



From my point of view . . .

BG James Pillsbury, USA

1. Why did you hold an A-76 Lessons Learned Forum in December?

DDC needed to insure that the challenges/issues that arose in the previous A-76 transitions are not repeated. That is a bold statement. Let me amplify. A-76 is here to stay. It is not going away. There will be changes at our distribution centers whether the outcome means a civilian contractor comes in or the MEO takes over. With the six upcoming decisions, it is important that we have appropriately adjusted our strategies. The focus of this A-76 summit was to concentrate on the period from the time the A-76 decision announcement is made to the time the Performing Activity enters and completes the 120-day transition window. We discussed what we did well and what we did not do so well at Barstow, Columbus, and Warner Robins. I saw the forum as a merging of collective talent with an open, frank and beneficial discussion. The result was, I think, a very successful meeting. The bottom line is that we maintain a world class distribution operation fully focused on the warfighter.

See related article on page 9.

2. I've noticed that the workload at my depot has decreased. Why is this happening?

That is a good question. The plain fact is that the services have downsized. Consequently, our customer base is smaller. So, we are moving less material to our customer. Furthermore, I have directed my commanders and my staff to insure that those operations that are “within the fence” at each depot are worked hard to support that customer. For example, at the Anniston Depot they focus on the M-1 tank line for the Army. While at Hill Depot, Joe Robles’ operation focuses on their Air Logistics Center customer. We don’t want to get into the “everybody does everything for everybody”

syndrome that we have been in the past. For instance, the Barstow, California depot ships items to the Maine National Guard. We want to be able to have a focused effort inside the fence. That means the San Joaquin and Susquehanna depots and to some extent Richmond (with its hazardous mission) will be required to cover the out-of-region shipments that will no longer be coming from these co-located sites. No one is saying that anyone is more important or less important. I want the commanders and depots to focus on their primary customer in providing world class support.

3. What is the Balanced Scorecard (BSC)? How will it affect my organization?

The BSC is a civilian best practices initiative developed by Robert Kaplan (Harvard Business School Professor) and David Norton (Renaissance Solutions). BSC is an effort led by the DLA Director to help focus DLA, and consequently the DDC, on what is really important in our mission. There are four segments of the DLA BSC with teams comprised of senior leaders from the DLA Headquarters and the primary level field activities. I am on the Customer Team. Ms. Campbell (DDC Deputy Commander) is on the Internal Process Team. There are also two other teams—a Financial Team and a Learning and Growth (L&G) Team. The L&G Team deals with workforce training and replenishment. The teams have come together to develop a strategy that says we will be a “customer driven” organization. So, while the customer identification process is still going on, the Internal Process Team is taking a look at the term “customer driven” and focusing internal processes to insure the customer is taken care of. The L&G Team supports the Internal Process Team to insure that the work force gets trained on the specific internal processes that are being developed. And, obviously, the underpinning of it all is the Financial Team that will provide the resources to support the actions. The BSC is truly a work in progress so I can’t provide any specifics for you at this time. In the next 4–5 months, the BSC will be completed at the DLA level and that will be cascaded into the field activities.

See related article on pages 4 and 5.

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DLA Vision: Right Item, Right Time, Right Place, Right Price. Every Time . . . Best Value Solutions for America’s Warfighters.