

It takes teamwork to be Lean

By Sherre Mitten-Bell, DDSP Public Affairs

Lean can be defined as the elimination of waste and the enhancement of workflow. At Defense Distribution Depot Susquehanna, Pa. (DDSP), it means working smarter as a team.

Lean is a management term, first applied in the private sector, that is being used at DDSP as a tool to achieve the DOD cost cutting and size reducing initiatives. In 2004, DOD issued a broad policy that included a mandate for better maintenance processes at various depots and in the field.

The philosophy started as Lean Six Sigma in the Japanese car factories in the 1940s and was adopted in the 1990s by U.S. corporations to increase their efficiency, productivity and quality.

While Six Sigma focuses on quality, as in reducing the number of errors in a process, Lean is a broader application intended to reduce waste. The principles of Lean include defining a problem area, mapping out the current process, analyzing the impact of each step in the process, experimenting with possible solutions to increase input and output, and examining the impact of the changes.

MAJ Brenden Loton, the Australian Regular Army Exchange Officer

assigned to DDSP, has been coordinating Lean events since March 2005. He is working alongside consultants that have successfully implemented Lean at private sector companies like Toyota.

Additionally, they spent a year establishing ongoing Lean initiatives at Defense Distribution Depot San Joaquin, Calif. (DDJC), before coming onboard at DDSP, so they were already familiar with depot operations.

Efficiency consultants stress that the outcome of Lean initiatives depends heavily on teamwork with active participation by leadership, unions, and the employees working on the floor. The Lean team was completed with the addition of Transportation, Systems, and Safety specialists along with supervisors, work leaders and workers. It is critical that solutions are worker-driven.

The initial focus for Lean at DDSP is identifying opportunities to improve Consolidation and Containerization Point (CCP) operations. CCP processes freight that is received at DDSP from other DDC distribution centers, vendors, and the General Supply Agency that is destined for customers outside the continental U.S. (OCONUS).

The CCP material is sorted, consolidated and containerized along with stock pulled from DDSP. If it is to be transported overseas by air, the material is staged in the Air Line of

Communications (ALOC) area, built onto air pallets that are trucked to an airbase. If it is to be transported by ship, it is staged in Surface Outloading and loaded into sea containers that are trucked to a seaport.

CCP was targeted for Lean because a low percentage of freight was not leaving the base on time, keeping DDSP from meeting performance metrics.



Resulting from LEAN initiatives, CCP Receiving staging lanes allow easier movement of freight and traffic.

The team began by mapping the CCP flow of material on paper, including the timeframes of material movement.

The objective was to find the points, or specific areas where material set waiting to be moved, causing a time delay. The map showed that material was not being handled on a first in, first out basis in either CCP Receiving or Outloading.

The biggest opportunity and first focus area for improvement was in the ALOC area. Too often the staged freight

Trooper helping to get DDCT to green

By Polly Charbonneau, DDC Command Affairs

There's a new face around Defense Distribution Depot Corpus Christi, Texas (DDCT) and it's bright green.

"Trooper" is the smiling mascot for DDCT's efforts to get and stay green on all their performance measures.

To name the mascot, DDCT Commander, LTC Timothy W. Orner, Sr, USA, held a contest. DDCT's Administrative Support Assistant, Lonie

DuBose, won the contest. She received \$20 in Safety Bucks to purchase items from the Safety Store.

"The DDCT workforce is very motivated to support our Warfighters," said LTC Orner. "But we can all use a little encouragement. That's where Trooper comes in. You can see Trooper on posters around the warehouses reminding everyone that we need to stay green."

DDCT MASCOT



Trooper