contracting process,” said Renee Cairo-Iocco, chief of the contracting office.

Certain supplies and services must be purchased from private industry in order to carry out the DDC mission. There are several critical steps in the process that requires participation from various DDC personnel.

The “requirements generator” is one member of the acquisition team. A requirements generator identifies and defines a need, while considering timely planning and preparation of the procurement package. A procurement package consists of pertinent documentation to carry out the contracting process.

In order to procure supplies and services, J-7 follows several steps. First, the requirements generator identifies a need. Next, the requirements generator “defines” the supply or service, which is outlined within a Statement of Work, or SOW, or Performance Work Statement. Service requirements use this type of documentation. Some supplies that have specific characteristics need to be well defined, so that potential vendors know how to price appropriately and understand the government’s minimum need. Finally, a procurement package, containing

pertinent documentation is prepared with assistance from J-7 acquisition assistance. This package includes documents such as the Independent Government Cost Estimate, which is prepared in accordance with DDC J-7 policy, a SOW or a description of supplies, and funding. There may be other documentation required, which is identified by the DDC J-7 acquisition assistance team or the contracting officer.

DDC J-7 is comprised of two divisions; Acquisition Management and Contracting. The Acquisition Management division provides acquisition assistance that supports the requirements generator in the preparation of the procurement package. Once a package is complete, it is then ready to be procured. At that time, the Contracting division receives the package and commences the contracting process. The contracting process analyzes what procurement strategy would be best suited for the requirement. The estimated dollar threshold of the procurement will also drive certain strategies.

In any acquisition assistance initiative, DDC J-7 provides the acquisition assistance and guidance to flesh out requirements to answer questions such as: What type of work do you need to have performed, how often, and by what type of individuals? What skills are required? What will the work hours be? What type of security is necessary? What is the location? There are many questions that need answered before moving forward.

“Our acquisition assistance personnel are the ‘sculptors’ taking a mound of requirements provided by our customers and molding it into a finished acquisition package,” said Rose Snavelly-Howe, chief of Contracting Management. “This assistance provides the ‘bridge’ from the technical experts to the contracting personnel.”

One of the most complex acquisition actions performed is distribution depot support. An Acquisition Planning

Team, or APT, is formed to provide the acquisition assistance and guidance. The APT is made up of multiple subject matter experts, including depot representation, distribution support, policy and procedure, finance, safety, security, facilities and equipment, contracting, and the J-7 acquisition project officer. The APT ensures that the depot customer is updated and included in all information exchanges.

During the contracting process, there are various times where the requirements generator, subject matter experts and other support personnel such as legal, are called upon to finalize the process and execute the award.

Acquisition Management also is the retail supply manager for stocked items. Retail supply managers work with depot representatives to establish and maintain records of inventory, to determine operating supply levels, to determine reorder levels and timeframes and monitor incoming shipments to validate receipt in time to support distribution operations. The retail supply managers also prepare procurement packages to establish long term supply contracts for high use packaging supplies and other operating supplies required to perform distribution operations. For supplies not on long term contracts, in coordination with the depot representatives, the retail supply managers initiate documents and requests for materiel to be procured. Information technology requirements also are processed through Acquisition Management to ensure that the correct services are procured and renewed to be sure service is not interrupted.

The acquisition process is a team effort which starts with the identification of a need and proper planning, and leads to a sound and accurate contract award. Communication and teaming are key to the success of the acquisition process.



## Mutual vision and positive union/management distribution operations for success

If you were to visit the Defense Distribution Depot Norfolk, Va. a few years back, then return today, you would notice many significant differences. The organization is much leaner in legacy infrastructure due to Base Realignment and Closure footprint reductions and much larger in business as a result of workload transfers from the U.S. Navy in the areas of Material Processing Center, warehousing, and Intermodal Hub operations. However, one aspect of DDNV is strikingly different, and it centers on its strong organizational climate which is anchored by one of the best labor/management partnerships.

In 2007, just as United States Navy Supply Corps Capt. Brad Bellis took the reins at DDNV, the command was faced with strained relations under a virtually non-existent labor/management partnership. Employee grievances and unfair labor practices were seemingly the norm, and the level of tension that existed between the unions and management was high.

Bellis understood the vital connection between strong labor/management partnerships and an organization's ability to effectively and efficiently achieve its mission, and did not hesitate to take action to reverse the trend.

Early in 2008, after analyzing the state of affairs at DDNV, Bellis developed a comprehensive

roadmap to move the command forward, with the first step calling for formal mediation between DDNV management and union leadership within the International Association of Machinists and Aerospace Workers and the American Federation of Government Employees. The message: It was time to resolve today's issues today, put the past in the past, and move forward with a mutual vision.

With the successful conclusion of the mediation, the DDNV workforce could already sense and see the changes. The atmosphere at DDNV soon became one of teamwork, with everyone feeling free to contribute effort and ideas. Where they were once a rare occurrence, labor/management partnership meetings became a frequent exchange of valuable ideas designed to motivate employees, improve command climate, and achieve exceptional depot performance. For managers and supervisors, Bellis also executed a training program that educated his leadership team on ways to build stronger relations and harness the synergies that had lain dormant between the parties for so many years.

The result has been an extraordinary partnership that fosters active listening and empathy, with a mutual ability to compromise. Most rewarding was the fact that management and labor soon found themselves working together to develop new programs

and policies that would take DDNV to the next level of positive employee relations. Examples included a totally revamped awards and recognition program that delivers new levels of equity and evenhandedness to employees for exceeding the standards, new tools to enhance empowerment at the lowest levels, and a passionate but firm approach to dealing with disciplinary issues.

Bellis also influenced his leadership team to adopt what he calls the PH Factor approach. PH stands for Politeness and Humbleness. In his experience, Bellis has noticed that supervisors and managers who are outgoing in the manner by which they exhibit these traits tend to garner greater respect and performance from their employees. "You can boil down the PH Factor into one word – respect - such that when one shows a genuine level greater than what they expect in return, huge dividends can materialize. In my view, the modest leader is a respected leader, and deference can certainly make a difference", says Bellis.

Both the IAM&AW Local 97, led by Chairman Nate Edmonds and Co-Chairman Albert Hawkins, along with the AFGE Council 169 Vice President for the Eastern Region Rita Lemon, convey that the era under Bellis and deputy commander Denise Cordeiro has been pleasant and supportive of forward movement of all aspects of labor relations.

Both IAM&AW and AFGE

# labor relations position Norfolk

unions emphasize that DDNV senior leadership has displayed unparalleled levels of fairness and integrity with a keen ability to follow through in what they say they will do, rather than just talking the talk.

An open door policy exists and ensures that any concern that advances through the chain of command can be resolved face to face with the commander himself, if needed.

Under Bellis and the union leadership of IAM&AW and AFGE, DDNV has promoted the importance and value added by the use of mediation and advocates its use whenever possible.

Over the past two years, DDNV has been able to resolve all issues at the lowest levels without the need for engagement by the Federal Labor Relations Authority through successful mediation. Additionally, participation

in mediation has been used as a training tool for new supervisors, providing valuable hands-on experience when dealing with labor issues.

Another unique aspect of the DDNV partnership is senior management's desire to include the unions on operational discussions and decisions. "Strategic operations is not an area required of negotiation under the union agreements," Bellis stated. "Nonetheless, for management not to tap into over 70 years of experience, with much of it being operational among the union leaders, would be a miscalculation on our part."

Bellis has found it advantageous

to roll in union leadership early in the process when discussing operational changes, under the premise of informal discussions, prior to submitting a formal proposal. "In doing so, we gain a better vantage point from a labor/management perspective so that when we develop the formal proposal, most if not all of our mutual concerns are already addressed, which greatly streamlines the bargaining process," said Bellis.

Though labor/management relations at DDNV have had many growing pains over the years, the command is now at the forefront of the most productive relations in its 18-year history. "The formula is quite simple," Bellis continues.

"When I took command, I looked in the eyes of our workforce and committed to the following: 'It is your job to take care of the customer. It is my job to take care of you.'" According to the unions, Bellis has clearly lived up to that promise.



**Defense Distribution Depot Norfolk, Va., leadership, commander United States Navy Capt. Brad Bellis, center, and deputy commander Denise Cordeiro, far left, take pride in the strong partnership between management and the unions at DDNV.**



# Advanced Leadership Development: A closer

*By Emily Blubaugh, DDC Public Affairs*

Managing time effectively is a critical skill, essential in becoming a high-performing leader. As a manager, balancing a multitude of tasks is expected, whether it is monitoring employee performance, controlling resources, or performing transactional tasks, such as email, reports, briefings, etc. But how

does one decide not just what to manage-but how?

Supervisors understand that while assigned tasks may all be equally important, and vital to the enterprise's goal of supporting the Warfighter, it can be difficult to properly balance tasks to work smarter, more efficiently, and more effectively. This is why the Defense Distribution Center has developed a course, entitled "Advanced Leadership: Managing Time," to advise its leaders on

how to build and implement a personalized action plan to increase accountability, develop empowered employees and encourage creativity.

DDC supervisors have commented that they often feel they need more time for coaching, long-term planning, improving processes, team building and motivational climate culture enhancements. With a goal of supporting these

requests for help in managing time, juggling demands, and getting more accomplished in a day, the Advanced Leadership Development course was developed to enable supervisors to be proactive, rather than reactive in their positions, and to learn how to prioritize tasks and when to delegate. Most importantly, the course is unique because it is truly a leadership

course as opposed to a regular time management seminar.

The program is designed to help participants uncover techniques to help themselves and those they manage get more accomplished in a day, negotiate deadlines and projects, delegate for maximum effectiveness, organize and enable others to be better time managers.

Each participant identifies ways they and their team could operate more effectively and manage time better and develops a list of actions to implement. These plans effectively identify time



# Look at managing time

wasters and avoid procrastination, ultimately creating more time for leadership actions. The goal is to inspire an advancing culture that embraces creativity, conflict, accountability and change and supports maximization of contributions to mission success.

“Developing an action plan around the ideas a manager feels are the highest priority for themselves and their team is a critical take-away from the course,” said DDC training program manager Kim McDonald. “The result is proper implementation of these plans and better time management individually, as well as throughout the organization. Ultimately, this can save time, improve productivity, improve culture and decrease costs.”

One of the highlights to the course is the reinforcement work that follows, which has been attributed

as a large contributor to the program’s success, specifically, the coaching piece. After the completion of the course, one-on-one coaching is provided to interested graduates, and is guided by two surveys which allow for the students to identify what lessons are working and what they’ve been able to implement from the course. This is followed by six reinforcement emails, which serve to remind students of key lessons from the course.

Additionally, the coaching can include instructor support in the implementation of students’ action plans developed during the course, assistance in accomplishing one or two key items, or quantification of results accomplished which are helping the student or their team use time more effectively.

“If, as an organization, we do not do these things as well as we

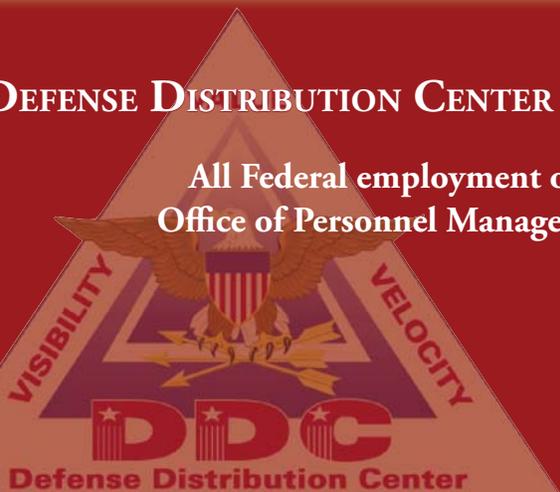
could, we’re losing time, losing productivity, and losing future opportunities to improve,” said DDC chief of staff United States Army Col. Clayton Newton.

Since the program’s inception, nearly 1,000 employees throughout 21 depots, DDC headquarters and Information Operations have participated in the training. With this volume of information now being applied throughout the organization, DDC managers now have a better understanding of their roles as leaders, while will have a significant impact on enabling the workforce to perform optimally in support of DDC’s mission.

*This article is the first of a series highlighting the continuous process improvements being implemented throughout DDC’s depots as a result of the Advanced Leadership: Managing Time class and its impact on DDC’s way forward.*

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## Talleri nominated for appointment to rank of major general



By Stacy L. Umstead, DDC Public Affairs

Secretary of Defense, Robert M. Gates, has announced that the President of the United States has nominated Marine Corps Brig. Gen. Peter J. Talleri for appointment to the rank of major general.

As DDC commander, Talleri has been instrumental in enhancing Warfighter support by extending DDC's logistics role and ensuring full integration into Combatant Command operational plans. The innovation implemented at DDC has brought significant improvements to the military supply chain and has enabled DDC to optimize its global distribution system.

Talleri is a native of Butler, Pa., and was commissioned in May 1979 following graduation from Clarion University of Pennsylvania. He was subsequently assigned to the 1st

Marine Division where he served as platoon commander and supply officer for 2nd Battalion, 5th Marines.

In 1982, he reported to Recruiting Station Pittsburgh, Pa., where he served as an officer selection officer and executive officer. In 1986, Talleri was assigned to 3d Supply Battalion, 3d Force Service Support Group, Okinawa, Japan, where he served as supply company commander and as an officer-in-charge within the

Supported Activities Supply System Management Unit. In 1988, he served with the Field Supply and Maintenance Analysis Office-3 as a supply analyst and was subsequently reassigned to Washington, D.C., where he served a fellowship with the Office of the Secretary of Defense.

In 1991, he reported to the Installation and Logistics Department, Headquarters Marine Corps, and served as an operations officer and occupational field sponsor. From 1994 to 1997, Talleri served with Marine Air Control Group-18, 1st Marine Aircraft Wing, Okinawa, as the Group's supply and logistics officer. From 1997 to 1998, he served as the deputy assistant chief of staff for Logistics, Marine Corps Base, Camp Lejeune, N.C.

From 1998 to 2000, Talleri

commanded 2d Maintenance Battalion, 2d Force Service Support Group. During this period, he was appointed commander of the Combat Service Support Detachment for Special Purpose Marine Air Ground Task Force-Vieques that deployed to Puerto Rico in support of Operation Eastern Access. From 2001 to 2003, Talleri served as the chief of the Logistics and Transformation Automation Division, within the Logistics Directorate at United States Central Command. He deployed to the Middle East for Operations Enduring Freedom and Iraqi Freedom.

From 2003-2005, Talleri commanded 2d Supply Battalion, 2d Force Service Support Group and deployed to Iraq for Operation Iraqi Freedom and Haiti for Operation Secure Democracy. From July 2005 to June 2006, Talleri served as the assistant chief of staff for Logistics, U. S. Marine Corps Forces Central Command and deployed to the Middle East in support of Operation Iraqi Freedom. Prior to assuming command of DDC, Talleri served as commanding general, 3d Marine Logistics Group, III Marine Expeditionary Force, Okinawa, Japan, since 2006.

Talleri is a graduate of the Marine Corps Amphibious Warfare School and Marine Corps Command and Staff College. He holds a Master of Science degree in National Resource Strategy from the Industrial College of the Armed Forces and a Master of Science degree in Business Management from the Florida Institute of Technology.

# DDGM Participates in Typhoon Exercise “PAKYO” 2010

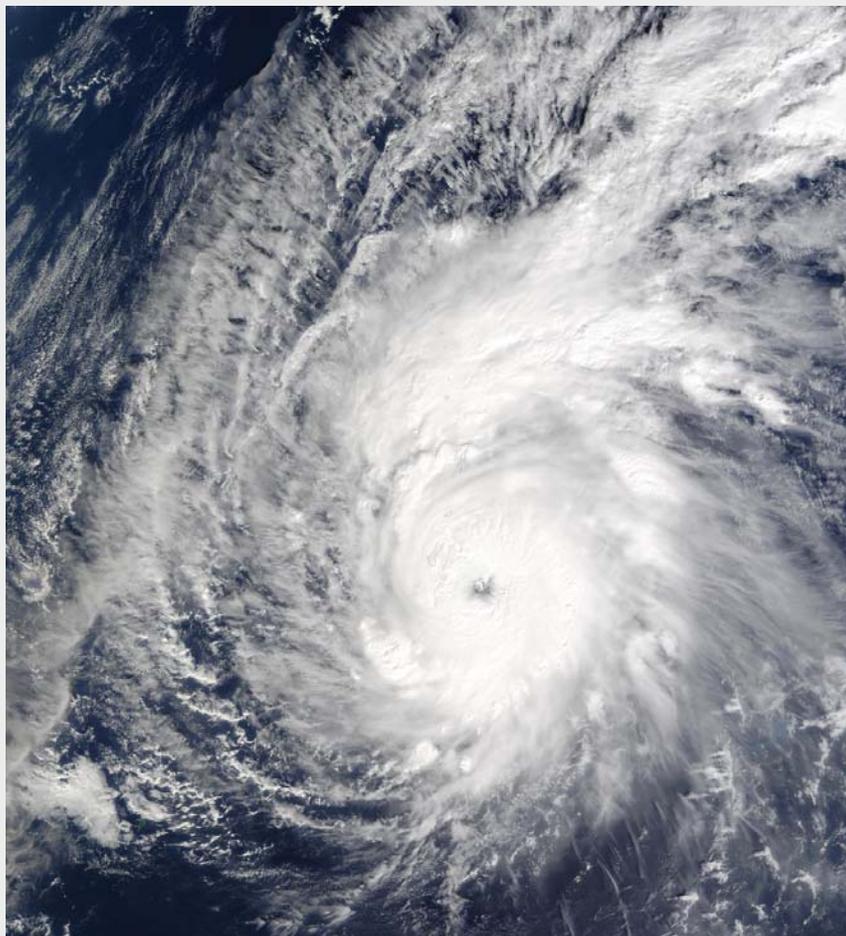
*By Randall Rodrigues and Dave Palomo, DDGM*

The Pacific Northwest is one of the most prone areas for tropical cyclone activity in the world. Defense Distribution Depot Guam, Marianas is located within this tropical belt, where the possibility of a typhoon is real. In addition to the threat of typhoons, Guam is also located in a seismically active region of the Pacific with a history of severe earthquakes. Because of this history, natural disaster planning is a high priority for the island.

This year’s natural disaster planning recently kicked off for DDGM during the Initial Planning Conference, or IPC, for Naval Base Guam, or NBG, typhoon exercise, PAKYO 2010.

“Participation in this event helps to improve DDGM’s readiness and preparedness, and to evaluate the effectiveness of DDGM’s Emergency Response Plan, in the case of a natural disaster,” said United States Marine Corps Lt. Col. Ly Fecteau, DDGM commander.

PAKYO 2010 includes DDGM, all other NBG tenant commands, NBG Base Operating Services Contractor, the government of Guam (police, fire, homeland security, and customs), the Federal Emergency Management Agency, the U.S. Coast Guard, and the U.S. Air Force.



**Typhoon Ponsona, which hit Guam in Dec. 2005.**

PAKYO 2010 is divided into six planning stages, including the IPC, mid-planning, final planning, table-top exercises, crisis action planning, and the typhoon PAKYO exercise. Participation will facilitate the exchange of knowledge and experiences between agencies and activities, help to share lessons learned, and help to plan for a simulated disaster.

Through their participation, DDGM will demonstrate its inter-agency disaster coordination and communication capabilities.

“The readiness scenario provides a special opportunity to test DDGM’s disaster preparedness and recovery procedures, and to assess and report personnel and property accountability procedures,” said Fecteau.

“Typhoon” is a regionally-specific term for a tropical cyclone that forms in the Pacific Northwest. A hurricane is equivalent to a typhoon, but occurring in the Northeast Pacific Ocean, east of the international dateline. Typhoon season, which runs from late June through December, produces an annual average of 13-18 named storms.



## DDNV and DDSP recognized with 2009 SDDC Shipper Performance Award

*By Jessica Roman and Emily Blubaugh,  
DDC Public Affairs*

Recently, two Defense Distribution Center activities were awarded the 2009 Surface Deployment and Distribution Command, or SDDC, Shipper Performance Award. Defense Distribution Depot Susquehanna, Pa., was recognized in the Super Large Shipper category, and Defense Distribution Depot Norfolk, Va., was recognized in the Shipper of Merit category.

The SDDC Shipper Performance Award program is an ongoing effort to promote timely and accurate submission of documentation for shipments moving through the Defense Transportation System, as well as shipping activities with consistently on-time and error-free shipping instructions input.

“I would like to congratulate both depots on their recognition,” said Sonya Gish, director, DDC Distribution Support. “Your dedication and commitment to the Warfighter is evident by such honors and backed by great customer feedback.”

With over 1,000 shippers contending for 15 total awards, the program is highly competitive. Award selection exemplifies a strong commitment to quality and effectiveness.

There are five categories of

shipper’s awards. The first four - Small, Medium, Large, and Super Large are categories based on volume of shipments the organization moved through the Defense Transportation System per calendar year. The fifth category, Shipper of Merit, is not defined by cargo volume. Shippers in all categories are evaluated based on timeliness and accuracy of cargo documentation. SDDC compiles and reviews this data by individual shipper Department of Defense Activity Address Code.

SDDC provides global surface deployment and distribution services to meet the nation’s objectives. SDDC deploys and sustains more than 90 percent of Department of Defense equipment and supplies by leveraging the capability of commercial industry and other military services.



**Defense Distribution Depot Norfolk, Va., Intermodal Hub employee Kerry Foerst, with DDNV’s Surface Deployment and Distribution Command Shipper Performance Award. DDNV was recognized in the Shipper of Merit category.**



**Defense Distribution Depot Susquehanna, Pa., commander United States Navy Capt. John King, center, and his team with the 2009 Surface Deployment and Distribution Command Shipper Performance Award. DDSP was recognized in the Super Large Shipper category.**

# DDKS opportune lift program promotes stewardship excellence

By Emily Blubaugh, DDC Public Affairs

Customer engagement and communication have uncovered a process improvement opportunity for the Defense Distribution Depot Kuwait, Southwest Asia. During a conversation among members of the DDKS Transportation Team and its Central Command Deployment and Distribution Operations Air Cell customers, it was discovered that two chartered IL-76 cargo aircraft were regularly departing Kuwait City International Airport, or KCIA, in support of the Mine Resistant Ambush Protected vehicle mission in Afghanistan at less than full capacity.

The team immediately made contact with the aerial port contractor at KCIA to inquire about moving DDKS materiel as “opportune” lift on these missions, receiving direct, same-day service

for Kuwait to Afghanistan, as well as avoiding the expense of transportation normally used when moving the cargo commercially on Theater Express flights.

Realizing the potential to capitalize on the empty cargo space, a process was established where the contractor and DDKS established a communications network to identify excess capacity on the next day’s missions. DDKS now delivers high priority air pallets and oversized material on demand, and they are immediately load planned on the IL-76 mission.

“We are always looking for an opportunity for process improvement at DDKS and we do this by continuously engaging our customers and networking with USCENTCOM transportation counterparts to ensure transportation available

assets are used judiciously,” said Carlos Mallari, DDKS chief of transportation.

Since the initiative’s inception in January, DDKS has exploited over 150 pallet positions of unused space, resulting in a cost avoidance of nearly \$755,000 to the Theater Express program.

In his 2010 Commander’s Guidance, Defense Distribution Center commander United States Marine Corps Brig. Gen. Peter Talleri stressed the importance of remaining good stewards of taxpayer monies while supporting the mission. “We must constantly balance performance with cost. Stewardship is an important daily practice that assures storage and distribution services are relevant, affordable, and sustainable over time,” said Talleri.



**Defense Distribution Depot Kuwait, Southwest Asia is realizing significant cost avoidance by exploiting excess space on the IL-76 cargo aircraft which regularly flies missions from Kuwait to Afghanistan.**



# “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.*

<https://ddcnet.ddc.dla.mil>

# *“Strategically Speaking”*

with Deneen Diggs, Expeditionary Logistics, Defense Distribution Center headquarters

## *Warfighter Support Enhancement*

As the J-9 chief of Military Manpower and Logistics Division, I have the opportunity to partner with joint reserve commands and key stakeholders throughout the world. These key stakeholders include the United States Army Reserve Command, United States Marine Corps Reserve Command, Air Force Reserve Management Group, Aviation Depot Maintenance Roundout Unit and various Naval Operational Support Commands. The ability to work with these commands ensures that DDC remains at the forefront of planning, training and mobilization opportunities for our members.



It is imperative that the reserve force maintains the capability to meet expected and emergent Warfighter requirements. Our agile force is Warfighter focused and globally responsive which is key to continually meeting the customer where they are as the footprint shifts in theater. Having the right person, at the right place at the right time ensures a positive outcome for the customer.

## *Stewardship Excellence*

Utilizing reservists to provide operational support to DDC and the depots pays big dividends. For the reservist, operational support provides invaluable training which allows them to become part of a tailored, worldwide Department of Defense distribution network that delivers effective, efficient and innovative support to customers. Additionally, they are gaining additional skills and in many cases afforded the opportunity for cross-level training. Finally, an opportunity is created for the members to train and work in a joint environment which is favorable across the services.

For DDC, operational support provides several cost saving benefits. It fosters an opportunity to not only utilize the military expertise of the reservists but also leverage their civilian skills, thereby allowing DDC to do more with less.

## *Workforce Development*

DDC J-9 was named by DLA as the Center of Excellence, or COE, for training and readiness, and serves as the lead organization in DLA responsible for creating the processes, procedures and management tools to achieve the highest standard of training and readiness.

As the COE, DDC develops curriculum, training strategies and individual training plans for all of DLA's over 700 reserves. These tools ensure that DLA's Soldiers, Sailors, Airmen and Marines are not only trained for successful depot and deployment missions, but it also ensures that when their tour of duty with DLA is over, they will then be DLA ambassadors as they move on to their new units.

**Deneen Diggs**  
**DDC**

To read this month's complete "Strategically Speaking," be sure to visit DDC on the web at <http://www.ddc.dla.mil/>.



## COMING IN FUTURE ISSUES

- DDC: saving energy and saving money
- DDC's support to CENTCOM
- DDC's 7<sup>th</sup> commander: Two years in review
- Continuous Process Improvement
- DDC's support to EUCCOM and AFRICOM