



# DDC Review

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**Defense Distribution Center installs its Third Commander, Brigadier General James Harrison Pillsbury - August 3, 2000 See photos, Pages 4 - 7**





Washington D.C., City of Monuments. Above: The grave of Audie Murphy, legendary hero of World War II in Arlington National Cemetery. This and other Washington photos taken by DDSP Photographer, Jim Krepps.

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# DDC Review

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*From my  
point  
of view...*

*Brigadier General  
James Harrison Pillsbury*

**REVIEW: How did you come to be assigned to DDC?**

**JHP:** I actually had no control of the placement. Each command position has three names posted against it and then a board makes the placement decision. About a year ago, I came to DDC for a meeting and became enamored with the DDC's mission. I found the amount of influence this operation has on the effectiveness of our military intriguing. After that visit, I did a lot of research and "what ifs" about coming to the organization. When this assignment was then mentioned as one of the possible placement locations, I was ecstatic.

**REVIEW: Although you've been here a very short time, you have probably already formed some opinions about the DDC and its mission. How do you think the DDC is performing and where do you think the DDC will be in five years?**

**JHP:** The DDC work force impressed me a year ago when I made my first visit. Subsequently, I've found the DDC staff to be the most professional group to have served with during my 27 years of military service. The key people are great. What makes the organization so unique is the quality of the second and third levels of workers – those that do the work so necessary to this exercise called defense distribution. The Headquarters is high-speed, low drag. The Distribution Centers (depots) are outstanding, too. I use the word Distribution Centers because that is what they are. Distribution Centers are what we are about. Distribution Centers (DCs) meet customers' demand daily. While the DCs are facing tough, uncertain times that include reduction-in-force and A-76, they are still meeting the mission requirements. My hat is off to the entire organization. The great work forces in the headquarters and in each of the DCs make DDC a great organization.

DDC as a whole performs extremely well. In five years I think DDC will be about stock positioning, strategic platforms on the east and west coast, and being able to respond to CINC requirements across the full spectrum. The DCs co-located with the customer will be tailored both manpower and inventory-wise as never before. We will be

measuring in minutes our support and we are getting there now. It is a tremendous change.

**REVIEW: What do you hope to accomplish during your command?**

**JHP:** That's a good question. I have no personal goals – but organizational goals are at the forefront. I want DDC to be the best it can be. To do that, we must take care of the work force. That is the absolute cornerstone of my philosophy. You have to take care of the work force in order for the organization to be successful. I like to communicate as much as possible and will work with the unions. I would like no surprises and to build a lasting partnership with the unions. However, we need to maintain as much flexibility as possible. The world is not a lock-step operation – a partnership must be in residence if DDC is to continue to be world-class as a leader in distribution as it is today. I also want whatever we do to be done in the safest possible way - as has been the case in my military career.

**REVIEW: Are you going to continue with the A-76 studies?**

**JHP:** The A-76 issue has been directed to us as an organization. We have become consumed with A-76 and understandably so. We have to work and learn the lessons from Columbus, Barstow, and Warner Robins. We must apply those lessons to the depots in the barrel, i.e., Jacksonville, Cherry Point, and San Diego. To be as viable as possible for this round, we need to take a hard look at the Most Efficient Organization (MEO). We must become so process-oriented that we put world class operations up against a contractor. A-76 is one of those issues that we may not like but we must continue to drive on for one very important reason - our warfighters.

**REVIEW: What is your leadership style? Will you be visiting the depots and meeting with employees?**

**JHP:** I am a very outgoing, open person. I like to deal with people much more than paper or electrons. I've told commanders not to put me in a time constraint when visiting the Distribution Centers. I want to get out, shake hands, and listen to the workforce. I also want to meet with the unions and their great representatives. I have three priorities in my life: God, family, and career (job). I always try to follow those priorities.

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