

DDC REVIEW

May 2010

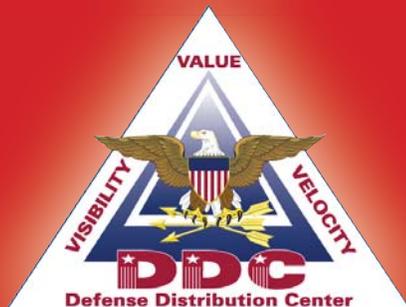
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FROM THE COMMANDER

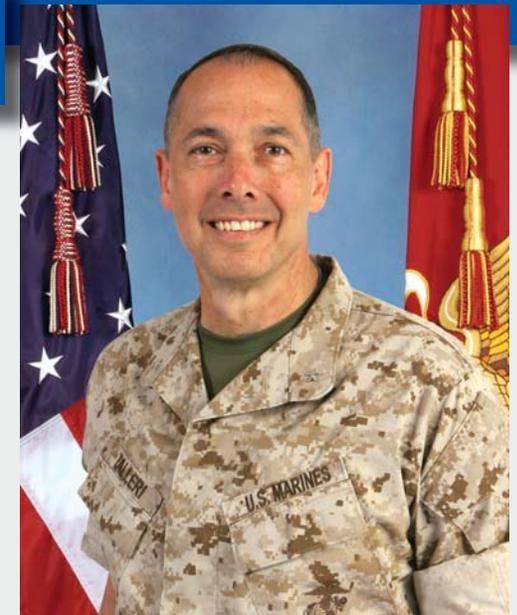
As I reflect back on my last two years serving as your commander, I am in awe of the outstanding work you do each day. We have excelled at supporting the DLA director's three primary focus areas of Warfighter support enhancement, stewardship excellence, and workforce development. We are performing every day to become the distribution provider of choice.

In the area of Warfighter support enhancement, we are extending our operations in Afghanistan. Soon, a group of dedicated volunteers will leave to set up operations for a new depot in Kandahar, Afghanistan. This dedication to the Warfighter is what makes us special. We've also made great strides in supporting the Warfighter with initiatives such as Navy Warehouse Transfer and support to the Northern Distribution Network.

We have been working hard to create efficiencies in inventory planning, investment, positioning, storage, and distribution to support stewardship. Marked improvements in business processes, end-to-end inventory accountability and visibility, and mitigating vulnerabilities and inefficiencies have been realized.

Workforce development is vital to DDC's current and long term success in effectively supporting the Warfighter at optimal cost. We have made great strides in improving our culture, and training our workforce to be leaner and more efficient. DDC is respected around the world and has a great reputation for the logistical solutions and services we provide day in and day out. It is because of our great employees – civilians, military, foreign nationals and contractors located throughout the globe. I challenge you to continue to improve every day.

It has been an honor and a privilege to serve with you. The last two years at DDC have left me as a better Marine. I congratulate and thank you for a job well done and challenge you to take the organization to even greater levels of service. Never forget: the Warfighter needs us, integrity defines us, diversity strengthens us, and excellence inspires us.



DDC REVIEW

Commander

Brig. Gen. Peter J. Talleri, USMC

Deputy Commander

William H. Budden, SES

Chief of Staff

Col. Clayton T. Newton, USA

Chief Integration Officer

Perry L. Knight

Public Affairs Officer

Stacy L. Umstead

Co-Editor

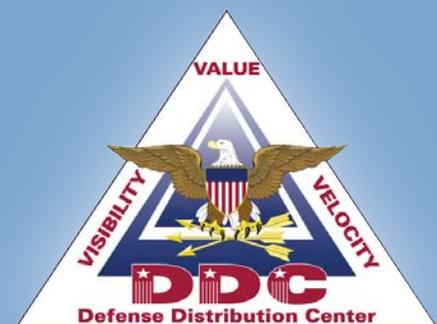
Emily C. Blubaugh

Co-Editor

Jessica R. Roman

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





DLA's Guam distribution center supports USNS Mercy, exercise Pacific Partnership 2010

Deploying to serve as part of the five-month humanitarian civic assistance endeavor Pacific Partnership 2010, the United States Navy Military Sealift Command hospital ship, the USNS Mercy (T-AH 19), recently arrived at Naval Base Guam to receive support from Defense Distribution Depot Guam, Marianas.

DDGM provided significant throughput materiel, equipment, and Cold Chain support items to Mercy during her 72-hour replenishment visit at the port. Approximately 120 miscellaneous medical supplies, including the receipt of a high-priority air shipment of critical dental supplies just hours before her departure, were delivered to the USNS Mercy in Guam.

Pacific Partnership 2010, or PP10, is the fifth in a series of annual U.S. Pacific Fleet exercises aimed at

strengthening regional relationships with host nations and partner nations in Southeast Asia and Oceania. The deployment is scheduled to take place through late September 2010, and is designed to enhance relationships through medical, dental and engineering outreach projects that reinforce the mutually supporting roles between participants.

Pacific Partnership also improves the ability of the U.S. and regional countries to prepare for and better respond to disasters, such as pandemic illness, typhoons, earthquakes and tsunamis.

USNS Mercy is scheduled to visit Vietnam, Cambodia, Indonesia and Timor-Leste. The medical

treatment facility includes multiple operating rooms, sophisticated X-ray capabilities and more than 500 volunteer and military staff. Two additional visits will be made in Palau and Papua New Guinea by other Navy and partner nation ships as part of PP10.

USNS Mercy is one of two U.S. Navy hospital ships and is crewed by 66 civil service mariners, of the U.S. Navy's Military Sealift



United States Navy Military Sealift Command hospital ship, the USNS Mercy recently ported at Naval Base Guam in order to receive support from Defense Distribution Depot Guam, Marianas.

Command, who navigate the ship to each mission stop, run the ship's engineering plant and transport patients and mission personnel between ship and shore in small boats.

Pacific Partnership conducts humanitarian and civic assistance by working with and through host and partner nations, non-governmental organizations and other U.S. government agencies. In addition to providing humanitarian assistance, Pacific Partnership also provides valuable experiences to learn from host nation military and civilian experts. DDGM is one of PACOM's distribution support hubs and maintains condition code A stock of humanitarian aid and disaster relief contingency materiel, and stands ready to deliver supply support to ensuring the U.S. military is able to rapidly respond in support of emergency relief efforts.



A Defense Distribution Depot Guam, Marianas employee prepares materiel to be loaded onto the United States Navy Military Sealift Command hospital ship, the USNS Mercy.

DDSP awarded Commander in Chief's Annual Award for Installation Excellence

By Emily Blubaugh, DDC Public Affairs

In a ceremony at the Pentagon May 5, Defense Distribution Depot Susquehanna, Pa., was awarded the 2010 Commander in Chief's, or CINC, Annual Award for Installation Excellence.

Dr. Dorothy Robyn, deputy under secretary of Defense for Installations and Environment, and Bob Stone, former deputy assistant to the secretary of Defense for Installations, presented the prestigious award to DDSP commander United States Navy Capt. John King and DLA chief of staff Army Brig. Gen. Margaret Boor.

DDSP was recognized for stewardship excellence in support of the mission, and seeking out innovative solutions to complex problems.

"This award is a direct result of the dedication of DDSP's workforce, and the great pride they take in

supporting our Warfighters," said King. "We are extremely proud of this recognition."

DDSP is home to the largest distribution facility in DoD - the Eastern Distribution Center, located at New Cumberland, Pa. The mechanized facilities within the EDC provide state-of-the-art processing in world-class fashion, allowing DDSP to provide military and commercial repair parts, clothing and textiles, medical supplies and industrial and electronic components to military customers throughout the United States and the world.

Container consolidation points for both the Army and the Air Force are operated at DDSP, consolidating materiel from U.S. facilities into sea van containers and Air Line of Communication pallets for overseas shipments. Additionally, DDSP supports the fielding of new weapons systems for the Army through the assembly of repair parts, tools and technical manuals

at the Unit Materiel Fielding Point and manages the Navy's Publications and Forms mission.

Among the installation's accomplishments in the past year, the DDSP workforce built over 28,600 air pallets and filled over 9,900 sea containers. The workforce also loaded more than 6,300 trucks with material from warehouses to provide time-definite delivery and support and shipped to over 50 military installations within the U.S.

DDSP also completed massive rewarehousing in preparation for receiving repositioned Base Realignment and Closure material, resulting in the future ownership of over one million different stock items.

Additionally, the Department of Energy recognized DDSP as a shining example of a "green technology user" through its participation in the DLA Hydrogen Fuel Cell Pilot.





DLA, NAVSUP begin Jacksonville region Navy warehouse transfer

Recently, Defense Logistics Agency and Naval Supply Systems Command completed transfer of five out of the seven Fleet and Industrial Supply Center, or FISC, Jacksonville, Fla., warehouse operations to DLA, as part of the Navy Warehouse Transfer initiative. These sites are now part of Defense Distribution Depot Jacksonville, Fla., operations. The remaining two sites within the FISC Jacksonville region, Guantanamo Bay, Cuba, and Gulfport, Miss., are schedule to transfer Sept. 26, 2010.

The Navy Warehouse Transfer initiative transfers Navy tactical distribution functions currently performed by Commander, Fleet and Industrial Supply Centers' regional FISCs to DLA. This effort will leverage the DLA distribution network to meet local customer requirements and allows the Navy to concentrate on delivering global logistics services to fleet and Joint operational units.

The FISC Jacksonville region transfer consisted of five total sites, including three sites in Florida: Key West, Panama City, and Pensacola; along with Meridian, Miss., and Corpus Christi, Texas. Over 30 positions, 11 warehouses and outdoor storage locations, and over 250,000 gross sq. feet of space were transferred to DLA. DDC is now responsible for providing tactical distribution support to local customers including the Blue Angels, the Navy Surface Warfare School, and multiple flight training centers.

During a pre-transfer town hall, transitioning employees were introduced to DLA enterprise leadership. After the transfer, the new employees were welcomed to the DLA family by DDJF director Lenny Wallace, and his staff in a series of conference calls.



Pictured is Mark Cucchi, preparing containers for shipment.

Going forward, DDJF and DDC plan to conduct operational reviews to look for opportunities to streamline processes and leverage DDC infrastructure to improve support to the Fleet. The first review was conducted by the DDC, and working with the DDJF Panama City staff, areas of opportunity in the receiving and transportation functions were discovered.

“It has been an interesting journey,” said new DLA supervisor Jonas Whitaker, traffic specialist at Panama City, Fla. “DDC has taken a very active role in trying to resolve our Defense Transportation Coordination Initiative issues.”

In joint partnership, DLA and the Navy will reduce Department of Defense infrastructure and operating costs, streamline warehouse operations, and consolidate inventory by leveraging the entire network to meet customer expectations.

DDKS provides critical humanitarian aid to Tajikistan

By, *Crimson Jessup, DDKS Chief of Operations*

When many think of the Defense Distribution Center and its 25 distribution depots, the immediate thought is support to the Warfighter, which is its main objective and number one mission. However, an equally critical DDC contribution is its role in assisting with humanitarian aid. Over the past 18 months the Defense Distribution Depot Kuwait, Southwest Asia, has worked in conjunction with Central Command to provide humanitarian assistance throughout the Middle East region.

“DDKS stocks several key items identified as crucial for survivors of natural disasters. Upon CENTCOMs directive to release the materials, DDKS prepares cargo for shipment and works in coordination with CENTCOM and the Transportation Command to maneuver materials to the impacted areas,” said DDKS deputy commander Jerry Brown.

Such a mission arose in the area of Tajikistan, which suffered major flooding May 7 and was declared

a natural disaster area on May 12. On May 14, DDKS was placed on stand-by and was told to anticipate an urgent request for materials stocked at the distribution center. As anticipated, the requisition dropped the following day for 92 tents. The mission had a suspense of only eight hours due to TRANSCOM’s already scheduled C-17 and its flight plan. With a short lead time and several obstacles to overcome, DDKS rose to the mission, and with their always present can-do vigor picked, packed, and prepared for shipment a total 16 air pallets for the air lift.

Due to the urgency which often accompanies a natural disaster, many of the common practices associated with the distribution functions were not practical and the DDKS team raced the clock with the flight window quickly approaching and several distribution/transportation requirements still unknown. Due to the lack of the physical Materiel Release Orders and the lack of the actual shipping location within a Department of Defense transportation system, multi-agency coordination was critical. Thinking out of the

box, coordination between DLA, DLA Support Team-Kuwait, DDC, DDKS, TRANSCOM, and CENTCOM was initiated to circumvent a mission shortfall and curtail several requirements until after mission completion. DDKS and DST-K were able to make contact with DLA-HQ, DDC, TRANSCOM, and CENTCOM to provide workarounds which allowed material release and movement.

The materiel departed DDKS and met the C-17 in ample time for departure. The tents arrived early the next morning in Tajikistan to be forwarded and disbursed to those who had suffered the disaster and were in need of shelter. Another mission successfully tackled by DDKS and its dedicated staff.



Floods and mud flows have displaced over 15,000 people in Tajikistan.



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DDRT expedites life-saving kits to troops in Afghanistan

By Emily Blubaugh, DDC Public Affairs and Paul Hodson, DDC

From the moment the Defense Depot Red River, Texas, learned of the Warfighter's need for Rocket Propelled Grenade, or RPG, defeat protection until the last of 600 kits were delivered to Dover Air Force Base, DDRT had two things in mind – the Warfighter, and the satisfaction that what they were doing was saving lives.

RPG Net Kits are designed for the MRAP All Terrain Vehicle, or M-ATV. The RPG netting is made of Kevlar and provides the M-ATV and Warfighter with improved protection from RPGs.

DDRT employees reacted swiftly, skillfully and with a sense of urgency as if their own lives depended on the mission. But this sense of urgency is not new to the employees of DDRT, who provide

the very best Warfighter support daily. Immediately after receiving the requisition from the customer for the kits, DDRT jumped into action to fulfill the order. Blocking off a road with assistance from Red River Army Depot security and fire department, employees laid the nearly 1,300 pound kits out to work en masse, pulling resources from the Mine Resistant Ambush Protected, or MRAP, team to execute the mission, alongside 10 personnel from the Major End Items operations.

A reporting mechanism was quickly put into place to ensure all appropriate data for each load was obtained and provided for visibility. This effort included a twice daily report through the Defense Logistics Agency MRAP Program Office, as well as the United States Transportation Command, United States Central Command, Dover Air Base, and the MRAP Joint Program Office. DDRT was continuously providing Transportation



Defense Distribution Depot Red River, Texas, recently fulfilled an urgent requirement to ship 600 Mine Resistant Ambush Protected All Terrain Vehicle Rocket Propelled Grenade kits to Afghanistan through Dover Air Force Base. RPG Net Kits are designed for the M-ATV, and are made of Kevlar and provide the M-ATV and Warfighter with improved protection from RPGs.

Control numbers, carrier and vehicle numbers, Government Bill of Lading numbers, date/time departed, and remarks that provided detail as crates were packed and trucks loaded.

“When the requisition came in, I explained to employees that this was extremely high visibility, but what made it truly important was that it was urgently needed by a soldier downrange. They really took ownership and pride in their work and I am astounded at the output,” said DDRT commander Army Lt. Col. James Bass, III.

The buildup of troops in Afghanistan is resulting in an increase in MRAP support from DLA. The M-ATV is the newest addition to the MRAP family, and is lighter and more maneuverable than standard MRAPs to aid forces in Afghanistan in navigating the country's rugged terrain.



Blocking off a road with assistance from Red River Army Depot security and fire department, Defense Distribution Depot Red River, Texas, employees laid the nearly 1,300 pound kits out to work en masse, pulling resources from the Mine Resistant Ambush Protected team to execute the mission, alongside 10 personnel from the Major End Items operations.

Lessons in leadership

By Jessica Roman, DDC
Public Affairs

What are the most important qualities in a leader? At the recent Leadership Pre-Command Course, or LPCC, incoming Defense Distribution Center commanders, directors, and deputy directors had the chance to find out from two experienced depot commanders, United States Army Col. David Rodriguez, former commander of Defense Distribution Depot San Joaquin, Calif., and United States Army Lt. Col. Bernard Warrington, commander of Defense Distribution Depot Corpus Christi, Texas.

“The two most important lessons I learned about being a commander are leadership and communication,” said Warrington. “The two things I did as soon as I became commander of DDCT were to make a charter and to develop my own leadership philosophy. I didn’t want to fall into the status quo. I wanted to make the depot better than it was, and I wanted to empower my workforce to make it better too.”

“Focusing on who you have on your staff is important,” said Rodriguez. “One of the things I started was the ‘A Day in the Shoes’ program, where I spent three hours with each of the first line DDJC supervisors. I was able



United States Army Col. David Rodriguez, former Defense Distribution Depot San Joaquin, Calif., commander, and United States Army Lt. Col. Bernard Warrington, Defense Distribution Depot Corpus Christi, Texas, commander, speak to members of the Leadership Pre-Command Course at the Defense Distribution Center on what they have learned as leaders.

to get a great feel for the DDJC culture, and it really helped me to understand each of their jobs. It’s important for each individual to know the business.”

Warrington and Rodriguez emphasized the Defense Logistics Agency director’s third focus area, Workforce Development, helping the new commanders with ideas on how to motivate and help employees.

Warrington recently developed a wellness program at DDCT, which included health screenings, a drinking and driving discussion, and a smoking cessation discussion. He believes that healthy employees are more productive and happier in the workplace.

Warrington developed a special

book club, where participants read a work-related book, and then come together during the lunch hour to discuss how the concepts in the book apply to DDCT. Warrington noted that in the first few weeks alone, six improvements were able to be identified and applied to the DDCT mission.

Doing small things for employees gives an incentive to improve, fostering a culture of continuous process improvement in the workplace.

“Meeting my workers where they are and helping them get to where they want to go is so important,” said Warrington. “You can always find new best business practices, and every day you have to break through the status quo to improve yourself and your workplace.”



A two-year look back at DLA Distribution key initiatives and successes under the command of United States Marine Corps Brig. Gen. Peter J. Talleri

Supporting the Defense Logistics Agency director's strategic focus areas of Warfighter Support Enhancement, Stewardship Excellence and Workforce Development, DLA Distribution has extended the enterprise and increased DLA's ability to provide accurate and cost effective logistics support to the Services.

Over the past two years, United States Marine Corps officer Brig. Gen. Talleri, DLA Distribution commander, and his team of over 10,000 employees worldwide provided unprecedented, timely,

and efficient distribution support to the customer, at home and abroad, ranging from Warfighters in garrison to those deployed in the Global War on Terror.

Soon after Talleri assumed command in June 2008, DLA Distribution was called on to provide support to the Federal Emergency Management Agency, or FEMA, and the victims of Hurricanes Gustav, Hanna, and Ike in coastal Louisiana and Texas.

A team of experienced logisticians was sent into the projected landfall

zone to assist Federal Emergency Management planners in the selection of large sites to serve as Points of Distribution, or PODs, from which relief supplies were distributed to the local population. Some of the pre-selected sites had not been reviewed in years and were unsuitable due to lack of drainage or highway access. DLA Distribution logisticians were relentless and successfully located several PODs that met the requirements.

DLA's Expeditionary Depot was then ordered into its first real-world deployment. A total of 90 personnel





Starting in the Pacific Command Area of Responsibility, work began on the DLA Distribution Support Plan for the Korean peninsula. Numerous man hours resulted in a new document that captured all DLA Distribution key tasks and responsibilities and that identified critical logistics, manpower, infrastructure, and support relationships that were not adequately reflected in the original version between DLA Distribution, United States Forces Korea, and the Service components.

“The work completed in the PACOM AOR will pay great dividends in the event of a contingency,” said Talleri, “It has also laid the foundation for new standard and repeatable processes that will now be applied to the European and Africa Command AORs.”

On January 12, 2010, the Caribbean island nation of Haiti was hit by an earthquake measuring 7.0 on the Richter scale, destroying much of the country’s infrastructure, killing approximately 200,000 people, and

from the three expeditionary teams – San Joaquin, Calif., Susquehanna, Pa., and Red River, Texas – either flew or drove to the two National Level Staging Areas, or NLSA, and seamlessly integrated into the FEMA structure.

FEMA made the decision to place the Expeditionary Depot commander in charge of one FEMA NLSA, demonstrating the respect that they had for DLA Distribution expertise. Expeditionary personnel assisted in establishing the NLSA at Fort Sam Houston, Texas and led the effort to establish the primary NLSA at Ford Park, Beaumont, Texas. “The Expeditionary Depot operated magnificently, in excess of 200 percent of its advertised capability, and processed over 4,000 trucks of food, ice, and plastic sheeting during their two-week deployment,” said Talleri.

FEMA coordinators began ordering extraordinary amounts of food and water to meet the needs of people fleeing the hurricanes. In three weeks of continuous operation, DLA Distribution’s Command and Control Center, or CCC,

coordinated over 1,400 tractor-trailers that delivered in excess of 31 million meals.

In 2009, DLA Distribution began to review, update, and ensure its full integration into Combatant Command operational plans. “This initiative called for DLA Distribution representation at the genesis of all planning efforts so that the Services could fully leverage DLA Distribution capabilities,” said Talleri.





displacing over one million.

DLA Distribution's CCC was ordered to go to 24/7 operations and materiel and subsistence began to flow within hours. In the first two weeks, the organization pushed forward 2.7 million Meals, Ready-to-Eat, two million bottles of water, and hundreds of tents and cots in a surge effort for the US Agency for International Development; this met the most pressing needs until the distribution pipeline was finally settled and routine resupply efforts could begin.

A key strategic focus area in the DLA Director's Guidance, Warfighter Support Enhancement, is aligned with extending DLA's role in DOD warehousing through the Navy Warehouse Transfer, or NWT.

Partnering with the Naval Supply Systems Command and the Commander, Fleet and Industrial Supply Centers, DLA Distribution is committed to the transfer of current operations in approximately 155 CONUS and OCONUS Navy warehouses (totaling over seven million square feet of storage) to DLA control.

This transfer will optimize Navy storage, warehousing, and distribution operations under a single distribution manager utilizing DLA best business practices; it will also implement the joint use of the Distribution Standard System, DLA's software for warehouse and distribution management.

NWT is composed of three phases, with the first being the "as-is where-is" transfer of personnel and functions, followed by the second

phase of footprint optimization and process improvement, and last of all the implementation of the Distribution Standard System.

NWT reduces the overall storage footprint and streamlines transportation to local customers, all of which minimizes costs and supports the Navy's Global Shore Infrastructure Plan goals. DLA Distribution and COMFISCS are working jointly for a smooth transition for FISC employees while ensuring continuity of service to Warfighters and extending DLA reach to the customer at the Navy retail level.

Similarly, the DLA Director has made the DLA-United States Transportation Command partnership one of his top priorities; in his FY2010 Director's Guidance he described his intent of a continually enhanced mission partnership with USTRANSCOM in its role as DOD's Distribution Process Owner to better support end-to-end supply-chain management effectiveness and

efficiency for DOD.

USTRANSCOM commissioned the Distribution Process Owner Strategic Opportunities, or DSO, program to identify opportunities to reduce costs within the DoD supply chain while simultaneously improving service levels to the Warfighter.

Five opportunities were identified: process improvement, strategic surface optimization, strategic air optimization, supply alignment, and strategic network optimization. All rely on DLA Distribution involvement and actions to realize opportunities. "DLA Distribution's participation has been central to developing the relationship with USTRANSCOM, and for the critical examination of opportunities to ensure that implementation has considered the full effects on the supplier, transporter, and Warfighter," said Talleri.

In the last year, DSO has recommended the consolidation of surface shipment lanes,





changes to the cargo flow process through distribution centers, and increased container utilization rates. “Improvements were noted almost immediately: over-ocean transportation costs have been reduced by an estimated \$12.7 million a year to destinations in PACOM and CENTCOM, and velocity improvements of up to 21 days have been realized in the European Command AOR,” said Talleri.

In the realm of stock positioning, the transfer of Army retail stocks to DLA Distribution Kuwait, Southwest Asia resulted in over \$1 billion in transportation cost avoidance in fiscal years 2009 and 2010. “This initiative is still largely in the developmental phase, but as DSO matures even greater savings and velocity enhancements are expected throughout the Joint

Deployment and Distribution Enterprise,” said Talleri.

To support forces in Afghanistan, probably the most daunting logistics assignment since the Berlin Airlift of 1948, DLA Distribution fully supported USTRANSCOM’s establishment of the Northern Distribution Network, or NDN. “Because of Afghanistan’s near-Neolithic lack of infrastructure, having only crude roads, no rail transportation, and few airports, it is an extremely challenging environment to navigate,” said Talleri. The NDN consists of four routes that connect the Baltic and Caspian ports with Afghanistan via Russia and neighboring states, using a rail network that terminates at Afghanistan’s northern border. From there, cargo transitions to trucks for onward movement into

Afghanistan. “DLA moved quickly to use these routes by shipping construction and barrier material in government-owned containers and by prepositioning stocks at a contracted facility; these stocks mitigated delays in NDN shipping requirements,” he continued.

The innovations implemented at DLA Distribution, and the significant improvements brought to the military supply chain, have enabled the organization to optimize its global distribution system and have increased logistics excellence and maximized war fighting capability and efficiency.

“DLA Distribution will continue to provide world-class support to the Warfighter and remain an essential part of a rapidly-changing DoD logistics environment,” concluded Talleri.



Opinions strong, logical, articulate and respected; Brown's career leads to DLA Hall of Fame

The Defense Logistics Agency Hall of Fame recognizes and honors former members of the DLA community who have made significant and enduring contributions to the Agency. This year's ceremony included two former DDC leaders, Donald P. Brown and Jerri Taylor.

Donald P. Brown distinguished himself throughout his career with unsurpassed and conspicuously notable service to our Nation, both in the military, and as a civilian.

Brown followed a steady career of increasing responsibility culminating in his appointment as director of the Defense Distribution Depot Columbus, Ohio in 1997, serving as the first permanent civilian director of a Defense Logistics Agency distribution center.

Brown, retiring in 1992 from the United States Army Reserve, had 28 years of successful participation in transportation, logistics, and major command units. After obtaining a Bachelor of Science degree in Business Logistics from the Pennsylvania State University in 1964,

Brown began his military career in January 1965, when he entered active duty completing the Transportation Officer Basic Course and, in his first permanent duty assignment at Boeblingen, Germany, he was promoted to first lieutenant while supporting troop movements to West Berlin, transporting supplies during the relocation of U.S. Forces from France and transportation support for the consolidation Army Headquarters with U.S. Army Europe at Heidelberg, Germany.

In December 1966, he was assigned as commanding officer, 15th Transportation Company, 4th Transportation Battalion, Ludwigsburg, Germany. In February 1967, he was reassigned as battalion maintenance officer, 4th Transportation Battalion, and served as the U.S. Army transportation officer for the DoD Joint Task Force at the 1967 Paris, France International Air Show.

Brown was promoted to captain in July 1967 and reassigned to the inactive reserve in August 1967. A distinguished military graduate, he was also commissioned a second lieutenant, Transportation Corps, United States Army Reserve.

Brown began his Federal civilian career in November, 1976 as an administrative supply technician for the Department of the Army in Columbus, Ohio. Brown served in that role until he resigned in December 1977.

Brown worked in the civilian sector with Sears, Roebuck and Company Logistics and then with Ohio Public Warehouse/Transportation. Then in June 1985, Brown returned to government service as a management analyst, General Schedule (GS)-09 with DLA at the Defense Construction Supply Center in Columbus, Ohio. Brown was then quickly promoted to a program analyst GS-11 position in October 1985.

He then decided to change his career path when he was selected as a traffic management specialist, GS-12 in 1987 at Defense Distribution Depot Columbus, Ohio. Another promotion was to quickly follow when Brown became a supervisory

traffic management specialist, GS-13 at DDCO. It was clear that he was a dedicated employee when he accepted a temporary assignment as the traffic manager position at DDCO.

In 1992, Brown was selected as the GS-14 distribution facilities manager, the lead civilian in charge of the DDCO organization. The employees of DDCO were led by many great leaders in uniform, but the continuity would come under the leadership of Don Brown.

Little did he know that many challenges were to face DDCO in the coming years, and Brown, a man with 28 years of experience as an Army Reservist, a big heart for people, and several decades of hands-on technical experience, was an incredible asset in leading and implementing those changes.

After a history of significant and steady high workload and superior support to the Warfighter, starting with its establishment by the Army in 1918 and continuing throughout the rest of the twentieth century, DDCO, in 1995, was identified by the Base Realignment and Closure, or BRAC, Commission as the Depot to hold military war reserve assets and other slow moving items. This effort not only required massive materiel movement efforts with receiving and shipping functions but also impacted personnel at the Depot. During a two-year period, DDCO went from 505 personnel processing more than 1 million receipts and issues annually, to 55 teammates processing 243,000 receipts and issues.

Through Brown's leadership as the Transportation Officer, DDCO exceeded all expectations in executing the BRAC recommendation ensuring



Don Brown, former director, Defense Distribution Depot Columbus, Ohio

those that were displaced acquired other positions and that the DDCO maintained a positive and motivating environment for all...no small feat.

Brown was selected as DDCO's Director in 1997 and his next challenge came in 1998, when it was determined that DDCO would be the first Depot to undergo the A-76 public/private competition for distribution services. DDCO then served as a model for all future distribution center competitions.....and there were many.

Brown's tireless efforts, his broad and extensive knowledge of depot operations and his dedication to the task, bought the government a win over competitors in the private sector and still saved millions of dollars to the taxpayer. However, as part of the winning proposal, the DDCO team was reduced from 41 to 19.

After the events of Sept. 11, 2001, as units were mobilized and deployed

to Afghanistan, DDCO, and Brown's small staff, was called upon to furnish uniforms, boots, and other items of organizational equipment. The DDCO attacked this surge with their usual motto of "Dedicated, Dependable, Customer Oriented" support to the Warfighters. In supporting Operation Iraqi Freedom, DDCO experienced their last "surge" in war reserve material. Starting late February 2003 and lasting through early April 2003, DDCO team members working 12 hour days, 7 day weeks processed more than 5,000 requisitions packing and shipping 200 truckloads of materiel.

Brown's final challenge at DDCO was with the BRAC recommendation of 2005, which was to disestablish the distribution activity at DDCO. While the recommendation did not direct the closure to be completed until 2009, under Brown's leadership, and with a skeleton staff of 12 team members, they finished this task one year early.

Brown's foresight, not only saved the American taxpayers millions of dollars, but also ensured that not one of those team members was adversely affected.

In keeping with his previous excellent performance standards, Brown executed the movement of materiel, supplies and equipment to other sites while still meeting customer expectations. In fact, Brown and the DDCO staff performed some work that could not be executed at DDC's larger sites.

Brown's knowledge of all aspect of distribution operations, including his intensive knowledge of the Distribution Standard System, or DSS earned him the respect of managers, employees, peers. Many times, Brown was contacted for his expertise. He has always been viewed as a distribution

subject matter expert.

Brown constantly exceeded all expected performance requirements and more than frequently went the extra mile to provide exceptional Warfighter support. Brown was always committed to continuous process improvement by frequently sharing ideas, suggesting improvements, and being proactive in developing solutions which are technically accurate, cost effective and creative. He routinely received unsolicited positive comments from customers.

Throughout his career, Brown raised the bar on performance for himself, his employees and his peers. He was always the epitome of a dedicated professional. His efficiency and professional demeanor won him the respect of both contemporaries and superiors. His opinions have always been strong, logical, articulate and respected. He was repeatedly recognized for his technical competence, depth of knowledge and the ability to grasp a situation and institute a viable solution. Unusually dedicated and an expert in his field, he exceeded all expected performance goals, in every job. He was always a trusted advisor to senior leadership.

Brown's performance clearly demonstrates the extraordinary recognition of the DLA Hall of Fame award. Total dedication to process improvement, insistence upon excellence, and commitment to customer service and fiscal responsibility were hallmarks in his career. However, it is Brown's leadership and his love for people, which set him apart from the rest.

Time and time again, throughout his career, Brown achieved success operating with limited resources and staff members, but always serviced the Warfighter with "the right item, in the right amount, to the right place, in the right condition, and on time."



Taylor coached and mentored and led way for many in logistics field

The Defense Logistics Agency Hall of Fame recognizes and honors former members of the DLA community who have made significant and enduring contributions to the Agency. This year's ceremony included two former DDC leaders, Donald P. Brown and Jerri Taylor.

Strong willed and knowledgeable in every aspect of logistics, Jerri Taylor tore down barriers in what was once the predominately male world of distribution. Her career is one that many followers hope to emulate.

Taylor began her civil service career in 1974 as a clerk typist at the New Cumberland Army Depot, New Cumberland, Pa. After holding positions in the Inventory Division and the General Supply Division she was accepted into the Army's Transportation Intern Program in 1978 and attended the Army's Transportation Officer Basic and Advanced Course at Fort Eustis, Va. After graduation from the program, she was assigned to the Army Depot System Command in Chambersburg, Pa., where she managed transportation policy for Army depots throughout the continental United States.

In 1981, Taylor accepted an assignment at the Army Logistics Management College in Fort Lee, Va. as an instructor of Logistics Management in the Depot Operations Management Course. She was promoted to course director of the Depot Operations Management Course in 1986, and served as a senior instructor for physical distribution topics for the

Logistics Executive Development Course, the Quartermaster General Officer Orientation Course, and the Quartermaster Officer Advanced Course.

From 1989 to 1992, Taylor served as the deputy director for Supply, Ammunition, and Transportation at Letterkenny Army Depot. In this position, she managed the receipt, storage, packaging, and shipment functions of a \$7 billion inventory with a workforce of 1,100 employees.

In 1992, she accepted the position of transportation officer, Defense Distribution Depot Susquehanna, Pennsylvania, or DDSP, the largest multi-site distribution complex in the Department of Defense. Taylor was a strong proponent of using innovative technology to improve the distribution processes of velocity, value, and visibility. She led the implementation of the use of Radio Frequency Identification/ In-transit Visibility technology and established an automated call center, both of which played a key role in DLA's transportation reinvention efforts. In 2001, Taylor served as the operations manager for the second shift at DDSP, managing more than 500 employees further sharpening her operational skills.

Because of her reputation as a dynamic leader, Taylor was personally selected by the commander, Defense Distribution Center, to become the director for the Defense Distribution Depot Richmond, Va. in April 2004, where she served until her untimely passing in October 2008. During her tenure,

Taylor's leadership was instrumental in DDRV's achievement of outstanding performance records.

Director, one of her first accomplishments was the clean-up of almost 25,000 commercial gas cylinders. As a demonstration of her good stewardship, she established accountability of the assets; rather than disposing of the cylinders, she directed their processing through the Defense Reutilization and Marketing Service sales program. Her partnership with DRMS saved the government an estimated \$1 million in disposal cost avoidance.

Taylor then ordered the renovation of three warehouses to improve the safety, health, and quality of life for DDRV employees. At DDRV, she was a leader in DDC's efforts in Base Realignment and Closure, and A-76 competitions.

DDRV won the first A-76 competition, but a contractor won the second. Taylor empowered the workforce to take ownership of their careers and to properly prepare for their transition; she made herself available to them and provided advice and compassion. Throughout the transition to a contract workforce, the employees believed in her hands-on style and acted in a truly professional manner, keeping metrics well within DDC tolerances, and effectively supporting the Warfighter.

Performance statistics clearly demonstrate Taylor's impact on DDRV. Prior to her arrival, high priority Materiel Release Orders,



The late Jerri Taylor, former director, Defense Distribution Depot Richmond, Va.

or MROs averaged 2.1 days to process; routine MROs averaged 2.6 days. Within six months of Taylor's assumption of command, the average processing time for high priority MROs was down to 0.8 days; and, processing for routine MROs was down to an incredible 0.6 days- a full two days faster.

Average new procurement receipts went from 0.7 days to 0.4 days and customer return receipts improved from 1.4 days to 0.6 days. These dramatic changes in metrics led to an impressively low customer denial rate of 0.55 percent during her tenure. These achievements are more noteworthy when it is realized prior to Taylor's arrival, DDRV missed the one-day processing goals for 17 consecutive months.

DDRV's Culture Survey results are

another illustration of the dynamic nature of Taylor's mentoring and leadership. The survey is benchmarked against a database of over 800 other organizations. DDRV's results were in the bottom quartile of the 888 organizations polled, prompting Taylor to act decisively. She instituted town hall meetings, team building, leadership development, and communication training, and "flattened" the organizational structure which ensured guidance wasn't lost in translation from senior leadership to employee.

She stressed improving DDRV performance by educating the workforce on the importance of metrics and directed Information Systems Division to post dates, priorities, and statistics so employees could see daily feedback on performance measurements.

Taylor spent a great deal of time in the warehouses with the employees, receiving feedback, and soliciting innovative ideas for efficient processes. Demonstrating leadership by example, she fostered trust and loyalty and encouraged employees to extend those qualities from the workplace to their personal and family lives.

The results of the 2004 Culture Survey were astounding. The DDRV Denison Cultural Index improved from 7.58 points to 27.1 points, a 258 percent increase. This only spurred Taylor on to greater action and by 2006, the index had risen to 61.67 points, an additional 128 percent over the 2004 results, making the

total increase from 2004 to 2006 an unheard of 714 percent.

Taylor was lauded by her peers and senior leadership for her many accomplishments. She motivated and empowered her workforce to take ownership of their depot and see the bigger logistics picture beyond their job titles.

Throughout her career, Taylor's excellence was formally recognized by numerous civilian awards. She was the recipient of a Meritorious Civilian Service Award, numerous Special Act Awards, and was presented with the PowerTrack Management Innovation Award by the Assistant Deputy Undersecretary of Defense for Transportation Policy.

Taylor was a graduate of the Professional Development Program at Simmons College Graduate School of Management in Boston, Mass. and attended Wilson College in Chambersburg, Pennsylvania. As a member of the Margaret Corbin Chapter of Federally Employed Women, she was a proponent of women in pursuit of excellence and corporate advancement, and was an active member of the National Defense Transportation Association.

Taylor's performance clearly demonstrated her extraordinary leadership abilities. Although she had gained enormous technical, hands-on experience over a career spanning several decades, it was Taylor's love for people and her willingness to be a teacher, coach, and mentor that set her apart.

Taylor left a legacy of profound excellence in the Defense Logistics Agency and the Department of Defense.



DLA's Kuwait distribution center supports Camp Leatherneck warehouse rebuild in wake of fire

By *Crimson Jessup, DDKS chief of operations*

Upon notification of the recent fire which demolished a warehouse at the United States Marine Corps Supply Management Unit, or SMU, in Camp Leatherneck, Afghanistan, the Defense Distribution Depot Kuwait, Southwest Asia, was called on to assist in the rebuild of materials to ensure the SMU was quickly operational and Marine readiness level restored as soon as possible.

The warehouse, which housed a majority of repair parts, to include the Marines Mine Resistant Ambush Protected vehicle consumable and reparable items, is essential in supporting Marine combat readiness within their Area of Responsibility. The damages of the fire included over 20,000 National Stock Numbers costing approximately \$154 million.

On May 18, the Defense Logistics Agency announced that its distribution depots would begin to receive hi-priority Material Release Orders to begin replenishing stock levels. As predicted, the following day 3,500 MROs dropped at DDKS for the support of the Marine SMU, which created an approximate 130 air pallets, and were offered for shipment within 48 hours of requisition.

According to DDKS deputy commander, Jerry Brown, following the large surge of MROs, the SMU has returned to normal operational levels. However, DDKS continues



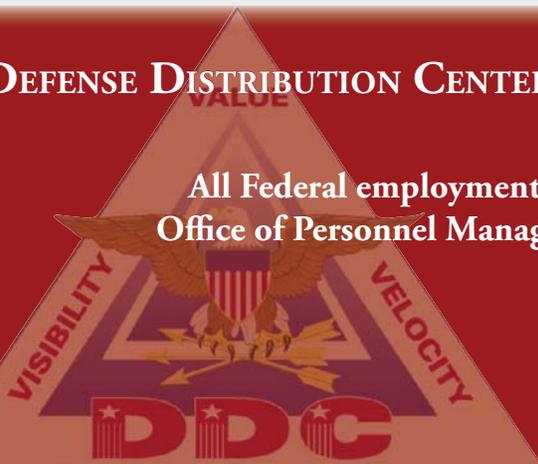
Defense Distribution Depot Kuwait, Southwest Asia, recently expedited supplies to assist in the rebuild of materials lost in a fire at the United States Marine Corps Supply Management Unit in Camp Leatherneck, Afghanistan.

to receive approximately 30 MROs daily.

“The operational team at DDKS continues to monitor Camp Leatherneck MROs and transshipments to ensure they are handled as hi-priority missions, ensuring the best DLA support to the Marines and the war effort,” said Brown.

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Talleri named honorary Supply Corps Flag Officer

By Stacy L. Umstead, DDC
Public Affairs

Defense Distribution Center commander, United States Marine Corps Brig. Gen. Peter Talleri, is the newest member of an elite group within the United States Navy. On May 20, Talleri was named an honorary Supply Corps Flag Officer as part of a farewell ceremony hosted by his distribution depot commanders and deputies.

On behalf of the Chief of the Supply Corps, Rear Adm. Michael Lyden, Naval supply officers serving as commanders within DDC's global

distribution network presented Talleri with the prestigious honor for his support to the United States Navy and Naval customers throughout the world.

"I'm honored, humbled and touched by this recognition," said Talleri. "I couldn't be more proud to serve alongside such great military officers."



DDC Retirees

David E. Brooks, DDSP
Ralph D. Campbell, DDJC
Richard C. Coy, DDSP
James U. Dunaway, DDAA
John E. Gallegos, DDHU
Walter D. Ginn, DDAA
Jesse A. Guy, DDAA

Dennis P. Loyd, DDRT
Kenneth McDowell, DDSP
Gregory M. Palese, DDSP
Adelpha Ramos-Nieves,
DDPH
Tommy Rivers, DDAA
June C. Shell, DDAA

Elsie E. Wisinger, DDRT
Ronald J. Wood, DDJC

*DDC thanks you for your
years of service and
dedication to serving
the Warfighter.*



DDJF's BFD: Mission Complete

In July 2007, Defense Distribution Depot Jacksonville, Fla., began planning for the Base Realignment and Closure mandated footprint reduction process. DDJF was provided a goal of reducing by 228,000 gross sq. feet, and the depot, led by United States Navy Cmdr. Susan Talwar, with input from EG&G, the contracted distribution services provider, began the process with a plan to move out of Building 110 and the Building 110 Annex, which would provide the needed reduction. With over 84,000 line items of materiel on-hand at the time, plans were made to re-warehouse materiel with two directives in mind:

1. Reduce the number of locations in which materiel was stored
2. Maximize the available cube of storage locations

Building 110 was a three story structure, with 8 foot bin shelving on the second and third decks, and 8 foot QA shelves on the first floor. It housed mostly Defense Logistics Agency consumables on the second and third floors, and Navy small repairables on the first floor. The Building 110 Annex was one story with 8 foot QA shelving for small Navy repairable stowage, and also included the service provider's maintenance shop and a small parcel packing area for the two buildings.

The first order of business was to consolidate materiel to the south area warehouses, following the rule to reduce the number of locations

per National Stock Number in the process. Building 162 was reconfigured with DLA Enterprise Support newly-purchased 12 foot bin shelving storage aids, and the reuse of eight foot QA shelves for storage of consumables not conducive to small bin storage. The 12-foot high bins took full advantage of the vertical storage capability not possible in Building 110, and not require the costly installation of an in-rack fire suppression system, as 12 feet remained below the fire code height limit. The plan allowed for 71,000 bin locations in Building 162, so that all of the binnables in Building 110 could be rewarehoused and stored in Building 162. The Building 110 and Annex Navy repairables were rewarehoused into Building 176 ("A" condition) and Building 163 (anything other than "A" condition).

In February 2008, Defense Distribution Center Acquisition Operations completed a contract modification which funded the service provider to perform the rewarehousing operations and the storage aid reconfiguration necessary over the next 24 months. It was very important that the Continuing Government Activity and service provider communicated prior to the startup of the operation, so that the service provider could provide feedback and the overall goals and direction of the project were known upfront.

The original planning and execution tenets included the direction that all current materiel would either need to fit into the

reduced warehousing footprint, be attrited out of stock by filling materiel requirement orders, or be worked for disposal on an individual line item basis through item managers. At that point in time, the overall plan did not include the potential movement of any materiel from DDJF to the future servicing strategic distribution platform, Defense Distribution Depot Warner Robins, Ga. Thus, in late 2007, the DDJF BRAC Footprint Diminution, or BFD, project was born and encompassed the following rewarehousing mandates:

- Pick the location's on-hand Distribution Standard System quantity by counting the actual amount at pick and write correct quantity on the box, bag or pallet;
- Count the materiel again at stow and stow the actual quantity;
- And perform 100 percent quality control on all inventory adjustments.

About six months into the project, the Jacksonville Naval Air Station's Base Futures Planning Council advised DDJF that three buildings currently used in Packing, Packaging, Preservation, and Marking, or PPP&M, operations were planned for demolition in 2012 in order to make room to build a new flight-line fire station. The base also informed DDJF that their higher echelon, the Commander Naval Installations Command had set a goal for a 25

percent facilities reduction via either demolition and/or lay-up of buildings on base, with the specific direction for the demolition of all temporary structures by 2013. DDJF was currently utilizing four temporary tension fabric buildings for bulk materiel storage, which had a supposed-serviceable life of 10 years, but were in use for nearly 25 years. It was evident that these would need to be returned to the host installation for their eventual demolition.

Late in 2008, six months into the execution phase of DDJF's original BFD process, it became clear that the initial plan to return only Building 110 and Building 110 Annex to the host in order to meet the 228,000 gross sq. feet BRAC goal, was no longer sufficient. The BFD process required some 'shape-shifting' to incorporate the Naval Air Station's Future Base Operations Plans. Nine buildings, encompassing 308,000 gross sq. feet, were included in the updated BFD plan and scheduled for return to the host prior to completion of the project in early 2010.

The DDJF team's BFD was revised to now include retaining a portion of the first floor of Building 110 and moving in the main PPP&M

operation, but with a reduced overall footprint from over 45,000 gross sq. feet to under 35,000 gross square feet. The updated plan also encompassed reconfiguring several bays in the south area warehouses by removing racks to make room for bulk materiel storage rewarehoused from the four tension fabric buildings. In addition to the distribution services provider manpower, DDJF supervised 42 reserve soldiers from the 665th Quartermaster Detachment for two weeks in the summer of 2009, rewarehousing the largest cube of these items into Building 171.

In addition to this updated BFD plan, in May 2009, DDJF began receiving Stock Transport Orders to move DLA owned or managed large cube items to DDWG. Throughout the summer of 2009, as this movement to the SDP progressed towards a scheduled total of nearly 18,000 line items, DDJF came to the realization that there was an opportunity to reduce its storage footprint even further by turning-in one additional building totaling 99,000 gross sq. feet. In August of 2009, the thrice-revised plan was approved by DDC which would have DDJF return 10 buildings to the host, totaling 407,000 gross sq. feet at fruition. Racking was removed from Building 171 and the 12 foot bins in Building 162 were moved to Building 171 to accommodate small consumable item stowage. An entire bay in Building 171 was established for pilferable segregated storage. The final execution phase of the BFD plan began in the fall of 2009 and

culminated in March 2010 with the return of Building 162 to the host installation. By March 31, 2010, DDJF declared to DDC, "BFD: Mission Complete!"

There were many other actions that took place during this time to improve the storage environment to make it a safer, more efficient and more effective workplace. All nestainers were removed from storage and were replaced with rack or bulk storage areas. The racks allowed DDJF to go four levels high within the same footprint, increasing storage capacity. DDJF removed a rolling rack system that was antiquated and prone to breakdown, and created a bulk area for containers instead. The equipment maintenance shop was moved to the south area early in the process, to be closer to where the vast majority of the Materiel Handling Equipment and other equipment were located. By 2013, when the Navy completes demolition of the empty tension fabric buildings within the south area gated warehousing compound, DDJF anticipates further "compression" with closer location of outside bulk storage areas within the compound, reducing the time it takes to get to and from these areas.

The underlying theme that made all of this happen so successfully at DDJF was CGA & service provider teamwork and communication... it's vital to everything accomplished at DDJF. DDJF understands they cannot be successful at providing the best service at the least cost to the Warfighter without working together as a cohesive, communicative team. The DDJF BFD project was proof of this concept.

DDJF

Defense Distribution Depot Jacksonville





Accumulating and Sharing Process Knowledge – 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. The leaders throughout the Defense Distribution Center use the results to guide them to key areas to focus on improving their cultures. Improvement with respect to an organizational culture denotes that an organization is learning something that helps them move their performance from a current state to a “better” future state, better being clearly defined by a standard of performance.

A key organizational and leadership capability that has been shown to facilitate organizational performance improvement is to accumulate and share knowledge about work processes. Knowledge being defined as familiarity or understanding that is gained through experience. This knowledge is usually gained through efforts at solving problems within the work processes. Once anyone (usually a work team) in an organization identifies and then effectively solves a problem that results in an improvement it is important that the knowledge gained from that experience be made explicit (or accumulated) and then shared with others in the organization. There is nothing

more frustrating than to have to solve the same problem over and over again or to work on a problem that others in the organization have already solved and not know about it. “If I had only known that...”

There are many ways in which organizations can implement tools to facilitate the accumulation and sharing of process knowledge. “This can be as basic as an update to a Standard Operating Procedure ‘and subsequent training on the process change’, a lunch and learn training session, or a morning team meeting, and with the rapid change and availability of technology it can also become a much more complex endeavor, like shared best practice libraries or on-line tutorials,” said John Destalo culture champion and member of the DDC Organization Development team.

One DDC organization that has implemented a tool that helps them to accumulate and share process knowledge across their organization is the Defense Distribution Depot Susquehanna, Pa. The sheer size (number of employees) and diversity of work in their operations makes organization-wide communications a complex endeavor for them.

As part of their efforts to facilitate the sharing of improvements within their organization they have

developed a publication entitled “Lean Times” with the purpose of sharing their internal efforts to improve their operations. This also helps to recognize people who have worked with their co-workers to improve their operations and encourages others to take part in these efforts. In recent publications they have recognized one team for standardizing pack stations and another team for improving the accountability of returns. They also use this opportunity to communicate basic lessons in lean tools and concepts.

“Another effort that is on-going within DDC that facilitates the accumulation and sharing of knowledge is the DDC Headquarters Public Affairs Office publications of the DDC Review,” said Destalo. “They have recently become monthly publications which allows them to increase the amount of knowledge being shared and reduce the lead time between the actual experience to when it is delivered.”

Although usually longer than a bottle of milk, information and knowledge have a shelf life; situations change and knowledge gained can become less relevant over time so that the faster relevant knowledge can be delivered to recipients the more value an organization can gain from its use.

“Strategically Speaking”

with Iris Imaye, Supervisor Supply Management Specialist,
Defense Distribution Depot Pearl Harbor, Hawaii



Warfighter Support Enhancement

While I was an accountable officer, I was able to share some of the talents of the people in the Inventory Accuracy Team with other divisions. On one occasion, the IAT was able to help out the System Team by conducting an inventory of some computer spare parts and process disposal documents to properly dispose of unneeded materials within a two-day period. The IAT was also able to help with the ad hoc process by developing a stamp to use to identify material that was ad hoc'd (i.e. flagged as a problem) that allowed added information to be visible on the material.

Stewardship Excellence

Also as an accountable officer, I organized and managed a complete wall-to-wall inventory of approximately 60,000 line items within 11 months. The efforts by the personnel here helped to achieve a consistently lower denial rate, monthly lower inventory adjustment rate, and achieved meeting all goals of the semi-annual Random Statistical Inventory for the past six inventories.

I then created a Risk Assessment Chart that looked at the health of our major processes on a monthly basis and investigated where there were significant high risk areas. This tool was very effective in identifying high risk warehouse areas by looking at total picks processed and denials, total stows and adjustments, total inventories and adjustments, and total low asset visibility counts and adjustments. Once the risks were identified and analyzed, the depot commander, deputy commander and other leadership personnel would discuss the causes and how to prevent future occurrences.

Process improvements, such as bagging materials at receiving, reduced inventory and pick count times by approximately 25 percent and provided a better method of counting linear measured material. Since then, this chart has been shared with some headquarters Distribution Training instructors and other depots.

Also as an Accountable Officer, I partnered up with the accountable officers from Japan, Guam and Korea and communicated quarterly via phone to discuss some of our pressing problems and possible solutions. I feel this has created a strong network among the Pacific depots' accountable officers and other personnel.

Workforce Development

I facilitated about 90 percent of all SWARM Training (now called Distribution Training). Besides doing the administrative portions, I would encourage the students to ask questions that pertained to their work experiences and to also follow up with the instructors or submit information on program/process problems to our management team and DSS program manager.

Iris Imaye
DDPH

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's support to CENTCOM

Continuous Process Improvement

DDC's support to EUCOM and AFRICOM