

# LOGGLINES



**ENTERPRISE  
PROCESS  
MANAGEMENT**

**PROCESS  
EXCELLENCE**

**CONTINUOUS  
PROCESS  
IMPROVEMENT**

**END-TO-END  
PROCESSES**

**SUPPLY  
CHAIN  
INTEGRATION**



FROM THE  
**DIRECTOR**

**Lt. Gen. Andy Busch, USAF**  
**Director, Defense Logistics Agency**

**P**rocess excellence is one of the key goals in our strategy, as it encourages assessment of all our processes by employees at every level. As we strive to ensure we meet our customers' needs, DLA must continuously evaluate how we are doing and deliberately consider ways that we can improve our processes. Our drive to achieve enterprise-wide process excellence starts with a systematic process that helps us to assess our procedures and improve our performance while allowing us to become a more agile organization.

Reviewing how we do things is not new to DLA, but it is something we need to do as a good business practice. Time passes, things change and new capabilities or requirements present themselves. I have asked our leaders and J5, our strategic plans and policy staff, to look at how our programs and governance groups are providing us the ability to continually review and improve our processes in a timely manner.

Continuous process improvement is the linchpin of process excellence. I have asked our senior leaders to work some specific initiatives that our J5 team will manage through the Supply Chain Integration Council. This dedicated team will lead the efforts and ensure process improvement activities are standardized and systematic issues are addressed. They create the framework

for DLA's core end-to-end processes coupled with the CPI methodology.

I know our senior leaders aren't the only ones looking at this and that around the agency, we have many teams striving for process excellence as a priority in their everyday activities. In this issue of Loglines, you will find some great information on how we can work together as an agency to achieve process excellence. Our focus on CPI is hardly a new initiative; as you'll read further on, we have a proud history of working to streamline our logistics processes dating back to before World War II. Additionally, in this edition, Marcus Bowers, our new Director of Strategic Plans and Policy, will provide insight into supply chain integration.

Every significant success stems from process excellence through continuous

process improvement. I challenge you to look through your processes find ways to simplify and optimize them to obtain the most effective outcome. This course of action will lead to improved communications and a more comprehensive understanding of each team member's role within our enterprise-wide operations. It is up to each of us to ensure our agency is committed to providing the exceptional logistics solutions our customers have come to expect — on time, every time. ★



## **LOGLINES**

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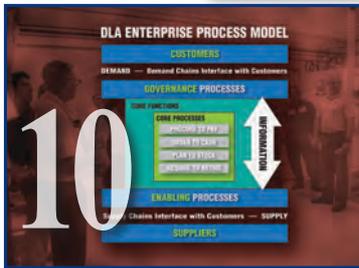
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# CONTENTS



## DEFENSE LOGISTICS AGENCY

# PROCESS EXCELLENCE

<b>A Better Way</b>	2
Enterprise Process Management will align DLA's internal processes with customers' needs and show employees how their work contributes to the agency's overarching mission.	
<b>Risk &amp; Reward</b>	5
By keeping the big picture in mind, DLA employees can help the agency mitigate risk.	
<b>Measure for Measure</b>	10
DLA officials will soon begin measuring how well the agency meets customers' needs by using existing data to establish baseline goals for time, cost and performance.	
<b>In Tune with Process Management</b>	12
With DLA ready for an audit this year, agency planners are looking forward to the next phase in the agency's progression: fine tuning its end-to-end processes.	
<b>Process Ideas Wanted</b>	16
The Defense Logistics Agency is embracing change through a rejuvenated continuous process improvement program which encourages its employees to submit ideas to improve the process activities in which they participate.	
<b>Resiliency: Learn It • Practice It • Share It</b>	22
Take advantage of the range of programs DLA offers to help you handle life's challenges.	

## DEPARTMENTS

<b>A Conversation with ...</b>	18
Marcus Bowers	
<b>DLA NewsWire</b>	20
<b>History Highlights</b>	24
World War II Logistics Lessons	
<b>I am DLA</b>	Back Cover
Olivia Lynn Kortuem	

# A BETTER WAY



Lisa Hershmann (right), founder of The DeNovo Group, trains DLA leaders on process re-engineering concepts that are expected to increase efficiency and improve performance across the agency.

Story by Beth Reece  
Photos by Pam Jones

President John F. Kennedy was touring the NASA space center in 1962 when he noticed a janitor sweeping the floor and stopped to ask what he was doing. “I’m helping put a man on the moon,” the janitor replied.

Defense Logistics Agency employees may not always see the results of their work, but the enterprise process management initiative will show them how their daily efforts impact the agency’s overarching mission and give them a new sense of pride in their contributions, said Angela Evans, chief of DLA Strategic Plans and Policy’s Enterprise Process Integration Division.

“No matter what work they do, whether they’re a buyer or forklift driver, they have a direct role in DLA’s mission to supply America’s warfighters,” she said.

The agency’s commitment to EPM is outlined under the process excellence goal in DLA’s Strategic Plan for 2015-2022. It will involve employees at all levels and functional areas simplifying and streamlining processes from beginning to end. Processes will then be standardized across the enterprise where it makes sense.

“Every day, our employees take a series of steps to produce a service or product for our customers. It generally starts when the

DLA employees take a series of steps to produce a service or product for their customers. Whether DLA meets customers' needs depends on the outcome of all the steps combined, not just one.

customer sends us a requirement, at which point we take several actions to fulfill that requirement,” Evans said.

A new order, for example, triggers a series of coordinated actions from employees in a variety of functional areas, from planning and procurement to distribution, Evans said. It may also involve employees from more than one DLA activity. But whether DLA meets customers' needs depends on the outcome of all those steps combined, not just one.

DLA's approach to enterprise process management is based on process-reengineering concepts by Michael Hammer and Lisa Hershman, authors of “Faster, Cheaper, Better: The 9 Levers for Transforming How Work Gets Done.” According to their research, most people want to do a good job and strive to meet specific goals, but they get so lost in fragmented processes that they never truly understand how their job fits into their organization's goals or overall purpose. That changes when employees think beyond their own work and consider the

numerous tasks that make up the entire process.

“Some companies explain it to their people with the phrase, ‘look left, look right.’ That is, don't just pay attention to your own job, but think about the work that comes before you and the work that comes after you; think about the totality of work that is creating value for customers,” Hammer and Hershman wrote.

Hershman, who founded The DeNovo Group to help organizations create strategies that increase efficiency and improve performance, has been training DLA Headquarters and field-activity leaders on EPM since early 2015. Some initially questioned whether DLA is too large to standardize its processes and metrics, especially since the agency offers an extensive list of products and services around the world.

“The commodities and material that DLA manages are inherently different. It's okay that some of them need to be managed differently, but the goal should be to standardize whenever possible and localize when necessary,” Hershman said.



Art Canales, DLA Installation Support, leads a group project during enterprise process training that is based on concepts from the book “Faster, Cheaper, Better: The 9 Levers for Transforming How Work Gets Done.”

Suggestions made through the Process Excellence Pipeline that are deemed actionable will be monitored by the Supply Chain Integration Council, which will also assess potential impacts to other functional areas that have a role in process completion.

Leaders' commitment to process improvement and employees' passion for supporting warfighters gives DLA a "huge advantage" in its quest to implement EPM, she added. "When we first met with DLA's leaders, it was absolutely clear how connected, aligned and devoted to the [warfighter] and mission everybody was. That might sound unusual for me to say, but with a lot of industries we have to spend time reminding people who their customers are."

One of the biggest obstacles DLA will face as it pursues EPM is its reliance on existing technology, Hershman continued. "Changing and managing processes often requires adjustments to technology. That can be difficult and time consuming, and many organizations run into funding issues along the way."

DLA Strategic Plans and Policy is leading the EPM effort. Because it doesn't own any of DLA's business cycles or functional processes, the headquarters-level directorate can enable positive interaction and collaboration among key stakeholders, Evans said. Also, specialties such as risk assessment, policy management and continuous process improvement already fall under DLA Strategic Plans and Policy and can be seamlessly integrated into EPM.

As leaders evaluate processes, employees at all levels will have the chance to suggest ideas for innovation and improvement, added Kristin Kremer, chief of DLA's EPM branch.

"The process owners and process executors are the ones who know their processes the best. They're the ones most likely to have a great idea about how to improve something in their work area or whether there's something different that we should consider doing to make the customer experience a lot better," she said.

Ideas can be pitched during routine process evaluations and through the electronic Process Excellence Pipeline, available to

DLA employees at DLA Today via the "Process Excellence" button on the left side of the page.

Suggestions made through the Process Excellence Pipeline that are deemed actionable will be monitored by the Supply Chain Integration Council, which will also assess potential impacts to other functional areas that have a role in process completion. The group, which comprises leaders at the GS-15-level from field activities and DLA Headquarters directorates, will evaluate and recommend approval for process changes before they're presented to executive-level leaders.

"The council provides us with a routine methodology by which we can manage process change, measure success and integrate multiple end-to-ends with all the key players and stakeholders," Evans said. "Usually there is a lot of dialogue that needs to occur to hash out the final details of whether a change is recommended and how that change will take place."

Most organizations need about three years to successfully implement EPM, according to Hershman's research. Evans' team is developing an EPM 101 course to help employees

understand the initiative and plans to conduct roadshows to teach key points to managers and supervisors. Process evaluations and subsequent changes will then occur gradually.

"With all these phases and the size of DLA, if the agency can fully implement this in one to three years, that's actually lightning speed," she said,

adding that benefits include increased customer satisfaction, improvements in productivity, cost reductions, reduced cycle times and higher morale.

"This also gives employees a seat at the table when the work they do is being analyzed and changes are being explored. I've even heard employees say they feel like they're doing more honorable work because they know how it impacts the mission," she said. ★



# RISK & REWARD

## Three Lines of Defense to Help Sustain Audit Readiness



Story by John R. Bell

**A**t the gate of a Defense Logistics Agency facility in Ohio, a police officer looks at the driver's common access card to make sure the face in the photo matches the face of the driver.

Somewhere in California, a DLA warehouse employee asks her coworker to clarify the code on a packing order.

Across the Pacific, a foodservice manager makes sure the purchase record is updated and matches the data in the system — and suggests a new way to reconcile the costs against the budget with less chance of human error.

In each example, an employee is helping the agency avoid risk, maintain audit readiness, and move toward achieving

process excellence, according to DLA audit-readiness experts.

Any employee, no matter the role or location, can help sustain audit readiness by understanding and following procedures; communicating with colleagues; safeguarding documentation; and looking for ways processes could be improved.

Logistics — like any large, complex system — is inherently a risky business. But helping mitigate that risk is everyone's business.

### **Internal Controls: Knowing the Rules of the Game**

In using an everyday work process or contemplating how that process could be more efficient, faster or more accurate,

Internal controls are implemented by literally everyone in the agency who completes a timesheet, submits proper travel documentation or complies with SOPs.

every DLA employee must bear in mind that some processes exist to reduce or prevent risk — serving as what in the audit and finance world are called internal controls.

Many internal controls prevent fraud, waste or abuse, and some preserve documentation DLA will likely need in a future audit, said Simone Reba, deputy director of DLA Finance. She noted that DLA will face its next financial audit in June or July this year. But if employees are following their standard operating procedures, “a clean audit is the outcome,” Reba said. Internal controls are implemented by literally everyone in the agency, she emphasized — who completes a timesheet, submits proper travel documentation or complies with SOPs.

DLA employees are encouraged to think of ways to improve existing processes and to share those ideas with their managers, through the Process Excellence Pipeline. At the same time, some processes that may seem redundant serve as internal controls, Reba noted.

Being aware of internal controls and what they are designed to mitigate can help the front-line employee do the job in a way that helps the agency reduce risk — not only against fraud, waste and abuse but also against faulty products, delays and other problems that would hinder the warfighter or other DLA customers.

Because it’s crucial for employees to know where their internal controls are, Reba said, she encourages employees to participate in training DLA Finance and DLA Human Resources have developed on internal controls. This training will go beyond SOPs by teaching employees about process cycle memorandums. PCMs offer an in-depth, end-to-end analysis of a process, including its internal controls and the risks those controls help mitigate.

### **First Line of Defense: You**

Billie Sue Goff, DLA’s chief of risk and controls assessment in DLA Strategic Plans and Policy, explained



Tommy Horton

No matter what you do for DLA, you can help implement internal controls.



Knowing the risks in any process depends on consistent communications.

internal controls through the game of football: “The defensive line consists of one or two defensive tackles and two defensive ends that play outside the defensive tackles, she noted. “In a similar way, the first line of defense in risk and controls is with the front-line and mid-line managers who have day-to-day ownership and management of risk and control.

Those managers are required by DoD and other regulations to maintain internal controls to prevent fraud, waste and abuse, said Goff, who is also acting branch chief of the Continuous Process Improvement Branch.

Controls to reduce risk — whether management controls or internal controls built into systems or implemented by front-line employees — are the first line of defense against problems ranging from excess cost to safety violations, Goff said. And the employee can take any of several actions to control the amount of risk, she noted — avoidance, acceptance, transfer or mitigation. Because DLA managers are responsible for the outcome of any risk, Goff said, they decide how to mitigate the risk, by designing and executing the controls. Improper management of risk through established controls can prevent DLA from accomplishing the objectives in the Strategic Plan.

For the DLA employee in the warehouse, distribution center, depot, or disposition facility, what does that mean, exactly?

It comes down following the play book — the standard operating procedures — as well as communicating with coworkers, keeping the big picture in mind and maintaining all documentation in the required format, for the required duration, said Angela Evans, chief of DLA Strategic Plans and Policy’s Enterprise Process Integration Division.

“For someone on a packaging line, it might mean making sure the request you’re getting — whether from another person or a system you use — is clear, and then providing feedback if it isn’t,” Evans said. “On the flip side, it means being open to feedback if you’re the one being asked for more information.”

Likewise, proper recordkeeping is crucial, she said, given that almost every audit any agency undergoes requires a large volume of documentation to prove the agency is complying with a requirement or law. Recordkeeping is just one form of internal control, Evans noted.

Another common example of such an internal control is the timesheet, Evans noted. “It may be tedious to get a supervisor’s signature or to have to fill out a form to request leave — but those are there to prevent fraud and to ensure we have documentation,

should it be required by an audit,” she said.

This is just one example of a critical responsibility management has, according to Goff, in addition to risk assessment, control activities, and information and communication. “Just as the defensive line in football is critical to preventing the opposing team from scoring, first-line managers prevent and mitigate risk.”

## Second Line of Defense: Management Controls

Using the football analogy, Goff said, the second line of defense is management’s oversight function — entailing risk management and compliance functions to make sure the processes in place are actually being used correctly and are serving as effective safeguards.

Internal controls identify and assess risks, execute activities as intended, highlight inadequate processes, address control breakdowns, and communicate their assessments to leadership, Goff noted. To do this, they typically use internal controls, codified by the Government Accountability Office in a set of 17 principles, of which 12, she said, are the primary responsibility of first line and mid-line managers, whom she considers the first line of defense.

“Operational managers develop and implement the organizations’ control and risk management processes. They maintain the line of defense in the day-to-day operation to move the process toward excellence.”

In particular, DLA supervisors can help, not only by emphasizing the importance of process compliance but also by confirming that employees are in fact following established processes. “You get what you measure,” she said. “It has to be more than just lip service.”

Management controls include monitoring of operations, financial reporting and compliance.

Evans noted that these management controls are really there to protect against the very small number of persons who might act in ways that introduce fraud, waste or abuse. But these measures also ensure compliance with regulation. “It’s important to note that compliant processes are not always efficient,” Evans said.

Goff offered another illustration of how management controls are the agency’s second line of defense: a visit to the doctor. “The exam also gives you a chance to talk to your doctor about any ongoing pain or symptoms that you are experiencing or any other health concerns,” she explained. “The second-line functions are similar to the specialist being called in to give their expert view of the issue.” In the DLA world, Goff said, that specialist could be risk management, information security, health and safety, compliance, inspection, legal, environmental, financial control, physical security, quality, among others.

### Third Line of Defense: Internal Audit

The internal audit is as an organization’s third line of defense, Goff said. It offers independent, objective assurance designed to add value and improve operations. Using a disciplined approach to evaluate and improve the effectiveness of risk management, control and governance, the auditor provides leadership the

The third line of defense is the internal audit function. Every employee can help sustain audit readiness by being attentive to detail.

second set of eyes, she noted.

“Fast-paced environments and complex tasks can often make it a challenge to pay close attention to details of every element of your job performance,” Goff said. “But overlooking details can sometimes be costly, detrimental to the quality of work, or in some cases, even dangerous.”

She raised the example of parts that DLA supplies to deployed service members. “If we didn’t take the time to examine closely the products we receive that support our warfighter, we might be putting their safety in jeopardy,” she noted. “The internal audit function is the second set of eyes.”

The final, “hail Mary pass” of controlling for risk is the external audit. “When coordinated effectively, the external auditor can provide important views and observations to leadership, stakeholders and employees, Goff explained. “The external auditor’s contribution is valuable information, but it shouldn’t substitute our internal lines of defense.”

What does this mean for the DLA employee working in the warehouse, fueling station, disposition center, or maintenance facility? It means looking out for risks is thing to keep in mind in thinking of new ways DLA can do its work. A suggestion to the Process Excellence Pipeline might not necessarily save costs in the short term or reduce the time to conduct a process — but the suggestion is just as valuable if it helps the agency prevent fraud, waste or abuse, while preserving DLA’s internal controls.



Susan Fonteno



Maintaining documentation is key to helping the agency avoid risk.

It comes down to three things, according to Evans. “Follow your standard operating procedures, communicate with those around you, be open to feedback, and work with your managers to make sure you’re keeping the right documents in the right way.”

By doing these things, every employee can help sustain audit readiness — and the agency’s continued service to the warfighter and all who depend on the Defense Logistics Agency.

“A lot the problems with audit is where handoffs fail,” Reba said. Those handoffs can be between systems, between a person and a system, or between two people, she explained. Reconciliations can help prevent handoff errors (such as interim document, or IDOC errors) and establish completeness of documentation for an audit, she noted.

An example is the physical inventories some primary field-level activities perform. Although a record exists in the Distribution Standard System and the Fuels Manager Defense system, data errors can occur when one system provides data to the other. Later, a financial audit may compare both records with the data in the Enterprise Business System. Thus manual, human verification that DSS and FMD show the same data for the same transaction is an internal control, as is a review of the property book, Reba explained.

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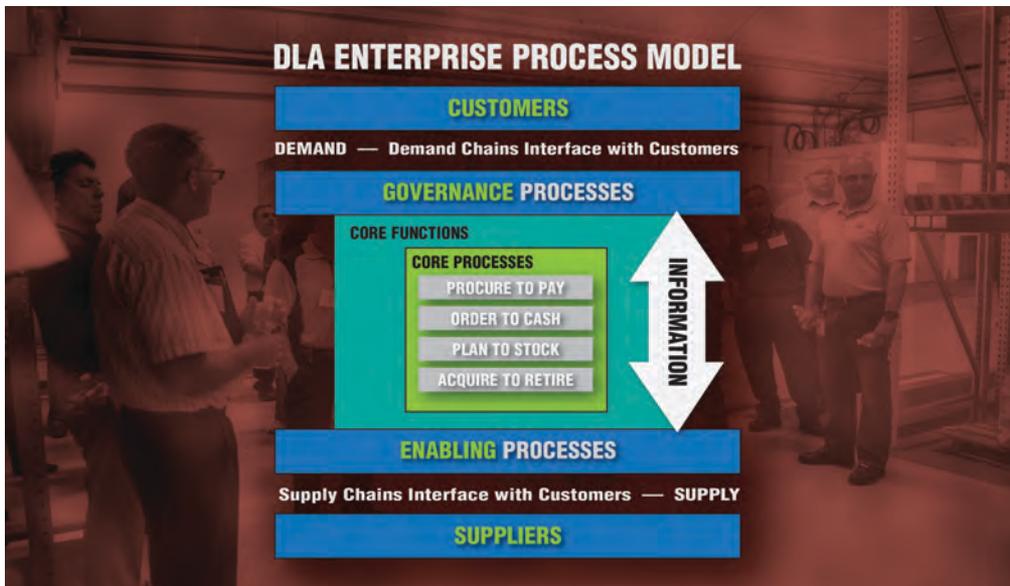
— *Angela Evans*

### The End Zone: Clean Audit, Best Possible Customer Support

As important as a clean audit is, it’s not the only goal of internal controls, Reba noted. “Having the wrong data in EBS can lead us to buy the wrong things,” she said. “Say they go to Bin ABC, and it has 100 widgets in it. They go over to DSS, and then they make sure they adjust the DSS record to say there are 100 — but if no one is checking EBS, and a handoff problem between the systems has caused EBS to say there are only 50 widgets, then the planning system will cause us to buy more than we need.” This in turn leads DLA to buy the wrong product or the wrong number — which can in turn hinder the warfighter in operations. “It’s more than just an accounting exercise or a grade from an audit,” she emphasized. “The wrong number can lead us to have a mission problem.”

In terms of process excellence, the recent achievement of documenting all of DLA’s processes is helping the agency standardize its operations and be more efficient, Reba said. Fewer processes, where possible, mean fewer systems requiring training, as well as fewer opportunities for error, and ultimately a more efficient use of funds. “We’re dealing with the taxpayers’ money, and we need to make the most of it.” ★

# MEASURE FOR MEASURE



DLA executes four core processes: Procure to Pay, Order to Cash, Plan to Stock and Acquire to Retire. These core processes are central to provide value to the customer.

Story by Beth Reece

Employees won't have to guess how much faster or better their work should be as the agency strives to improve operations and performance through enterprise process management in the coming years. They'll know exactly what to do and change, because they'll have specific metrics to track and improve their performance.

"Each buyer, each person on the floor, each supply planner will have their own personal metric they're measured by, and they'll know how what they do contributes to the overarching metric of the entire process from beginning to end," said Angie Evans, chief of DLA Strategic Plans and Policy's Enterprise Process Integration Division.

Using metrics to evaluate processes is critical for

organizations that want to improve how they do business, said Tony Merritt, director of performance optimization for Optimize Consulting, a team of experts helping DLA improve its processes and customer support.

"The data we get as a result of using metrics reveals actionable information that can drive behavior and change. It shows us exactly where we stand on quality, speed and cost," he said.

But just deciding to measure processes isn't enough, Michael Hammer and Lisa Hershman write in "Faster, Cheaper, Better: The 9 Levers for Transforming How Work Gets Done," which outlines the process reengineering concepts that DLA is adopting. Choosing the right metrics is key.

"Most companies get metrics all wrong. They allow each

department to determine what it wants to measure. And because you get what you measure, each department gets a different and often uncoordinated result,” Hammer and Hershman write.

DLA already has online data sources that depict real-time information about everything from the status of orders to stock levels and locations, but that data doesn’t give a detailed picture of how a process is completed from beginning to end, Evans said.

“For example, we don’t know how much of the total sales-order processing time is value-added time and how much is wasted time,” she said. “DLA does not proactively manage handoffs between functional areas, such as customer-facing personnel to supplier-facing personnel. As a result, the processes are fragmented.”

Creating a formula for measuring the many steps in DLA’s processes begins with the question, “What matters to the customer?” Merritt added.

“The military services expect DLA to have a positive impact on materiel readiness. So how can we do that sooner rather than later, in the form that is needed and at a cost that provides value to the customer without spending more money than we bring in?” he asked.

Officials will begin measuring how well the agency accomplishes that by using existing data to establish baseline goals for time, cost and performance. Common goals will then be created to drive integration and cross-functional innovation. The initial focus will be on four core DLA processes: order to cash, plan to stock, procure to pay and acquire to retire.

Variables being assessed will range from response time and whether items are on-hand for shipping to whether the correct items are shipped and correct documentation is included. The word “failure” will not be used to define areas that need improvement, said Heather Vickers, a senior continuous process improvement analyst for DLA Strategic Plans and Policy.

“Employees should view these areas as an opportunity, a place from which goodness can come. If we set a metric that we can always achieve, we won’t get better,” she said.

When data reveals weak spots, the agency will reach out

to commercial industry and other Department of Defense organizations to learn what makes their operations successful.

“We’ll reach out to organizations that are logistics managers like us, such as Amazon and FedEx, those with multiple product lines, multiple distribution channels and multiple vendors. By identifying their best business practices in particular areas of operations, we can compare ourselves and learn from them,” Merritt said.

DLA will also turn to other defense organizations with a common mission, such as the Air Force Materiel Command.

“AFMC, for instance, has won several awards for innovation and improvement. What they do is only a portion of what goes on inside DLA, but we can find ways to improve by benchmarking with these organizations,” he added.

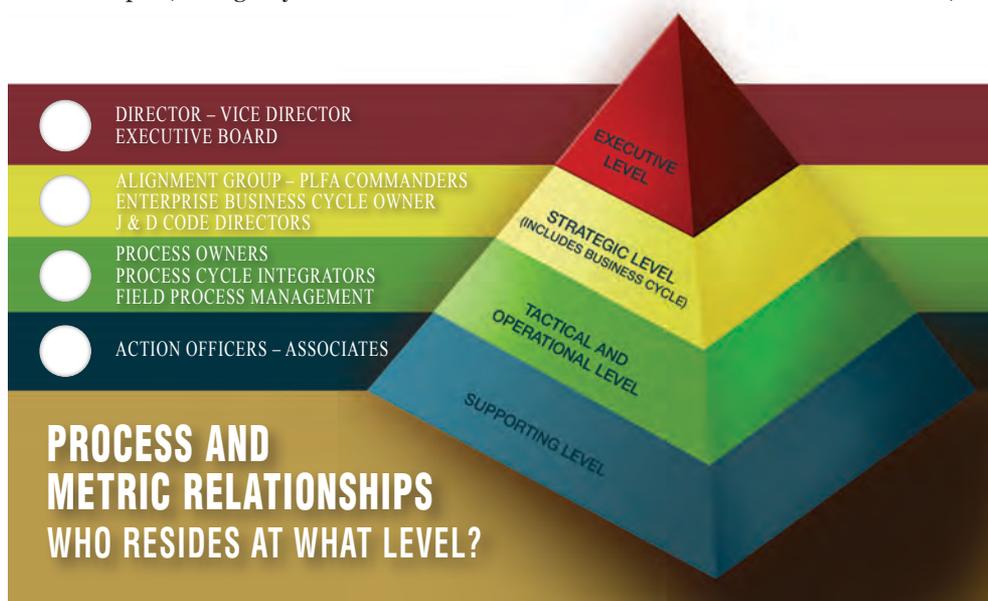
After benchmarking, employees will use tools such as continuous process improvement to identify root causes for why a particular level of performance isn’t being achieved. Next, they’ll chart steps to the desired end state.

The metrics DLA uses could change as business processes change, when the agency takes on new, unique missions and as new ideas for improvement emerge, Evans said. And although the ultimate goal is greater customer satisfaction, employees will also reap benefits.

“Investing in something like this makes their jobs easier. As employees become familiar with metrics and all the functional areas involved, they recognize how their work impacts others and how we’re all dependent on one another to get things right,” she said. “That will eliminate cases where something like a purchase request needs to be reworked — something that probably leads to some of the frustration folks are feeling today.”

Metrics can also be used to cite specific achievements in employees’ performance appraisals and serve as justifications for monetary or time-off awards.

“The way we work together as a team to support our customers makes all the difference in how happy our customers are with the support they get from us. By using metrics and measuring ourselves by process rather than functional areas, we can reach a whole new level of success,” Evans added. ★



# IN TUNE WITH PROCESS MANAGEMENT

Story by Chris Erbe

**T**he audience quiets as the concert is about to begin. The conductor makes his entrance, turns to the musicians of the orchestra and, with a gesture, starts the music.

The string section sweeps in with a stirring melody. The musicians then hand off the melody from one section to another, relying on their training and skill to make seamless transitions. The performers constantly and deliberately listen across the orchestra in order to perform their parts with finely tuned precision and expression.

The conductor, who oversees the entire process, is deeply respectful of the specialized knowledge and experience each musician brings to the performance. He also knows that, while everyone performs their specialty, they all focus with intensity on the same goal: to deliver to the customer – the audience – an exceptional performance.

The process of music making holds certain similarities to the Defense Logistics Agency's end-to-end business processes. DLA wants its employees to "read from the same sheet of music,"

The process of music making holds certain similarities to the Defense Logistics Agency's end-to-end business processes. DLA wants its employees to "read from the same sheet of music," listen and collaborate with one another and continuously fine tune their procedures so they can deliver exceptional service to DLA's main customer – the warfighter.

listen and collaborate with one another and continuously fine tune their procedures so they can deliver exceptional service to DLA's main customer – the warfighter.

There are obvious differences, too – the most challenging being that DLA's processes take place in 48 states and 28 countries around the world and generate more than \$38 billion in sales and revenue.

With the signing of the agency's audit readiness assertion letter Sept. 30, 2015, DLA Director Air Force Lt. Gen. Andy Busch indicated DLA is ready for an audit in 2016. This was a huge step that involved years of hard work by DLA employees to establish standard operating procedures and tighten internal controls. While the audit readiness effort is by no means complete, planners are looking forward to the next phase in the agency's progression: fine tuning its end-to-end processes.

"Through audit readiness, we're to the point where we understand our processes, that they are well controlled, that we're being good stewards of taxpayer resources," said Simone Reba, deputy director of DLA Finance. "And by having our processes documented, now we can make them better."

DLA engages in many business processes, but at the core are procure-to-pay, order-to-cash, plan-to-stock and acquire-to

retire. Each process touches specific functional areas, such as finance, procurement, planning, product technical and quality testing, order fulfillment and real property. Procure-to-pay, for example, starts with a purchase requirement and ends with the vendor paid and the contract closed out. Along the way, the process touches the planning, procurement, order fulfillment, technical/quality and finance functional areas.

In a traditional business model, employees in functional areas do their work without knowing much about what comes before or after their involvement in the process. The result is a stovepipe, or silo effect, where employees aren't aware of how their actions affect other functional areas. End-to-end process management seeks to break down stovepipes by requiring communication and collaboration between functional areas.

"In an integrated, holistic end-to-end agency, we look at how processes relate to each other," said Kristin Kremer, Enterprise Process Management Branch chief in DLA Strategic Plans and Policy. "Are they talking to each other? How do they influence each other? Instead of stovepipes, we look at functions horizontally across an entire process instead of as individual elements."

Reba uses the procurement process as an example. "If procurement buys more of an item, they get a better price. But

The Atlanta Symphony  
— Photo by Jeff Roffman



then we have to consider the cost of storing it and whether we have the space to store it – so that’s how end-to-end comes into play. What’s good for procurement may not be so good for distribution. What’s good for one functional area has to be good all the way down the line,” she said.

The handoffs, when one functional area passes work to the next area, are a source of concern in a traditional business process, said Stephen McClanahan, an analyst in DLA Strategic Plans and Policy. Traditionally, those in-between places outside the functional silos hold the potential for inefficiencies and errors.

“In traditional stovepipe processes, no one addresses the handoff issue,” McClanahan said. “It’s easy for employees to say, ‘We did what we’re supposed to do – it’s not my problem!’ Enterprise process management gets people in these functions thinking about how they can improve the handoffs. We call this ‘thinking end-to-end.’”

Angela Evans, chief of the Enterprise Process Integration Division in DLA Strategic Plans and Policy adds that handoffs are about ensuring documentation is accurate and that each step is clear to everyone.

“When I get a transaction, product or email that I can’t take action on, it creates a rework loop, which is a waste of time and money,” she said. “In general, one day saved from process delays amounts to an increase in purchase power that could be used to support the warfighter.”

Planners know that successful implementation of end-to-end process management will depend on continuous process improvement. Those improvements will depend on the input of employees at every level, not just that of senior managers. Focusing on end-to-end processes will increase workers’ understanding of how their activity contributes to the success of the overall goals, which will, hopefully, fuel their desire to improve the process.

To that end, DLA developed the Process Excellence Pipeline, a web-based process management tool that allows DLA employees to submit and track process-related improvement ideas. The purpose of the site is to assist those closest to the actual work activity to drive innovation within the agency.

“DLA is looking for the forklift driver to say, ‘I think this process can be done better,’ and then to make a proposal for a process change,” Evans said. “DLA is carving paths for them

through the Process Excellence Pipeline and through their chain of command to make improvements. We have these avenues today, but they are not as well-known as they will be.”

DLA has established governance over the end-to-end processes in the form of the Supply Chain Integration Council, which will execute enterprise process management strategies and serve as the nerve center for process transformation. The council will be concerned with relationships and interconnectedness between functional areas. It is important to note that the Supply Chain Integration Council will not take the place of traditional managers of functional areas.

“Traditional managers will always be essential because of their deep knowledge of their functional areas,” Kremer said. “It’s not possible for end-to-end process managers to be experts in all of those functions.”

Traditional managers will not have responsibilities taken away; instead, they will be asked to be more collaborative, Evans said.

Focusing on end-to-end processes will increase workers’ understanding of how their activity contributes to the success of the overall goals, which will, hopefully, fuel their desire to improve the process.

DLA will also use metrics to help free itself from the stovepipe effect. While still valuing the traditional measurements for individual functional areas, DLA will establish overall metrics to measure the success and efficiency of an entire end-to-end process.

Like musicians in an orchestra, DLA employees can expect more communication, collaboration and coordination in their future daily work lives. DLA employees at all levels will be exposed to process education and training through social media messaging, town halls, internal website pages and online courses, Kremer said.

“Process excellence is about the entire agency working together toward perfecting the customer experience,” she said. “It’s about making sure the warfighter gets the right thing at the right place at the right time at the right cost.”

Kevin Scheetz, the DLA HQ sales order processing branch chief, agreed, adding that it’s going to be a more interactive environment at DLA from here on out.

“The employees that work in order management have to be in tune with not only their immediate counterparts, but also with the other process area touchpoints,” he said. “If I make a decision in a vacuum without looking at the secondary and tertiary impacts on these other people, it may fix what I want it to fix. But if my actions cause a problem in another process area, then what good did I do?” 🌟

# PURSUIT OF THE PERFECT ORDER

Kevin Scheetz and Chris Erbe

Even as DLA readies for an audit in 2016, its business of supporting the warfighter continues. DLA processes 100,000 requisitions and awards over 10,000 contract lines every day and, with every order, DLA employees strive for perfection—the right product to the right location at the right time and at the right cost.

To demonstrate just one of DLA's processes, we followed an actual order from end-to-end through an entire order-to-cash business cycle.

## Who:

Forward deployed Navy Helicopter Mine Countermeasures Squadron 15, known as the HELMINERON 15 Detachment, whose mission includes patrolling waters to locate and destroy sea-based mines and mapping safe sea lanes of travel. This unit is home-based at Oceana Naval Air Station, Norfolk, Virginia..

## What:

Filter element (fluid) needed for scheduled maintenance of a MH-53E Sea Dragon helicopter.

## Where:

Forward deployed to Muharraq, Bahrain.

## When:

Priority 02 (mission essential – required immediately).

## Type of order:

DLA Direct, which means the customer ordered an item that DLA stocks in its inventory.

## Manage Customer Profile:

Before the order was submitted, the customer established a customer master record through DLA Transaction Services using the DoD Activity Address Database, including addresses, points of contact, payment information and optimal delivery points. DLA imported the information into its Enterprise Business System, which supports DLA's supply chain and financial activities. For this order, DLA had the correct billing address (home base Norfolk); delivery location (forward base Bahrain); and the optimal distribution center (DLA Distribution Bahrain).

## Capture Customer Order:

The customer submitted the order through the Navy Enterprise Resource Planning System, which routed the request to DLA Transaction Services, DLA's entry point, Dec. 9 at 6:41 a.m. (all times are Eastern Standard Time). Within seven minutes, DLA Transaction Services had entered the order into EBS for processing. EBS then took the order through 233 validations and edits without a hitch and created a sales order by 7:37 a.m.

## Manage Customer Order:

This phase encompassed the steps between capturing the customer order and fulfilling the order, including checking asset availability, reserving and releasing items, resolving open orders, managing any changes to the order (not required here), and updating the customer on the status of the order. Because there were no modifications or errors found with this order, DLA moved it to the Fulfill Order process.

## Fulfill Order:

Because it was DLA Direct, the order was entered into the Available to Promise software logic, which matched the order with assets from the best location. The ATP process is a comprehensive and flexible solution designed to provide optimal support based on Time Definite Delivery standards, transportation costs, distribution center capabilities and customer requirements. It also executes other steps to adhere to Military Standard Requisitioning and Issue Procedures practices. Once sourced to a depot, the system generated a Material Release Order to have the order filled. In this case, the ATP logic identified the product available at the customer's optimal delivering plant, DLA Distribution Bahrain. EBS generated the Material Release Order by 8:29 a.m., 1 hour and 48 minutes after the order was submitted.

## Perform Distribution:

The Distribution Center received the Material Release Order and processed it for shipment. Once the item was shipped, a final shipment confirmation was provided back to DLA at 12:13 a.m. and a shipping status was sent to the customer. The customer received the shipment at 6:07 p.m. Dec. 10 and responded with a Material Receipt Acknowledgement to close out the sales order. Total time from when the customer submitted the order to when they received the shipment: 35 hours and 26 minutes.

## Manage Accounts Receivable:

DLA generated the invoice upon receipt of the shipment confirmation and transmitted the final billing transaction Dec. 12.

## Functional Area Touchpoints:

The Order Fulfillment and Finance functional areas were directly involved in completing this order. Although they are outside the Order-to-Cash process, the Planning, Technical and Quality and Procurement functional areas were responsible for procurement, quality testing and positioning of the correct item where it was needed at the time it was required.

# PROCESS IDEAS WANTED



From left, Clothing and Textiles supply planner Aileen Dungee discusses a user-friendly job aids database she created with the help of Continuous Process Improvement supervisory program analyst Henry Jansen and team members David Cortes and Karla Van Horn for DLA Troop Support Philadelphia.

## Story by Chris Erbe

**C**hange is a process, not a destination. Change is inevitable; progress is optional. If you change nothing, nothing will change.

There's a reason business authors quote liberally about change: In business, change is necessary for improvement, and improvement is necessary for survival.

The Defense Logistics Agency is embracing change through a rejuvenated continuous process improvement program that encourages employees to submit ideas to improve the process activities they participate in. CPI is a means for employees to bring about changes that will sustain and improve DLA's effectiveness and efficiency. The CPI Program Office wants

employees throughout the agency to know the push is on for more project ideas that could improve support to DLA's primary customer, the warfighter.

CPI first gained momentum at DLA in 2008 in response to guidance by the Department of Defense. DLA stood up an office and worked to train and educate its workforce about the benefits of continuous process improvement. DLA's efforts included training a segment of the employee population to serve as CPI practitioners and mentors. However, before CPI could reach full maturity, competing priorities changed leadership emphasis within DLA. Although CPI never went away, it was given less of a priority within the agency.

When Air Force Lt. Gen. Andy Busch arrived as director of DLA in January 2015, he brought a renewed sense of urgency for continuous process improvement, and he included it as part of DLA's Strategic Plan 2015-2022.

"Gen. Busch has long been an advocate of CPI as a way to make permanent change and permanent improvements to the agency," said Heather Vickers, senior CPI analyst. "As a result, we're looking to rekindle CPI and focus on achieving goals and identifying projects that will make a difference to the agency."

CPI, as a part of the broader process excellence strategic goal, encourages employees at all levels to think about how they conduct their work every day and to submit ideas and innovations that may help streamline and improve DLA's business processes. The CPI Program Office, which collaborates with local CPI offices as appropriate, is open to process improvement ideas in many subject areas, including finances, operations, production, human resources, infrastructure and sustainability.

CPI program managers also want to be made aware of process problems with no known solution. Project examples may include processes that perform poorly, result in quality problems or cause cost over-runs.

"If we have a problem without a known solution, CPI is the perfect vehicle to assess that problem and move forward," Vickers said.

The agency has opened more avenues for submission than ever before. The Process Excellence Pipeline was introduced to the agency in 2015. DLA's internal website is home to the PEP webpage, the best avenue for employees who have an improvement submission but don't know whom to contact. Employees can also contact the CPI Program Office through the process excellence email address, [process@dla.mil](mailto:process@dla.mil).

In addition, employees are encouraged to forward ideas through their own leadership chain or email them directly to process owners or managers.

"The goal is to get the ideas," said Kristen Kremer, enterprise management branch chief in DLA Strategic Plans and Policy. "We want to make available as many avenues as we can in order to cast a really wide net."

Once a submission is received, CPI managers perform an integrated holistic analysis that involves subject matter experts, process owners and senior managers. The idea is to analyze the

change not just on its merits, but also to take into account all of the ramifications associated with that change.

"We ask a lot of questions," Vickers said. "How would we implement solutions? What does the solution look like? What is the impact both upstream and downstream from this change? How have we addressed risk and controls? What kind of policy changes will this entail? How will this change affect analytics and metrics?"

We analyze whether we've solved the root cause of the problem, not just the symptom, Kremer added.

"If we're solving symptoms, we'll have to go back in a year and address the problem all over again," she said.

Once a process change has been identified, approved and implemented, CPI managers continue to monitor and evaluate to make sure that new procedures are observed and sustained.

"That's the essence of CPI," Vickers said. "We take a process from beginning to end, making sure that we instill and build in acceptance of the change."

Changes come in all sizes, and while some are local, others can affect the entire enterprise. The CPI Program Office brings high-impact initiatives to be vetted before the Supply Chain Integration Council, responsible for executing all aspects of DLA's enterprise process management strategy. Its members, senior managers representing key divisions of the agency, discuss and vote on change initiatives, making sure systemic problems are addressed. If appropriate, the council may move the initiative on to the Alignment Group and the Executive Board, which oversee DLA's mission execution.

It all starts with an idea and ends up with an actionable problem, said Vickers. "It doesn't matter what level of person

in the agency identifies an opportunity, we need everyone's help to improve DLA's processes."

Change is inevitable, so DLA is seizing the initiative to find ways to perform its processes better, faster and with

higher levels of quality and service. Whether the impact is local or enterprise-wide, DLA encourages its employees to contribute ideas and projects to the continuous process improvement program. The benefit will be felt not only by the agency, but — more importantly — by the customers DLA serves. ★

Continuous Process Improvement, as a part of the broader process excellence strategic goal, encourages employees at all levels to think about how they conduct their work every day and to submit ideas and innovations that may help streamline and improve DLA's business processes.

# A Conversation with . . .

# Marcus Bowers

DLA's New Director of Strategic Plans and Policy Talks about Process Excellence and the Role It Will Play in the Future of the Agency.

**Could you give the readers a brief explanation of process excellence and how DLA Strategic Plans and Policy is involved?**

Strategic Plans and Policy is the agency lead for process excellence, but the concept of process excellence is an enterprise-wide effort. So first let me define what process excellence means. The concept is to strive every day to achieve and maintain the most efficient, effective and reliable processes across the DLA enterprise. The end result of achieving excellence will optimize the customer experience and improve

support to the warfighter. The director wants process excellence to be a part of our culture. The path to achieving this goal requires empowering our employees and successful collaboration across the workforce. This makes process excellence a primary goal for Strategic Plans and Policy.

**How do we achieve the goal?**

Enterprise Process Management is a branch within the Strategic Plans and Policy Directorate that, on behalf of the director, integrates the process for all DLA operating divisions and primary-level field

activities. The exceptional professionals in EPM identify improvement opportunities, facilitate process improvement and integrate EPM initiatives to align with and mutually support the DLA Strategic Plan.

In the traditional role of Strategic Plans and Policy, we lead DLA in strategic planning, governance management and policy oversight. EPM through the goal of process excellence supports the overall mission of the Strategic Plans and Policy. In a sense, one side of Strategic Plans and Policy oversees the rules of the road, while the other, EPM, explores how we build a better one. This makes for perfect balance in our mission set and multiplies collaboration and innovation. The EPM staff and Strategic Plans and Policy at large are experienced, knowledgeable and dedicated to the DLA mission. Their collaborative effort sets the pace for maintaining enterprise focus and the successful result is achieving process excellence.

**How does process excellence affect how the DLA employee working in the warehouse, depot, fueling station or other facility goes about the job?**

Considering the exceptional DLA workforce, those who can best identify areas of improvement, frame new concepts and provide innovative thinking are the ones who do the work. The seeds of process excellence are found in our people who know their process the best and live it every day.

Let's say, for example, we see a metric indicating there's an opportunity to improve a picking and packing timeframe. We'd use a continuous process improvement tool to map the process and



Teodora Mocanu

Marcus Bowers, Director of Strategic Plans and Policy.

then talk to the people who execute that process. Then we can develop a detailed graphic, so we can see every step in the process. Then the leadership and the front line, working together, can observe, compare and test options that make the process more efficient and effective. This improves DLA business and better serves the customer.

But the best ideas — the real opportunities for improvement — nearly always come from the people who work the process directly. It is important to remember almost everything we do is a process. Process excellence is applicable across DLA from staff work to supply-center work and from distribution to disposition.

### ***Is this how the Process Excellence Pipeline comes into play?***

The Pipeline is designed as a portal for sharing process-change ideas — specifically, when the process owner is not known by the submitter. It lets the people doing a job share ideas directly with the Supply Chain Integration Council, which is managed by the EPM staff. Using the prior example, someone might suggest: “If we didn’t have to type this data into two systems, using two different machines, we’d reduce the risk of error and could cut seven minutes off each pick.” As you can see, no idea is too small and the smallest idea can have the greatest impact.

The senior leaders are eager to get more of these ideas so they can analyze them to see if they would improve the given process. The Pipeline is just one avenue for process change. And so far, out of 27 ideas submitted to the Process Excellence Pipeline, three have been accepted, and four are part of existing projects. We’re responding to employee suggestions faster than ever. And we’re getting ideas implemented to make our processes better.

### ***What happens after the employee submits an idea to the Pipeline?***

The SCI Council and process community determine what area the idea belongs to, who can assess it,

and who should lead the effort. They coordinate across the agency to make sure the idea is integrated, actionable, and doesn’t negatively impact any other process.

Going back to that pick example of entering the data twice: Could that be a compliance requirement for audibility? Is it a segregation-of-duties function, to make sure someone can’t send a shipment to themselves at their home address? So the SCI Council makes sure we sustain auditability, that we don’t put at risk any required internal controls — and that we don’t optimize one segment of an end-to-end process at the expense of another.

Once an idea is accepted and resourced, the SCI continues to track it through implementation and follows up to monitor short- and long-term benefits. It’s one thing for senior leaders to say we want to improve processes, but the reality is that we need the people on the ground to weigh in with their ideas. They know better than we do the specifics of how we can process orders faster or dispose of old equipment with fewer systems and personnel involved.

### ***So if the Pipeline is the “grass-roots” piece, is there proactive outreach from leadership to the workforce as well?***

Definitely! The leadership solicits process change ideas from across the agency. In addition to the Pipeline, there are the process, risk management, internal controls, and continuous process improvement “communities of practice.” The EPM staff and I are available any day or time for any suggestion, but one of the best ways to get an idea evaluated is to submit it through their process owners and their own SCI voting member. Anyone in DLA can submit process-change ideas, so there are opportunities at every DLA entity for the right people to get involved.

For example, we have five enterprise CPI projects, in different areas across DLA. Two examples are distribution-to-disposition and customer facing. The director is very interested in CPI projects

and tracks them very closely. He is briefed on the highest level of detail at the PLFA Roundtable each week and holds the champions and sponsors accountable for their respective project.

### ***People sometimes confuse process excellence with CPI. Could you help our readers understand the difference?***

Process excellence is the overall goal, and CPI is a collection of tools and techniques that help the agency achieve process excellence. Process excellence is the big picture and as mentioned earlier uses enterprise process management (EPM) to conduct risk evaluation, compliancy checks, procedure and policy changes, training updates, metrics, communications etc. CPI is a component of process management that looks at a process and determines if or how it can be improved.

### ***Any final thoughts for the workforce?***

Make sure you know not just your job, but also the job of the person next to you and the person in next step of your process. Ask questions; ask them often. And when you see something that doesn’t make sense or could be done more quickly or with less red tape, speak up! No matter how small it may be, we want to know about it. Leadership wants to know about it.

We need to make sure everyone is comfortable submitting ideas and keeps the big picture in mind. The already exceptional workforce at DLA does great work, and we need to leverage that professionalism in improving on that great work at every opportunity. Remember: Without a workforce, nothing at DLA gets done, and what gets done doesn’t get better without you. Process excellence should be everyone’s goal.

From Strategic Plans and Policy, thank you for all you do and thank you for letting the J5 be a part of your team. 🌟

*The full interview with Marcus Bowers can be found in the online version of Loglines at <http://www.dla.mil>.*

# DLA NEWSWIRE



## DLA ENERGY AWARDS ARMY'S FIRST HYBRID RENEWABLE ENERGY CONTRACT

The Army's energy needs are getting another boost thanks to a first-ever hybrid solar and wind energy contract, with projected savings of at least \$168 million in energy costs over the next few decades at Fort Hood, Texas.

Working with the Army Office of Energy Initiatives and Fort Hood, Defense Logistics Agency Energy awarded the contract Jan. 15.

"This project demonstrates that renewable energy can both decrease costs and increase the security and resiliency of our installations," said Richard Kidd, deputy assistant secretary of the Army for energy and sustainability.

Once complete, the project will provide Fort Hood with 65 megawatts of alternating current, with the on-site solar system providing 15 megawatts AC and the remaining energy coming from a 50-megawatt off-site wind facility.

The firm fixed-price contract for renewable energy is lower than the projected prices for conventional energy and will provide Fort Hood with greater budget stability for electricity over the 28-year delivery period.

— Elizabeth Stoeckmann  
<http://go.usa.gov/cyEPC>

## DLA DISPOSITION SERVICES SCRAPS FIRST DECOMMISSIONED SHIP SINCE 1990s

A chapter in Navy and Defense Logistics Agency history ended recently with the scrapping of the USS Forrest Sherman, a Navy destroyer that is the first ship scrapped by a DLA contract since the late 1990s. Metal from the 418-foot, 4,600-ton vessel will be sold at auction.

Commissioned in 1955, the Forrest Sherman was the namesake lead ship of the first post-WWII destroyer class. She sailed for 30 years before the Defense Department sold her as scrap to a North Carolina firm in the 1990s. The company went bankrupt before it could destroy the vessel, and the U.S. Navy reacquired her.

The service prepared to sink the destroyer during an exercise in 2001, but the ship got a stay of execution when a non-profit group petitioned Naval Sea Systems Command for permission to bring the Forrest Sherman to Delaware for use as a floating museum.

The group's financing fell through, however, so in 2011 the ship was removed from museum hold. Before the vessel hit the scrap-auction block yet again, Naval History and Heritage Command personnel boarded her and pulled key items to use in rebuilding the bridge of a Cold War-era ship.

— Jake Joy  
<http://go.usa.gov/cyEPR>

## DLA DOCUMENT SERVICES

### DLA DOCUMENT SERVICES DELIVERS CRITICAL PRINT-ON-DEMAND PRODUCTS

Printing manuals for flight safety and navigation, atlases for troops fighting Ebola in Africa, booklets for the Pan American Games and maps for an overseas presidential visit are all examples of Defense Logistics Agency Document Services' print-on-demand capability, which provides critical support to warfighters while saving the agency time and money.

"Print-on-demand projects have provided the proof of concept that Document Services can deliver high-volume, quick-turnaround, multi-facility deliverables," said DLA Document Services Director Steve Sherman.

Sherman cited such recent successes as reference books for flight safety and navigation, atlases for roving Ebola treatment units and the elimination of warehouse stock.

DLA Document Services keeps its on-demand capabilities sharp by participating in exercises and tests throughout the year. During the Cold Start 15 III exercise in

September, for example, the activity printed and shipped 22 different maps to Korea within 48 hours.

A defined quality assurance program also helps ensure product integrity, said Daral Valtinson, a DLA Document Services project manager.

"Everyone has a vested interest in putting out quality maps. We have customers going into battle with these maps," he added.

Future print-on-demand projects are in negotiation and will include partnerships with the National Geospatial-Intelligence Agency and DLA Aviation.

"Document Services' niche market is low-volume, quick turnaround projects. With print-on-demand, we've reached a stretch goal, and we're going to keep stretching for our customers," Sherman said.

— Gina Napoli  
<http://go.usa.gov/cyEPW>

## NEW RAPID DEPLOYMENT TEAMS READY TO RESPOND

The Defense Logistics Agency's ability to quickly respond to national emergencies and global contingencies is stronger due to a new group of employees who are available for deployment on short notice.

The Rapid Deployment Initiative program consists of two 13-member teams that are mission-tailored to augment logistics capabilities of geographic combatant commands and the U.S. Transportation Command's Joint Task Force Port Opening. The task force is a joint expeditionary organization that can rapidly establish and operate a port of debarkation, as well as conduct cargo-handling and movement operations.

RDI team members are volunteers from DLA Headquarters and field activities, representing each of DLA's supply chains, distribution, disposition, information technology,

Beth Reece



expeditionary contracting and legal services. The teams will alternate on alert status every 60 days, said Jeff Crosson, a logistics operations specialist for DLA Logistics Operations.

"These teams give DLA the flexibility to react quickly and avoid going through a request for forces process, which can

be very time consuming," he said. "We went through a thorough qualification and screening process to make sure we had people with the right grade and skill set."

— Beth Reece  
<http://go.usa.gov/cyEPD>

## DLA RANKED AMONG TOP DEFENSE AGENCIES IN FEDERAL SURVEY

Responses to a recent survey of federal employees showed Defense Logistics Agency employees view the agency in an overall favorable light, and the agency was ranked highly among similar organizations.

The Partnership for Public Service's annual Best Places to Work in the Federal Government rankings places agencies in five different categories based on their size: large, mid-size, small, agency subcomponent and very small. DLA is listed in the "agency sub-component" category and ranked in the 64th percentile, or 116 out of 320.

"Overall, this is good news for DLA," DLA Human Resources Director Brad Bunn said. "Although we're ranked 116 among agency subcomponents, we're far more comparable to the large agency category because of our size and scope and would rank in the top 10 for that group."

DLA's highest rankings in individual categories were in the areas of Work-Life Balance, in the 75th percentile (77 out of 319 agency sub-components) and Training and Development, in the 64th percentile (116 out of 319). The agency also ranked highly in Performance-Based Awards and Advancement in the 62nd percentile, with a ranking of 112.

— Kathleen T. Rhem  
<http://go.usa.gov/cyEPF>

Best Places  
to work in the  
Federal  
Government



Exercise helps promote physical and mental resiliency — as these airmen taking part in a Resiliency Run” are demonstrating.

# RESILIENCY:

## Learn It • Practice It • Share It

Story by Joseph M. Yoswa

**T**he boss is asking again about the requirements you owe him. Grandma hasn't been feeling well for the last three weeks, and she's refusing to go to the doctor. It looks like the pending winter storms are no longer pending but will most likely close the office tomorrow, which doesn't help you get those requirements done.

How do you as a DLA employee deal with such problems? Will they overwhelm you, or can you work through them? Will you do just enough to deal

with the immediate effects of each challenge, or will you find a way to deal with the stress each one brings? And how do you even begin to do all that?

A great place to start is to know about the variety of services available to you. Some may be in the community that you live in — but as a DLA employee, you should know that there are resources available to you at your workplace that can help you handle life's challenges. Using these resources can improve your resiliency.

Resiliency — the ability to deal

with pressure, ambiguous or emerging conditions and competing tasks while remaining optimistic, or at least productive and good-humored — is a DLA value.

To some degree, people instinctively deal with the stress and confusion of life. But some people handle adversity better than others. Is that an innate ability? An instinct? Or is it an acquired skill? The answer is probably somewhere in between, but we know that individuals have different levels of resiliency.

The uniformed services have been trying to make soldiers, sailors, airmen and Marines more resilient for a few years. And in 2016, Defense Logistics Agency will focus on encouraging our workforce to become more resilient. Throughout this year, you will hear how supervisors, managers and directors can coach and lead their teams to be a resilient workforce.

Fortifying workforce resiliency is part of Goal 2 of the DLA Strategic Plan

2015-2022: People and Culture. DLA leadership recognizes that the agency's success depends on the readiness of the workforce to meet evolving mission requirements. For DLA to achieve its mission of supporting the warfighter, both the overall workforce and each individual in it must be resilient.

"We must be ready to adapt to our changing environments, but we each respond to changes differently. As a workforce, we can leverage our differences and deliver more innovative and effective outcomes," said DLA Director Air Force Lt. Gen. Andy Busch.

DLA employees at all levels can adapt to change not only by taking advantage of employee resources, but also by openly talking about strategies for being resilient, Busch said.

"Supervisors and their teams should continually find opportunities to talk about resiliency," he added. "I also encourage managers and employees to bring resiliency into their everyday discussions, so that we have an ongoing dialogue about how to deal with challenges we face."

There are several agency programs that fall under the resiliency umbrella, managed by organizations such as Human Resources; Morale, Welfare and Recreation; Equal Employment Opportunity; and the Chaplain's Office.

"Resiliency is a process, not an initiative," said Phil Dawson of the Resiliency Program Management Office. "This is a living, growing and expanding program. Resiliency is not a new idea, but DLA wants to ensure everyone knows what it means to them and where they can turn if they need resources to help improve."

He noted that programs to help employees with life-work challenges have been around for years. "Our mission is to help employees recognize there are programs that will help them be more

resilient and that we can help develop coaching materials and sometimes even new programs," Dawson said.

Many DLA employees are already participating in these programs.

The DLA Fitness Program allows workforce members three hours per week to engage in physical fitness activities, use the agency fitness centers and participate in fitness events.

DLA's Employee Assistance Program provides confidential assistance to help employees deal with personal issues that might impair their job performance, health or well-being.

DLA Life Connections helps DLA military and civilian employees manage important events in their lives while meeting the demands of work and

home. The program is available at no cost, and assistance is available 24/7.

The Relocation Assistance Program helps authorized DoD civilian employees relocate between duty stations.

The Chaplain's Office provides religious logistical support and confidential pastoral services to DLA employees.

The Equal Employment Opportunity Office is the Agency's lead on all EEO, affirmative employment and diversity matters and ensures agency-wide compliance with federal statutes, regulations and executive orders.

"Resiliency is not something someone does to you or gives to you," said Renee Roman, Ph.D., DLA's chief of staff. "It is something each of us does for themselves, to help weather the storms that may come at work or at home. We want our employees to know we recognize this is an important component of life. We are committed to providing the resources, programs and processes that support their personal efforts to become more resilient."

DLA will have four focus areas to help employees understand what resources are available to them: mental, physical, social and (if desired) spiritual.

"Dealing with stress and adversity in healthy and productive ways is really the cornerstone of what we mean by 'resiliency,'" Brad Bunn, DLA Human Resources director, said. "Lt. Gen. Busch has committed to helping the DLA workforce strengthen its resiliency in the face of personal and professional stressors — not only because it's the right thing to do for our people, but also because a more resilient workforce is more engaged, productive, and high performing."

DLA will soon provide an online overview of what resiliency means to our workforce, as well as supervisor/manager training and coaching tools. 🌟

*Chris Born, DLA Public Affairs, contributed to this article.*

## Resiliency

**DLA defines resiliency as how an individual deals effectively with pressure, ambiguous and emerging conditions, and multiple tasks; remains optimistic and persistent, even under adversity or uncertainty. Recovers quickly from setbacks. Anticipates changes and learns from mistakes.**

**DLA's resiliency model areas are:**

***Mental*** – The ability to effectively cope with mental stressors and challenges. Pay attention to your needs and feelings.

***Physical*** – The ability to adopt and sustain healthy behaviors with wellness and fitness programs and healthy eating opportunities.

***Social*** – The ability to network and connect with others to further job skills and development.

***Spiritual*** – the ability to adhere to beliefs, principles, or values needed to persevere and prevail in accomplishing missions.

# WORLD WAR II LOGISTICS LESSONS

Story by Chrissie Reilly, DLA Historian  
Photos courtesy U.S. National Archives and Records Administration

**A**lthough the United States was not really ready for war when the Japanese bombed Pearl Harbor on December 7, 1941, the nation had for two years been supplying England and France in their fight against the Axis powers in Europe. This experience, combined with a growing capability and capacity as the nation emerged from the Great Depression, made the nation better prepared for the war than it would otherwise have been.

There are many parallels between the United States' logistics needs during World War II and today. Standardization

and management control — two areas where DLA can streamline the logistics process — trace their modern roots to the Second World War.

Early in the war, overload and lack of coordination made it difficult to ensure standardized parts and products. In June 1940, the Douglas Aircraft Company was manufacturing seven variations of one aircraft for seven different customers, each requiring frequent and specific modifications from the production model. Inventory-control problems and tailored production setups meant inefficient workflow and slow production. Costs

increased and deliveries were delayed. Different technical manuals were required for each version of the aircraft and this, too, taxed relatively untrained workers.

What Douglas needed was some form of standardization of both components and the end products, along with a set schedule for production. Recognizing this, a joint American/British committee agreed on forms of standardization and delivery schedule so the root problem could be solved. Today, DLA has international and interservice agreements for a wide variety of goods and services — from agreements with Oman over fuel prices to agreements



Stockroom at the Long Beach, Calif., plant of Douglas Aircraft Company.



A Douglas A-20 attack bomber leaves the assembly line at the Long Beach, Calif., plant for transfer to the flight line and a test flight before delivery to the Army.

with U.S. Transportation Command to provide materials to troops stationed overseas, to agreements with U.S. Strategic Command for DLA to provide support to the nuclear enterprise.

The groundwork for increasing capacities while maintaining efficiencies began in 1922 with the Army-Navy Munitions Board, which allotted for the planning for strategic and critical materials, industrial capacity, and production priorities. Just as the Strategic Plans and Policy in DLA issues policy guidance and requires the Agency to update its policies to stay relevant, the Munitions Board did the same thing. It drafted an Industrial Mobilization Plan, issued in 1931 — a full decade before America's entry into World War II — and revised it in 1933, 1936 and 1939.

In addition to this type of oversight, the Army Service Forces developed a series of internal controls that could be used to assist both government workers by establishing techniques for simplifying

work and measuring efficiencies. The same concepts of best practices emerged during World War II in the Work Simplification Program.

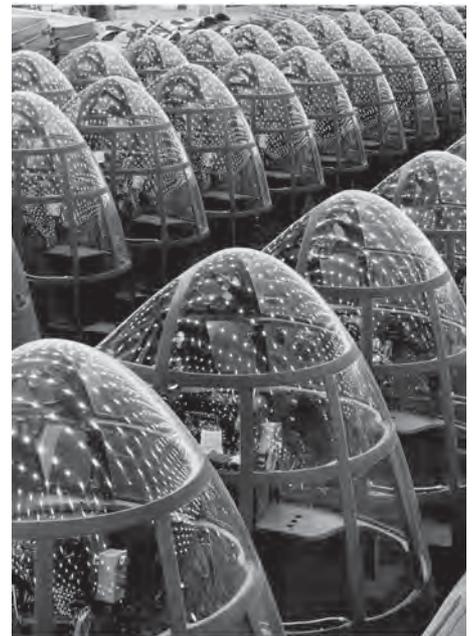
The WSP reduced industrial engineering techniques to their fundamental aspects while providing clear instructional materials on how to accomplish these changes, at the same time training personnel on these practices. Over 10,000 people received instruction in the WSP, and the activities reviewed the efforts of over 800,000 people. The savings in manpower averaged 18 percent, or the equivalent of 144,000 people.

Today, the aircraft production problems of 1940 are largely preempted by planning, having agreements in place, and standardizations established. DLA accomplishes this by engaging with industry and government partners to have signed agreements even in peacetime, along with well-written contracts to define the scope of work. Even something that

modern logistics employees might take for granted, such as the national stock number, helps ensure products are easily provided to customers for the right price and on time.

The United States was able to supply, fight and help win the Second World War, but not without overcoming significant logistics hurdles. There were a massive number of forces to move, multiple theatres of operation, and the responsibility to supply and equip Allied forces spread across the globe. These same responsibilities are part of warfighting today, and DLA is able to leverage the logistics lessons of history to meet the needs of its customers.

World War II is an example of a true logistics achievement, but it not owed only to foresight or advance planning but also to ingenuity of those in the service organizations. Advance planning played a large role in initiating activity and troops on the line in the services who made logistics work effectively during the war. ✨



Myriads of lights at the Long Beach, Calif., plant of Douglas Aircraft Company form pleasing star patterns in the shatterproof plexiglass windows of noses for A-20 attack bombers.



# I AM

# DLA

**My name is:**

*Olivia Lynn Kortuem.*

**I am:**

*A program management analyst in the Military Service Support Division of DLA Logistics Operations.*

**Describe your job in a sentence.**

*Along with colleagues from various DLA offices and activities, I represent DLA at expositions and symposiums across the United States by staffing a booth, where we share information, answer customers' questions and make them aware of the full range of products and services DLA provides.*

**How long have you worked at DLA?**

*As a full-time employee, since spring of 2012 — but I had previously worked in the DLA Office of General Counsel for two summers, under the Workforce Recruitment Program.*

**What is your favorite thing about working for DLA?**

*I really enjoy representing an agency that supports the military services, as well as emergency responders — the people who protect and secure our country and help those in need. I also love meeting and working with so many different DLA employees who help staff the booth. Their expertise and their concern for our customers they interact with is so inspiring and exciting to see — that all of us at DLA take such pride in what we do and who we serve.*

**What are your best memories of working here?**

*On so many occasions, customers and stakeholders come to our booth to ask for help. Being able to provide direction and information that helps them is rewarding every time. At one conference, a DoD firefighter was concerned about the costs of various equipment items his department needed. I recommended his department use DLA's Reutilization/Transfer/Donation program for available items, to avoid having to spend any money at all on them. He hadn't known about this program and was really glad to have that option. It was a great feeling for me, because I managed to resolve his frustration and walked away with another helpful option.*

**How do you make a difference?**

*I get to interact with a wide variety of folks, from the highest level of government to ROTC cadets, to give them information that helps DLA build a positive relationship with them. I think our team helps them put a friendly face to what can seem like a massive, faceless bureaucracy. So I like being able to directly boost perceptions of our agency by helping DLA customers find solutions to their logistics problems.*



*Olivia Lynn Kortuem*