



DISTRIBUTION *In Review*

DLA DISTRIBUTION OPERATIONAL PLAN

VOL. 2011, ISSUE 3

PERFORMANCE: Improve distribution performance.



HUMAN CAPITAL STRATEGY: Execute a human capital strategy for DLA Distribution.



CUSTOMER AND STAKEHOLDER ENGAGEMENT: Engage with customers and stakeholders to ensure plans and processes are integrated with distribution requirements.



DISTRIBUTION NETWORK OPTIMIZATION: Provide optimized, value-added distribution solutions and services to our customers and workforce while realizing financial benefits.



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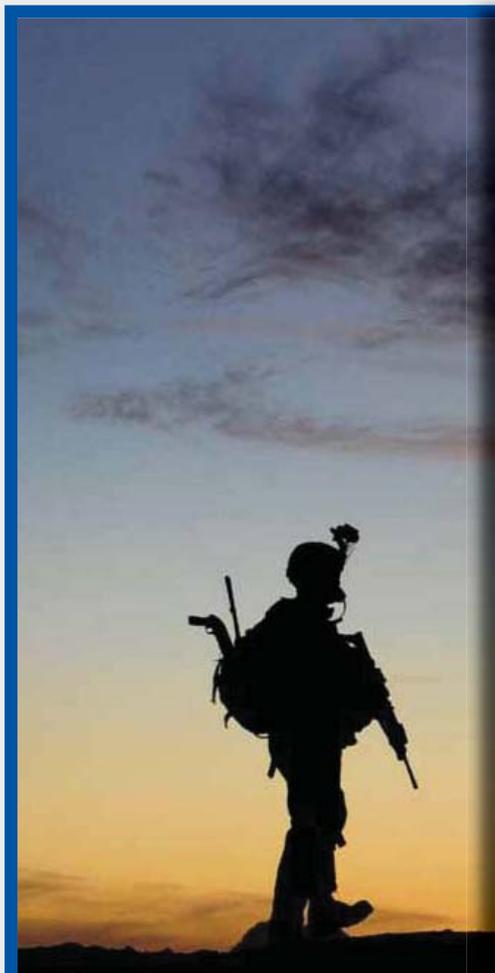
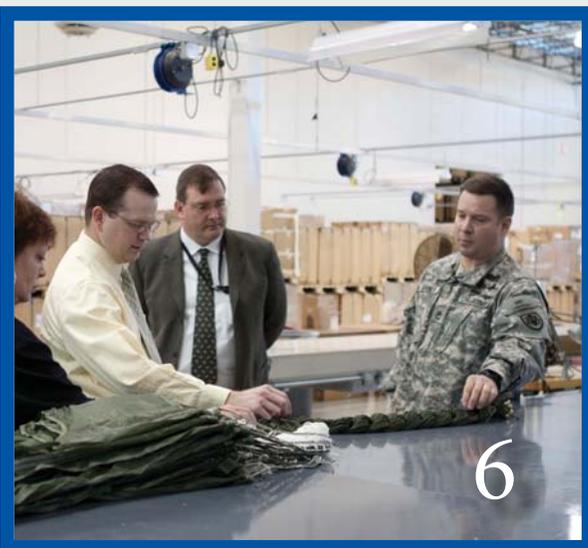
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COMMON PURPOSE: UNITY OF EFFORT, UNITY OF THOUGHT

AN UPDATE FROM THE DLA DISTRIBUTION COMMANDER



As the distribution arm for Defense Logistics Agency, DLA Distribution, with its network of 26 distribution centers is posturing for future challenges.

Aligning with, and supporting the DLA Director's three principle strategic focus areas, Warfighter Support Enhancement, Stewardship Excellence and Workforce Development, I released DLA Distribution's operational plan Jun. 7. This document provides a basis for which we should be doing our work; and the actions taken, will move the organization forward to meet those challenges.

The plan consists of four distinct operational goals identified to directly support DLA's strategic focus areas, those goals are: Performance, Human Capital Strategy, Distribution Network Optimization and Customer and Stakeholder Engagement.

Within each goal, initiatives have been established and assigned to a DLA Distribution Office of Primary Responsibility. Each OPR has developed the detailed implementing timelines and actions, as well as, identified desired outcomes and related process metrics.

The objective of the Performance goal is to improve distribution performance and will focus on DLA Distribution management and metrics to continually improve distribution readiness and provide quality support while ensuring

safety and security of the workforce.

Executing eight supporting initiatives under the Performance goal, management will routinely review and assess capabilities to increase productivity and implement enduring solutions to support DLA initiatives and provide maximum customer support.

The second goal, Human Capital Strategy, provides DLA Distribution's long-term vision for workforce planning and development, recruitment, diversity and career progression and provides an enhanced environment where the workforce is able to excel and shape effective change. The three main initiatives being worked to support this goal will inculcate and empower the workforce through efforts targeted to improve communications and enhance the quality of life for DLA Distribution employees.

The objective of goal three, Distribution Network Optimization, is to provide optimized, value-added distribution solutions and services to DLA Distribution customers and workforce while realizing financial benefits. Under this goal, the organization is working two main initiatives; optimization, which utilizes innovative methods and process improvements that take advantage of best practices; and the partnership between DLA Distribution and Disposition Services, which will allow the

organization to develop opportunities to effectively optimize and integrate resources within the Agency's two organizations.

We will improve our distribution architecture and business processes to enable agility and responsiveness.

The Customer and Stakeholder Engagement goal will ensure DLA Distribution plans and processes are synchronized with customer, stakeholder and mission partner requirements. Under this goal, and its seven supporting initiatives, the organization will continue to integrate its efforts with the Combatant Commands and military service components, developing strategies that reinforce and support their short and long term needs. The organization will meet emergent requirements by leveraging the use of expeditionary and deployable capability and acquisition expertise to drive innovative solutions within the distribution network.

There will be many actions that will be developed and executed throughout the upcoming year. As DLA Distribution stays on course and faces the challenges ahead, our organization remains dedicated to achieving excellence.

DLA DISTRIBUTION IN REVIEW

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DLA team commits to VPP's proactive approach to safety

By Sherre Mitten-Bell, DLA Distribution Susquehanna, Pa., Public Affairs

During a recent Voluntary Protection Program Commitment Ceremony, a team of representatives from DLA organizations located at New Cumberland, Pa., and Mechanicsburg, Pa., signed an agreement committing to improve the local safety culture by utilizing the DLA Voluntary Protection Program process. The "DLA Susquehanna" team is comprised of 13 collocated activities, as well as four local unions that represent personnel employed by those activities.

As a result of the agreement, all DLA activities in the area will be involved in the VPP process, helping to ensure the same safety procedures are implemented across the entire geographic region. The long-term goal is to establish a self-sustaining proactive safety culture that utilizes the four elements of the Occupational Safety and Health Administration, or OSHA, VPP process, which include: management commitment

and worker involvement; worksite analysis; hazard prevention and control; and training. These elements bring about a culture change from compliance-based safety to behavior-driven safety, where all employees are involved and have ownership in the process.

The VPP process elevates and nurtures a proactive approach to safety and health rather than a reactive approach, in order to help eliminate any potential injuries before they occur.

Now that the DLA activity directors and union leaders have committed to the VPP process, the next step is to conduct a safety perception survey to evaluate where the



A VPP Commitment Ceremony celebrated an agreement made by a team of DLA directors and union leaders signing to implement DLA's Voluntary Protection Program processes across their geographical region. Pictured are (left to right): Sharon Shaffer, Renee Hartman, James Ulman, Phil Brooks, Robert Montefour, Polly Charbonneau, United States Army Col. David Touzinsky, Robert Taylor, John Carson, Zac Shaner, Fred Klein, Keith Dolan, and Dan Leve.

organization currently stands and how they can improve.

"I'm looking forward to leveraging our combined resources and working as a team to improve the safety and health of all of our employees," said United States Army Col. David Touzinsky, DLA Distribution Susquehanna, Pa., commander.



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www.usajobs.gov



DLA Distribution San Joaquin, Calif., Dedicated Truck Program reaches new heights

By Annette Silva, DLA Distribution San Joaquin, Calif., Public Affairs

DLA Distribution San Joaquin, Calif.'s Dedicated Truck Program has set a new standard in warfighter support.

Dedicated truck is the direct delivery of shipments to specified locations to meet a pre-established delivery date and time. This process provides the customer direct delivery services from the shipper's location to the customer's door.

In most instances the materiel is processed and delivered next business day after the receipt of the Materiel Release Order. Customers can specify where to deliver the materiel and what time of day they want the truck to arrive. This allows customer orders to bypass the central receiving point, saving additional on-base time.

Next Scheduled Departure, or NSD, and Second Scheduled Departure, or SSD, are the two measures that DLA Distribution San Joaquin, Calif., uses to track Dedicated Truck performance. Currently, there are 23 shipping lanes assigned to the Dedicated Truck program supporting over 10,000 customers in 14 states.

Over the course of the last year, the organization's performance has steadily improved, and in



Prior to shipping, materiel is placed in shipping lanes destined to dedicated truck customers.

Feb. 2011 all 23 Dedicated Truck shipping lanes exceeded NSD/SSD goals for the first time ever.

Historically, it is more difficult for lower volume lanes to meet these goals due to a few difficult shipments' larger impact on the performance calculation. Although low volume customers do not contribute greatly toward overall goals by day or by month, DLA Distribution San Joaquin, Calif., is committed to providing excellent customer service to all customers. As a result, DLA Distribution San Joaquin, Calif., has continued to strive for excellence in meeting its goals in all Dedicated Truck lanes.

Cindy Kozma, DLA Distribution

San Joaquin, Calif.'s Shipping Division chief, led the team effort in achieving the high levels of customer service. "I'm very proud to be part of such a dedicated group of individuals who always put the warfighter first! Collectively, Shipping, Light Distribution, and Heavy Distribution Divisions have reached a milestone that we can all be proud of," said Kozma. "We are confident that we can sustain these metrics. Kudos to all!"

DLA Distribution San Joaquin, Calif., is one of many DLA Distribution sites utilizing Dedicated Truck routes. Currently, DLA Distribution maintains over 145 routes to over 500 locations.



CPI: Improving processes across the network

By Jessica Roman, DLA Distribution Public Affairs

This article is the first in a series highlighting Continuous Process Improvement initiatives at DLA Distribution.

Part of DLA Distribution's duty to the warfighter includes an effort to improve quality, speed, and agility and to eliminate waste in both our industrial and administrative processes. Focusing on DLA director United States Navy Supply Corps Vice Adm. Alan Thompson's strategic focus areas of Warfighter Support Enhancement and Stewardship Excellence, Continuous Process Improvement, or CPI, can help streamline processes while enhancing customer support.

CPI is an organizational transformation effort that utilizes three proven methodologies – Lean, Six Sigma, and the Theory of Constraints. Lean eliminates waste and improves speed; Six Sigma reduces variations in processes; and Theory of Constraints removes bottlenecks, or things that hinder processes from flowing smoothly. Using these three techniques, which constitute the CPI methodology, DLA Distribution is working to increase process efficiency.

"CPI allows all employees an opportunity to be part of the improvement process," explained DLA Distribution CPI Program manager, Sherry Amrhein. "CPI focuses on having the right employees involved in a project,

but doesn't require employees to have extensive CPI training or knowledge to be successful."

A trained CPI facilitator, either a Green belt or Black belt, works with project teams to explain various tools and methodologies that can assist the team in developing current state process maps, assessing process gaps and developing future state processes. "By including employees, we ensure that process mapping captures how the processes are truly done and gives an honest assessment of what works and what does not," said Amrhein.

Currently all DLA Primary Level Field Activities, including DLA Distribution, are developing deployment plans for each of the nine different dimensions that constitute the maturity model. The maturity model represents which phase an organization is currently operating in with regards to CPI. Phase 1 represents an ad hoc organization, while Phase 5 represents the best in class. The dimensions include: active leadership, aligned policy and strategy, framework and structure, measurement and analysis, change management, process and technology alignment, project selection and execution, supply chain integration, and effective training and education. The deployment plan outlines DLA Distribution's maturity level for each dimension and defines future steps to reach the next phase of the model.

"DLA Distribution's focus on the deployment plan and maturity model is key to our future CPI success," said Amrhein. "Without evaluating our current level of maturity against the model, we will not be able to successfully move forward to the next phases of maturity in each of the dimensions. Our CPI practitioners and senior leaders across the distribution network are the key to the successful escalation from ad hoc (or beginning) phases to ultimately being best in class."

DLA Distribution recently hosted two master black belts from DLA headquarters to tour distribution operations and discuss the deployment plan. The master black belts had the opportunity to see first-hand CPI initiatives in both the Aerial Delivery and Textile section, and the Eastern Distribution Center, the largest distribution center within the Department of Defense. In the Aerial Delivery and Textile section, the group saw one improvement made to parachutes, where several lines are replaced to help facilitate easier and faster packing in the field. In the EDC, the group saw several areas where work planning boards and job aids were implemented to improve processes and allow opportunities for staff to update management on improvements within their process areas.

DLA Distribution is also currently participating in several enterprise-wide CPI projects. One such

project, the Condition Code Litigation, or L, project, which is being led by DLA Land and Maritime, focuses on items that are placed in litigation at DLA distribution centers for a variety of reasons including not being properly marked, labeled, or packaged. These materials cannot be released until the issue is corrected. Currently in the “Measure” phase of the Define, Measure, Analyze, Improve, and Control process, this project’s goal is to reduce the number of items being received by the distribution center that requires litigation before being placed in stock for issue to customers. DLA Distribution is also partnering with DLA Disposition Services on pilot projects in Japan to collaborate in receiving and storage areas, and in Korea to improve transportation and storage. The project’s goal is to improve support to the customer, while reducing costs to the Agency.

The use of CPI is an opportunity to improve any process that supports the acquisition, development, delivery, and sustainment of products and services to the customer. Used in concert with other DLA initiatives, CPI delivers better results for the Warfighter: the ultimate goal of DLA Distribution.



United States Army Sgt. 1st Class Benjamin Barnes, Aerial Delivery and Textile Section non-commissioned officer in charge, shows the Continuous Process Improvement team improvements made to the parachute lines.



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DLA DISTRIBUTION OPERATIONAL PLAN 2011

IN SUPPORT OF
2011 DIRECTOR'S
GUIDANCE

WARFIGHTER-FOCUSED, GLOBALLY RESPONSIVE, FISCALLY RESPONSIBLE SUPPLY CHAIN LEADERSHIP



OUR PURPOSE

As America's Combat Logistics Support Agency, the Defense Logistics Agency (DLA) is responsible for providing worldwide support and collaborative leadership across the supply chain for the Department of Defense (DoD). DLA Distribution is an integral piece of this effort, providing innovative distribution solutions to the warfighter and other customers through our worldwide network.

DLA Mission...Warfighter Support

We are America's Combat Logistics Agency. We provide effective and efficient worldwide support to warfighters and our other customers.

DLA Distribution Mission... We provide effective, efficient and innovative distribution solutions for our customers.

DLA Distribution maintains a network of 26 worldwide distribution centers, an expeditionary distribution capability, and a robust acquisition office that allows us to execute our mission. We receive, store, and ship materiel from various DoD supply chains. We manage and distribute maps to worldwide customers. Through our network of distribution centers, we also provide relief support to continental United States (CONUS) disasters as well as humanitarian efforts throughout the world.

Established on 1 October 1997, our mission has evolved and expanded to meet the dynamic, robust requirements of the warfighter. Today, more than 10,000 employees provide timely distribution services to customers around the globe. In 2010, DLA Distribution processed over 22.9 million receipts and issues supporting customer requirements worldwide, to include Operation New Dawn and Operation Enduring Freedom, numerous humanitarian assistance missions and a multitude of military exercises to ensure warfighter readiness

and sustainment. Additionally, we marked a historical moment in DLA history by deploying DLA Distribution Expeditionary to support contingency operations in Kandahar, Afghanistan in response to a Request for Forces from the Secretary of Defense. This unique deployable capability provides customers in theater with an agile, flexible distribution option while reducing reliance on strategic airlift.





DLA VISION

Warfighter-focused, globally responsive, fiscally responsible supply chain leadership

Our Commitment to Excellence...Provide quality distribution support.

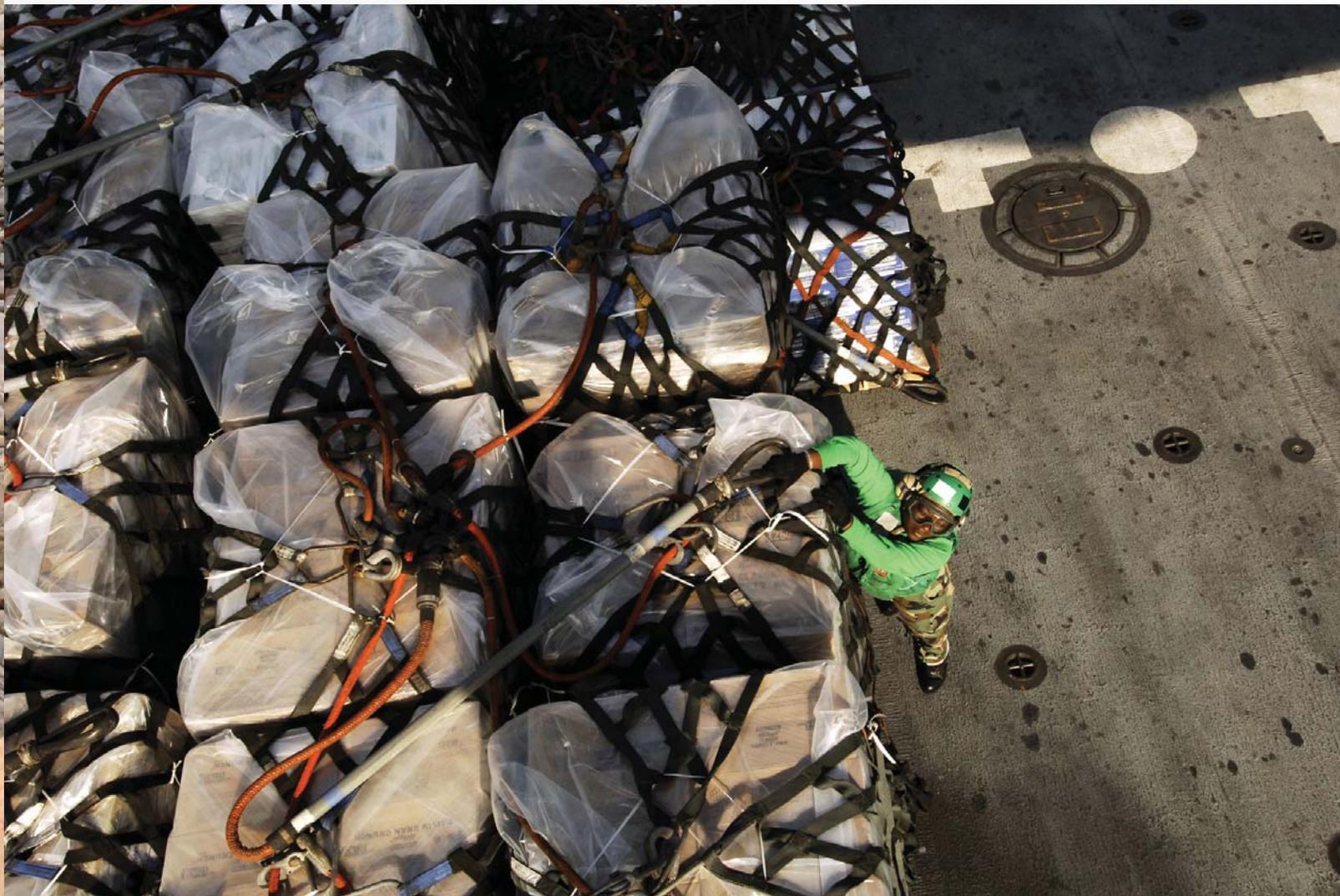
“Excellence is accomplished through deliberate actions, ordinary in themselves, performed consistently and carefully, made into habits, compounded together, added up over time.”¹

Our pledge to quality distribution reinforces DLA's vision for “Warfighter-focused, globally responsive, fiscally responsible supply chain leadership.” We will be our customer's provider of choice for all distribution needs. To that end, we commit ourselves to excellence...a high performing culture focused on improved distribution readiness. Right item, right quantity, right price, right place, right time...every time!

¹ Dorrance, A. and Averbuch, G., *The Vision of a Champion*, 2002, Sleeping Bear Press, Chelsea, MI.

DLA'S VALUES

- Warfighter needs guide us
- Integrity defines us
- Diversity strengthens us
- Excellence inspires us





Our Workplace Ethos...

“Doing what is right for the Armed Forces and DoD”

Our workplace ethos provides us with daily reminders as we continually strive to do what is right for our customers. Our processes must be grounded in excellence, with each important step delivered with consistency of purpose, high professional standards and expert focus.

Communication

- Keep the command informed, up and down the chain.
- Don't depend on technology to communicate...nothing takes the place of face-to-face communication. Face-to-face communication takes the guessing out of the game.
- Deliver the bad news as well as the good.
- Keep the Commander informed of what you're doing...particularly on the things the Commander has asked about.
- Don't assume that the Commander knows what you're doing.
- Shoot straight from the hip and don't sugar-coat it.
- Be transparent...don't work a hidden agenda.

Customer Service

- Know who your customer is, and what their business is. Provide what they want when they want it. Remember, there are internal and external customers.
- Find legal ways to provide unparalleled support to your customer.
- Your customer can go anywhere to get the service you provide. Make sure you become the provider of choice.
- Think out of the box...be creative.

Leadership

- Lead by example.
- Manage by Wandering Around (MBWA).
- Your people are watching you – set the example.
- Make the hard call, that's what you get paid for.
- Don't ask someone to do something that you wouldn't do yourself.

Analysis

- Don't be a reporter.
- Base your decisions on metrics...make sure you are measuring the correct thing.
- The answer is never “It's always been that way.”
- Look at small problems as indicators of larger issues...if it looks wrong, feels wrong, or smells wrong, it probably is wrong. Be alert and aggressive.
- You should never be the last to know!

Processes and Work Ethic

- Get today's work done today. Leaving something for tomorrow will double your workload.
- Information is power...be informed.
- Keep it simple...stress fundamentals.
- Work in the future, not in the past. Understand why an occurrence happened, but not after it's water under the bridge.
- You own the processes; you need to understand them better than anyone.
- Fix the problem at its core, Band-Aids don't stick in our business.

COMMON PURPOSE: UNITY OF EFFORT, UNITY OF THOUGHT

EXTERNAL ENVIRONMENTAL SCAN

As environmental influences force major changes within DoD, there will be far more demands for DLA Distribution. From the stakeholders' perspective, warfighter operations and readiness remain a priority despite financial reductions and budgetary constraints. As Combatant Commands (COCOMs) are tasked to revise future plans and estimates, likewise combat support agencies are increasing their planning efforts. To offset any potential effects from financial constraints, stakeholders are working closer with distribution services to identify opportunities to establish partnering arrangements. Within DLA, efforts are underway to develop alternative methods for optimizing the global distribution/disposal network and improving the supply chain.

From a customers' viewpoint, as the military services move to reset their requirements post 2014, there will still be a need to collaborate with commercial suppliers and services. National providers, such as DLA and USTRANSCOM, are exploring joint solutions across organizational boundaries that are effective and cost efficient, placing DLA Distribution directly next to customers in the battle space.

INTERNAL ENVIRONMENTAL SCAN

Internally, the results from our October 2010 culture survey (5,375 individual comments) have provided feedback to further improve the DLA Distribution culture and the ability of our workforce to perform at full potential. The following major opportunities were identified:

- *Mission: Define and communicate a long-term direction for the organization*
- *Adaptability: Translate demands of the external environment into local actions*
- *Involvement: Develop our people and create a shared sense of ownership and accountability throughout the organization*
- *Consistency: Define the processes, systems, and values that shape our organization*

To that end, it is imperative to posture ourselves with a common purpose - to ensure unity of effort and thought - aligned with our stakeholder and customer requirements. We will focus our efforts to improve distribution performance and provide optimal support to the warfighter. We will execute a human capital strategy that delivers a diverse workforce trained, capable and ready to meet customer needs. We will look for innovative processes and technology to provide optimal services in an effective and cost efficient manner. We will engage our customers and stakeholders at all levels to ensure their needs are consistently being met.

Finally, we will continue to deliver excellence as we have in the past - exceeding customer expectations, addressing imminent requirements, and transforming how we do work - so we remain a premier distribution provider.





BUILDING ON SUCCESS

Our past achievements set the foundation for future direction. Significant event-driven accomplishments in 2010 include:

- *An integrated strategy to process retrograde material across multiple Distribution Centers CONUS and OCONUS to support responsible drawdown in Iraq*
- *Logistics support through USTRANSCOM's Northern Distribution Network, accounting for 81 percent of total bookings to deployed U.S. forces*
- *Humanitarian assistance in Haiti – 2.7 million Meals, Ready-to-Eat, two million bottles of water, and tents and cots*
- *Warehouse footprint reduction exceeding 11 million (of 15 million targeted by FY 11) gross square feet in Supply, Storage and Distribution space and an additional 700 thousand gross square feet for privatized items to support BRAC efforts*
- *Worldwide transfer of 96 Navy warehouse operations to DLA*
- *RFID implemented in receiving operations at DLA Distribution San Joaquin, CA; Susquehanna, PA; and Oklahoma City, OK*
- *Initial operating capability established at DLA Distribution Kuwait, Southwest Asia – Bahrain Detachment*
- *Bill of Materiel builds and shipments at DLA Distribution Susquehanna, PA*
- *Established the Joint Reserve Force Center of Excellence for Training and Readiness*

OPERATIONAL GOALS AND SUPPORTING INITIATIVES

To develop our DLA Distribution plan, we assessed numerous DoD and DLA planning documents (including guidance from the Joint Staff and military service components) to provide insight and guarantee our planning effort aligns with DLA's strategic direction.

Codified within this document, we have established four distinct operational goals that directly support the DLA strategic focus areas. These specific initiatives will move us forward to meet future challenges, while allowing us to perform our current mission and integrate efforts with our operational customers.

Our operational goals are aligned and support the DLA three principle strategic focus areas:

- *Warfighter Support Enhancements – Deliver agile and responsive logistics solutions to warfighters.*
- *Stewardship Excellence – Manage DLA processes and resources to deliver effective warfighter support at optimal cost.*
- *Workforce Development – Foster a diverse workforce and supporting culture to deliver sustained mission excellence.*

Our supporting initiatives reflect long-term strategies that extend well beyond the current fiscal year. Described in this document, these initiatives have effects-based actions and milestones that will commence or be completed in 2011 and beyond.

Although we have numbered these initiatives, the numbers are for ease of reference only and do not represent any prioritization. Each initiative has equal importance and will be actively worked and monitored.





1.0 PERFORMANCE

Objective – Improve distribution performance

Our commitment to improving distribution performance is aligned to two DLA strategic focus areas – Warfighter Support Enhancement and Stewardship Excellence. We will focus our management and metrics to continually improve distribution readiness and provide quality support. We will ensure the safety and security of our workplace. We will routinely review and assess our capabilities to increase productivity and implement enduring solutions to support DLA initiatives and provide maximum customer support (OPR: J-3).

SUPPORTING INITIATIVES:

1.1 Readiness – Ensure readiness by improving the health of seven key performance components: People, Training/Compliance, Equipment, Facilities, Financials, Inventory Integrity and Stock Readiness (OPR: J-3).

1.2 Quality Assurance – Identify, review, and assess current quality programs in order to design and implement an integrated strategy that builds quality into the way work gets done (i.e., culture) (OPR: J-3).

1.3 Safety – Set and enforce standards to reduce vulnerabilities and risk. Make safety and occupational health a part of our culture (OPR: J-3).

1.4 Security – Set and enforce standards to reduce vulnerabilities and risk. Make security a part of our culture (OPR: J-3).

1.5 Fleet Management – Set and enforce operational equipment and vehicle requirements and associated procurement/lease costs to generate annual projections for new/replacement Fleet equipment and vehicles (OPR: J-4).

1.6 Command and Control (C2) – Improve organizational alignment by implementing a C2 structure that enhances our ability to support the warfighter and other customers (OPR: J-4).

1.7 Standardization – Establish standards across DLA Distribution processes to set overall productivity and staffing requirements and decrease rework (OPR: J-4).

1.8 Stewardship – Identify and program cost reduction opportunities. Rationalize processes and customer-driven performance metrics with resource consumption and cost recovery to ensure we maintain effective and efficient warfighter support (OPR: J-3).



2.0 HUMAN CAPITAL STRATEGY

Objective – Execute a human capital strategy for DLA Distribution

Our commitment to execute an effective human capital strategy supports the Workforce Development strategic focus area. We will recruit and retain a diverse workforce, trained and ready to meet tomorrow's challenges. We will inculcate and empower the workforce through efforts targeted to improve communications and enhance the quality of life for our employees (OPR: Command Group).

SUPPORTING INITIATIVES:

2.1 Design and implement a Human Capital Strategy – Provide the long-term vision for workforce planning and development, recruitment, diversity, and career progression. Identify and execute implementing roles and responsibilities for functional community managers (OPR: Command Group).

2.2 Regional Training Centers – Establish regional training centers designed to deliver standardized training that matches knowledge, skills, and developmental requirements to projected losses and includes on-the-job (OJT) validation (OPR: J-4).

2.3 Quality of Life – Provide an enhanced environment where the workforce is able to excel and shape effective change within DLA Distribution (OPRs: J-3/Command Group).

3.0 DISTRIBUTION NETWORK OPTIMIZATION

Objective – Provide optimized, value-added distribution solutions and services to our customers and workforce while realizing financial benefits

The DLA Distribution effort to optimize the distribution network is directly aligned and supports the Stewardship Excellence strategic focus area. We continue to explore opportunities to assess current and future technologies to ensure we are delivering modernized capabilities within our distribution centers that improve our effectiveness and reduce costs. We will improve our distribution architecture and business processes to enable agility and responsiveness while ensuring transparency and accountability (OPR: J-4).

SUPPORTING INITIATIVES:

3.1 Optimization – Assist in the design and delivery of an optimized distribution network that drives a 5-year infrastructure plan to lower costs. Utilize innovative methods/process improvements that take advantage of commercial best practices. Leverage technology to improve distribution center management and distribution network operations. Decrease energy consumption 30 percent by 2015 (OPRs: J-5/J-4).

3.2 Distribution/Disposition Services Partnership – Develop opportunities to effectively optimize and integrate resources within DLA Distribution and DLA Disposition Services (OPR: J-4).



4.0 CUSTOMER AND STAKEHOLDER ENGAGEMENT

Objective – Engage with customers and stakeholders to ensure plans and processes are integrated with distribution requirements

Our focus on Customer and Stakeholder Engagement is aligned to the Warfighter Support Enhancements strategic focus area. We will ensure our plans and processes are synchronized with customer, stakeholder and mission partner requirements. We will continue to integrate our efforts with the COCOMs and the military service components, developing strategies that reinforce and support their short and long term needs. We will meet emerging requirements, leveraging our expeditionary and deployable capability and acquisition expertise to drive innovative solutions within the distribution network. Additionally, we will work collaboratively to establish partnerships with the Department of State and FEMA to support a “Whole of Government” approach as required (OPR: J-5).

SUPPORTING INITIATIVES:

- 4.1 **Geographic COCOM Integrated Distribution Strategies** – Develop integrated strategies to reshape the distribution network based upon COCOM logistics requirements, ensuring alignment of DLA Distribution metrics and goals (OPR: J-5).
- 4.2 **Whole of Government Integrated Distribution Strategy** – Review FEMA and USAID contingency logistics plans to build a DLA Distribution integrated strategy for Whole of Government support. Participate in the National Level Exercises on domestic disaster support to validate DLA Distribution roles and responsibilities (OPR: J-5).
- 4.3 **Partnership w/USTRANSCOM and Executive Agents** – Engage with USTRANSCOM and Executive Agents for Aviation and Surface Transportation to ensure DLA Distribution’s integrated COCOM strategies are coordinated and aligned with global transportation capabilities and requirements (OPR: J-5).
- 4.4 **Continuity of Operations Plan (COOP)** – Ensure continuity of DLA Distribution support in the event or threat of catastrophic capability or capacity loss within the distribution network (OPR: J-5).
- 4.5 **Service Engagement** – Identify root causes, pinpoint opportunities for process improvements with our customers to resolve systemic issues related to suspended (un-issuable) and dormant stocks, and supplier compliance issues including counterfeit items (OPR: J-4).
- 4.6 **Business Development (Core/Non-Core)** – Identify ways to attract new customers and penetrate existing markets for DLA Distribution services (OPR: J-4).
- 4.7 **Define and Expand DLA Distribution’s Role in Service Retail Operations** – Deliver simplicity and end-user/consumer friendly processes that support end-to-end (wholesale and retail) distribution services (OPR: J-4).

STAYING THE COURSE

The key initiatives within this document will enable our forward progress. Each operational goal and initiative has been assigned to a DLA Distribution Office of Primary Responsibility (OPR), which has developed the detailed implementing timelines and actions, and identified desired outcomes/related progress metrics. The OPRs will coordinate with internal and external organizations on all implementing plans and actions as required. There will be many actions that will be developed and executed throughout the year. To ensure transparency throughout this process, we will provide updates periodically, both internally and externally, as we monitor results and reevaluate our strategies for improving service to our customers.

We feel privileged to be leading an organization that contributes so significantly to a nation at war. We are committed to our mission, providing effective, efficient and innovative distribution solutions to America's warfighters around the globe. As DLA Distribution stays on course and faces the challenges ahead, we remain dedicated to achieving excellence...providing quality distribution support.



William H. Budden
Senior Executive Service
Deputy Commander
DLA Distribution



Thomas C. Traaen
Rear Admiral, SC, USN
Commander
DLA Distribution





Not your everyday roadmap: DLA Distribution Mapping way for troops

By Emily Blubaugh, DLA Distribution Public Affairs

From its humble beginnings as a division of DLA Distribution Richmond, Va., transferred from the Defense Mapping Agency, DLA Distribution Mapping has grown into a worldwide network of detachments distributing nearly 13 million mapping products to customers around the globe.

Today, headquartered in Richmond, Va., DLA Distribution Mapping is networked with nine retail detachments serving United States Armed Forces, allies, and civilian agencies in seven countries. One of DLA Distribution's 26 distribution facilities, the organization is responsible for the worldwide storage and physical distribution of all maps, charts, and other geodetic material produced U.S. government agencies and foreign countries.

The gradual globalization of DLA Distribution Mapping has allowed for continued responsive distribution support to unified and major theater commanders within their area of responsibility, and at designated local area installations. "Our operation is focused on the Warfighter, as they are the ones who rely on our product daily. In many cases, the forward deployed DLA Distribution Mapping detachments provide troops with 'last mile' support," said DLA Distribution Mapping commander United States Navy Cmdr. Robert Csorba. "Developing a map, ensuring its accuracy, and generating enough for troops is a significant process, but none of that matters if you cannot get it to the customer."

Most mapping products originate at the National Geospatial-Intelligence Agency, while DLA Distribution Mapping's sister operations at DLA Aviation Mapping Customer Operations ensures that Warfighter requirements are accurately



Processing nearly 1 million Materiel Release Orders in Fiscal Year 2010, the world wide support DLA Distribution Mapping provides has grown exponentially since its creation under DLA Distribution in 1999, and will continue to grow well into the future.

identified. Finally, DLA Distribution Mapping ensures mapping products are transported or regionally positioned to provide immediate support to Warfighters.

"We ship products all over the world via commercial parcel carriers, United States Postal Service, Air Mobility Command and Less-Than-Truckload," said Dave Gambrell, DLA Distribution Mapping operations officer. "Whether the product is going to a satellite office or directly to the customer, our team recognizes the importance of the product in protecting our nation's Soldiers, Sailors, Airmen and Marines."

It is important to note that these



A DLA Distribution Mapping employee fulfills requisitions for geospatial-intelligence materials.

DLA Distribution Mapping leads the troops worldwide



An employee with DLA Distribution Mapping at Japan, one of nine retail satellite offices throughout seven countries, pulls geospatial-intelligence materials, which will be distributed to support customers in the Pacific Command.

products are not comparable to traditional maps found in retail stores; rather, the maps carried by DLA Distribution Mapping are tailored to specific missions to support the nation's Warfighters.

"In movies, documentaries, and historical recreations you often see images of senior military and civilian personnel hovering over a map debating 'the next move' or contemplating where the enemy may lie in wait," said Csorba. "Although romanticized, these depictions are a reflection of the fact that maps are indeed key to the military's strategic, operational, and tactical planning."

Included in DLA Distribution Mapping's supply are topographical maps, navigational charts,

aerographical products and Atlases. These can all prove critical to a Warfighter in the field.

Customers echo this statement. A Commander, Naval Surface Force Atlantic staff member recently wrote in a survey, "...they [DLA Distribution Mapping] distribute all our products and provide the proper training to the fleet on them. I do not know what we would do without them."

DLA Distribution Mapping also plays a large role in global humanitarian assistance. The organization issued over 60,000 map products to United States troops supporting 2010 Haiti earthquake relief efforts. Additionally, in the aftermath of the flooding in northern Pakistan which killed over 1,800, DLA Distribution Mapping's Bahrain detachment distributed 37 lines and over 2,200 aeronautical and topographic products for use during troop deployment to provide humanitarian assistance to disaster stricken areas.

Technology has also affected the mapping business, but not as quickly as expected. While the majority of DLA Distribution

Mapping's products are available digitally, many of the organization's customers require forces maintain hard copies of their maps, in the event that an electronic mapping product fails in an operational situation.

Processing nearly 1 million Materiel Release Orders in Fiscal Year 2010, the worldwide support DLA Distribution Mapping provides has grown exponentially since its creation under DLA Distribution in 1999, and will continue to grow well into the future. "We are proud of how the organization has evolved and it's a testament to the dedication of the employees to the mission," said Csorba. "Our detachments will continue to operate shoulder to shoulder with forces in the field, in support of peacetime and crisis contingency operations, to allow Warfighters to operate safely at sea, in the air, and on the ground."



Headquartered in Richmond, Va., DLA Distribution Mapping is responsible for the worldwide storage and physical distribution of all maps, charts, and other geodetic material produced U.S. government agencies and foreign countries.



Honest conversations lead to thoughtful actions – a DLA Distribution culture update

At a recent DLA Culture Champion meeting, Dr. Bryan Adkins, president, Denison Consulting, gave a presentation that included some guidance with respect to culture survey result analysis and action planning.

First, he presented the question: “What do you want from an employee assessment?”

To answer that question he clarified that organizational culture by definition is a reflection of the collective. So an assessment, such as the DLA Culture Survey, should drive honest conversations among the collective regarding the way work gets accomplished within DLA Distribution. Then those honest conversations should lead to thoughtful actions. The actions would be considered “thoughtful” just by the fact that they were driven by open and honest conversations within the collective being assessed.

He then discussed using the Denison model as the frame for those honest conversations such as:

- *How clear are we about our strategies, priorities, goals, and targets?*
- *How aligned are we as we work across organizational boundaries to solve critical issues?*
- *To what extent do we in our day-to-day activities live the core values of our organization?*

- *How well are we developing the talent we need for future and current success?*
- *How well do we allow employees to individually and collectively take ownership for delivering quality service?*
- *How adaptive are we at meeting the ever-changing needs of our customers?*
- *How well do we learn collectively and foster an environment of thoughtful change and innovation?*

The second major topic he discussed was the two most common approaches to developing thoughtful actions. The first is a “Model Driven” approach and the second is a “Business Issue Driven” approach.

The “Model Driven” approach is to select a trait within the Denison Model and then within that trait select specific indices to focus the culture development action planning efforts (e.g., Creating Change, Capability Development, etc).

The “Business Issue Driven” approach is when an organization selects a business strategy or a specific initiative/project as the frame for developing actions to improve the culture. The way it works is that within the strategy or project planning process, the team uses the model to ask questions such as:

“What would this strategy look like if we were doing this in a more coordinated and integrated way?”

“If we were to manage this change better than previous changes – what would we do differently?”

“What new skills and behaviors will people need to develop in order to sustain this change?”

“DLA Distribution leaders have been provided a ‘Denison Model Checklist for Projects and Initiatives’ which is a tool to help people use the model to improve their project planning and implementation processes,” said Kevin Cummings, DLA Distribution culture champion. “This imbeds considerations of culture into the beginning of a project and helps keep it part of the conversation throughout the implementation and sustainment.”

The “Model Driven” approach has been the most common within the DLA Enterprise but Dr. Adkins discussed that he is seeing more organizations within DLA moving to the “Business Issue Driven” approach.

Both are valid approaches to improving the culture, but by seeing how they are actually being utilized across the Enterprise and making them more explicit, it gives leaders more options for how to approach the culture development process.

"Strategically Speaking"

Jerry W. Burton, material handler,
DLA Distribution at Key West, Fla.

Warfighter Support Enhancement

DLA Distribution at Key West, Fla., is the supply warehouse for Naval Air Station Key West. NAS Key West is an elite training air base for warfighters. Our warfighters are diverse and include permanent squadrons, visiting squadrons and detachments.

Visiting squadrons and detachments are onboard for a short duration and inherently require more support than permanent warfighters who are more established. Time constraints make it imperative that we provide support quickly and effectively so that their available time is spent accomplishing training objectives while in Key West.

As an example, the customer may not have a large enough vehicle to transport large parts and supplies. I will provide assistance by affecting delivery as necessary in those cases. Enabling the warfighter is priority one!

Customer engagement

In my role as a material handler, I am often the first person to greet the customer, ascertain what type transaction will transpire, and facilitate customer expectations.

Key West is a small town community where interacting with our customers is a daily event. Staying apprised of a customer's needs with respect to shipping or receiving material is prudent, as a chance meeting in daily travels is often likely.

Mission completion and Warfighter/customer satisfaction is very important to me.

I look forward to each day of work and seeing the warfighters who so effectively defend this great country of ours.

Workforce development

Our organization encourages the workforce to utilize their diverse backgrounds, talents and knowledge to effectively meet and exceed challenges!

I have researched, developed and delivered beneficial training plans in regards to professional and safety topics. My leadership and co-workers are subject matter experts, who provide the training material needed to be specific and in-depth. Positive feedback immediately following the training, pointed to the accomplishment of this goal. Formal training and my job experience as an instructor while on active duty aided immensely in this effort.

Jerry W. Burton
DLA Distribution at Key West, Fla.



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

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COMBAT LOGISTICS
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COMING IN FUTURE ISSUES

DLA Distribution's support to Army customers