

## 2010 Director's Guidance introduces three strategic focus areas

By Beth Reece, DLA Public Affairs

Defense Logistics Agency Director Navy Vice Adm. Alan Thompson released his fiscal 2010 Director's Guidance Sept. 30. The guidance incorporates 20 initiatives in three strategic focus areas: Warfighter Support Enhancement, Stewardship Excellence and Workforce Development.

Unlike the 2009 guidance, which was calendar year-based, the 2010 guidance is fiscal year-based to align with personnel performance objectives and the annual budget cycle.

"There are numerous current and emerging challenges ahead for the armed forces, Department of Defense and our entire nation. As a result, war-fighting and contingency operations, industrial maintenance processes and systems-acquisition policies are rapidly changing to meet these challenges," Thompson said in the 12-page document being distributed Agency wide.

Numerous efforts are under way across DLA to improve daily business processes but, Thompson said, the initiatives listed in his 2010 guidance top the Agency's priority list.

### **Warfighter Support Enhancement**

Half the fiscal 2010 initiatives involve improvements to how DLA meets warfighters' current logistics needs and plan for future challenges of combatant commands.

"This means logistics support of the readiness and sustainment of America's warfighters themselves and of industrial activities and others whose own efforts are critical to preserving and enhancing our nation's and our allies' defense postures," the director said.

DLA supply centers and support teams have worked since winter 2008 to provide material for new forward operating bases and combat outposts in Afghanistan. As the demand for construction items wanes and deployed forces settle in, DLA will work with U.S. Central Command and U.S. Forces Afghanistan to support sustained operations with repair parts and property disposal.

And as U.S. forces continue drawing down in Iraq, DLA will work with the military services to determine disposal and retrograde requirements and whether current processes and policies should change to support a responsible drawdown and reset.

Thompson also said he expects DLA's Defense Energy Support Center to lead the Defense Department toward alternative fuel and renewable energy solutions. The guidance charges DESC with leveraging research and development contracts to ensure the delivery of hydro-treated renewable jet fuels for Air Force and Navy aircraft testing and algae oil-derived fuel for Navy ship engine testing.

As the Agency assumes broader missions mandated by 2005 Base Realignment and Closure legislation,

the number of supply, storage and distribution sites located at military maintenance shops will grow from eight to 10 in the next fiscal year. DLA will also continue accepting ownership of retail inventory from the services' industrial sites to better manage stock and replenishment quantities.

The Joint Contingency Acquisition Support Office that stood up in 2008 is slated to begin full operations in 2010 by providing a program-management approach to contingency acquisition requirements during combat operations, post-conflict periods and other contingency operations.

Through expanded partnerships with military customers, the Agency will improve end-to-end supply chain performance by increasing efficiencies in inventory, planning, investment, positioning and delivery. Other partnerships will help the Agency support the services' life-cycle management process for such items as the Mine Resistant Ambush Protected vehicle and other equipment systems.

And as DLA's mission changes to face challenges posed by base realignments, the Agency will analyze current supply-depot operations to identify improvements for global supply-chain management.

### **Stewardship Excellence**

As the Agency works to improve warfighter support, it will also

improve efficiencies through six initiatives in stewardship excellence, Thompson said. “We will continue to assess current and potential roles and related processes to ensure that we deliver maximum payoff from taxpayer resources while effectively supporting the warfighter.”

A “futures group,” made of up of analysts from throughout the Agency, will assess expected warfighter readiness and sustainment initiatives in order to advise senior leaders on potential actions that will help DLA be as responsive as possible to warfighters’ emerging needs.

Planned enhancements to the Enterprise Business System, DLA’s information technology backbone, are slated to continue with the creation of eProcurement, which will help DLA assume responsibility from the military services for buying such depot-level reparable as transmissions, engines and wheels. EBS is also targeted for expansion to modernize processes in energy management and the reutilization, transfer and disposal of property.

Improvements made this year to DLA’s internal and external Web sites will be followed in fiscal 2010 by the redesign of DLA’s eWorkplace, the Agency’s online knowledge-management portal where employees can do such things as store and share documents, view their official personnel files and take mandatory training. Changes will enable employees to take advantage of new business collaboration and social networking tools.

And as he expects Defense

Department resources to become increasingly constrained in upcoming years, Thompson is asking employees to evaluate Agency initiatives and associated resources.

“We need to identify and execute opportunities to reduce our core costs and the related financial impact on our customers,” the director said, pointing to information technology support and material costs as candidates for possible cost reductions.

Collaboration with suppliers and customers on demand and supply planning will also help ensure the Agency is protecting taxpayer dollars. “The biggest single opportunity for improvement revolves around demand planning with our customers – getting a better fix on what is needed, when and in what quantities,” he said.

### **Workforce Development**

Because the Agency’s ability to succeed in supporting warfighters at the best cost depends on its employees, Thompson also included four initiatives under Workforce Development.

“We must enable our work force to capitalize on their skills, experience and potential, and prepare to manage the transition as retirements increase in the years ahead,” he said.

Initiatives include improving recruiting efforts and advancement opportunities for employees in four demographical areas: Hispanics, white women at executive levels, blacks at executive levels and people with targeted disabilities.

“Promoting a workplace that embraces equal employment opportunity is one of our strategies to leverage America’s rich diversity. As DLA replenishes its work force in the future, EEO will play a key role in our success,” Thompson said in a policy statement to DLA employees early this year.

With more DLA personnel than ever deployed alongside warfighters, the Logistics Operations and Readiness Directorate will work with primary-level field activities to identify positions and skills needed at remote locations so a bigger pool of potential deployers can be established. And a new Talent Management Program run by human resources will be used to ensure employees have the right skills to meet current and future mission requirements through training that addresses existing skill gaps and expands opportunities for future growth.

Regardless of which focus area his 20 initiatives fall under, Thompson said they are all based on one premise: Doing what is right for the armed forces and Defense Department.

“Fiscal 2010 will be another demanding year for DLA and all we serve,” he said in the guidance. “It is vital we ensure a sustained focus on these 20 initiatives to help meet desired outcomes in our three strategic focus areas.”

The DLA Executive Board will monitor the status of each initiative, and developments will be reported on DLA Today and DLA’s public Web site at [www.dla.mil](http://www.dla.mil).