



2011 DIRECTOR'S GUIDANCE

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



DEFENSE LOGISTICS AGENCY

Fiscal Year 2011 Director's Guidance

DIRECTOR'S INTENT



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Fiscal Year (FY) 2011 will be another demanding year for America's Warfighters and all who support them. We remain a country at war with many significant challenges, in an evolving global economic and political environment. It is in this context that the Defense Logistics Agency, the Defense Department's only combat logistics support agency, continues to provide direct logistics support and play a major collaborative leadership role across DoD's global supply chain. We expect and welcome that our customers, mission partners and stakeholders ask even more from DLA in the months and years ahead.

As a key element in meeting current and potential challenges, my FY 2011 guidance includes perspective from our *DLA FY 2010-2017 Strategic Plan*. It is informed by DoD's recently published logistics strategic plan and other DoD guidance, and responds to expectations concerning the Agency's most immediate requirements for FY 2011. The guidance also reflects our role in ongoing deliberations in support of Secretary of Defense requirements for efficiencies and related savings in DoD's business operations to enable investment in force structure and modernization.

This year's director's guidance sustains the definitions of our mission, values, and three strategic focus areas – *Warfighter Support Enhancement*, *Stewardship Excellence*, and *Workforce Development* – as asserted in the *DLA FY 2010 Director's Guidance* and strategic plan. Our revised vision statement more directly shows our commitment to resource stewardship in parallel with our unceasing emphasis on Warfighter support.

There are 19 initiatives in the FY 2011 guidance, including several from FY 2010 that warrant continued recognition this year. As always, these initiatives are addressed with numerous other efforts under way across DLA so that we may meet current, expected and potential requirements while pursuing additional ongoing enhancements. We continue to improve our Warfighter support posture, enable more efficient stewardship of public resources, and strengthen workforce development.

This annual DLA guidance, with its three focus areas and 19 initiatives, is our commitment to all who depend on DLA for support. It is based on our enduring and vital premise – ***“Doing what is right for the Armed Forces and DoD.”***

WHO WE ARE

Mission

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

DLA is responsible for sourcing and providing most of the repair parts and virtually all fuel and troop support consumable items used by our military forces worldwide. We also procure Service-managed depot-level repairables.

In addition, DLA provides a broad array of supporting supply chain management services including storage and distribution, reutilization or disposal of surplus military assets, managing Defense strategic materials, document services and providing catalogs and other logistics information. We support U.S. allies through Foreign Military Sales and are a vital player whenever our nation supports humanitarian relief efforts at home or abroad. We also provide human resources management and workforce development services to other DoD components.

Overall, our more than 26,000 personnel operate a \$40 billion global enterprise in 28 countries, managing nearly five million items in eight supply chains and supporting more than 1,700 weapons systems. On a daily average basis, DLA's full-spectrum support involves 130,000 receipts and issues for customers, 10,000 contract actions and provision of 13 million gallons of fuel.

Our FY 2011 initiatives tie directly to enhancing mission support at the best possible cost – balancing effectiveness and efficiency to best meet Warfighters' requirements in a period of increasing challenges and resource limitations.

Vision

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

There are numerous current and emerging challenges ahead for the Armed Forces, DoD and our nation. Warfighting, peacekeeping and humanitarian support practices; industrial maintenance processes; and systems acquisition policies are rapidly changing to meet these challenges. The Department also has a renewed focus on more efficient business operations, with the intent to realign funding to support increased investment in force structure and modernization. Creating a more agile, responsive and efficient logistics supply chain is critical to this effort. Our updated vision and FY 2011 initiatives are aligned to better reflect how DLA supports this environment.

Values

Our values are DLA's foundation for all we do. They provide our guiding principles as we accomplish our mission, pursue our vision, and strive to do what is right for the Armed Forces and DoD:

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

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BUILDING ON SUCCESS

As our mission evolved and expanded over the years, DLA transformed to meet changing responsibilities and to use best supply chain practices – while ensuring excellence in day-to-day service to Warfighters and those who support them. In this context, DLA identified five primary challenges that we addressed in many of our calendar year 2009 and FY 2010 initiatives:

- Sustain current operations in various operational theaters, including the increasingly demanding theater of operations in Afghanistan.
- Reassess major initiatives and budget priorities, especially across the financial planning horizon.
- Continue to improve business process outcomes for customers and taxpayers.
- Enable further improvements in information sharing, integration and assurance in supporting basic business operations and to promote a common logistics operating picture.
- Enhance DLA's ability to more quickly respond to unexpected challenges.

We made significant progress on each of these challenges in FY 2010. Examples include:

- Effective responses to sustain ongoing support in Southwest Asia (SWA) and meet numerous requirements related to the force buildup in Afghanistan and reset from Iraq. This included intensive management of parts support for the Mine Resistant Ambush Protected (MRAP) and MRAP All Terrain (M-ATV) vehicles. It also

encompassed energy support and various key troop support elements such as subsistence, clothing, medical supplies, and construction and barrier materiel. To better support our forward forces, we deployed an initial expeditionary distribution center capability to Afghanistan, to be followed by an expanded distribution capacity. Additionally, DLA Disposition Services has sites at numerous locations in SWA. All these efforts are enabled by the dedicated service of DLA contingency support teams and customer representatives forward with deployed forces.

- Post-earthquake humanitarian assistance to Operation Unified Response in Haiti. DLA partnered with U.S. Southern Command, U.S. Transportation Command and other organizations to provide food, water, medical supplies and construction equipment to the relief effort. DLA deployed a support team to Joint Task Force Haiti, and our field activities worked around the clock to meet customers' needs.
- Actively responded to identify potential contributions in support of Secretary of Defense instructions to review business operations to seek efficiencies that enable resource reallocation in support of force structure and modernization. In the interim, we sustained a reduced cost recovery rate resulting in a less-than-planned cost recovery factor in DLA goods and services.



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- Significant expansion of outreach communications to senior leaders of our DoD customers and partners to increase the frequency of updates on DLA. These communications also seek input to help us increase our focus on their most current priorities. In addition, DLA's Fusion Center gave employees and our customers an up-to-date view of the Agency's performance and enabled drill-down reviews of factors of the most interest to individual viewers. We also revised the naming conventions for DLA's activities to give our employees, customers and stakeholders a more definitive description of DLA's integrated enterprise-wide capabilities and approach to logistics support.
- A leadership role in support of U.S. Central Command emphasis on local purchases in Iraq, Afghanistan and the South Caucasus and Central and South Asian States to enhance theater security effectiveness. We were an integral part in leveraging the Northern Distribution Network as an alternative means of delivering logistics support to Afghanistan. In addition, we worked closely with all involved parties to sustain refueling capabilities at the Manas Transit Center in Kyrgyzstan and meet other emergent logistics challenges.
- Partnered with the military services to continue progress in integrating retail supply capabilities and related workforces at collocated industrial sites.



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- In recognition of an increasingly complex environment, we established an intelligence analysis capability to augment our awareness of the sensitive international factors impacting current and potential support requirements. We also stood up a risk management focus team and related processes, such as an intensive operational evaluation team assessment of contracting support issues.
- Continued extensive efforts regarding alternative energy sources.
- Stood up the Joint Contingency Acquisition Support Office to support joint operations.
- Developed a comprehensive *Human Capital Strategic Plan* to enhance DLA's workforce management practices and related outcomes.
- Co-developed the Joint Staff Logistics (J4) Joint Supply-Joint Integrating Concept that became the basis for an approved JCS Joint Logistics White Paper and subsequent Joint Concept for Logistics.

Numerous challenges remain that impact both our 2010-2017 strategic plan and the director's guidance initiatives for FY 2011. Foremost among them are the continued support of expanded Warfighter needs forward in Afghanistan. This takes place as we carry on materiel reutilization and reset processes in Iraq and Kuwait and prepare to sustain Warfighter logistics support on the global scale under increasingly constrained resourcing.

STRATEGIC FOCUS AREAS

We identified three principal strategic focus areas in both our *DLA FY 2010 Director's Guidance* and our strategic plan for FY 2010-2017. They continue to define our principal thrusts and are sustained in this guidance.

- **Warfighter Support Enhancement:** 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.

These strategic focus areas and their 13 related strategies are described in the DLA strategic plan. In this guidance, we identify the 19 ongoing and new initiatives that DLA emphasizes to progress in these three focus areas during FY 2011. While many of the initiatives impact more than one focus area, we array them by the area they predominantly support.



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DLA'S FY 2011 INITIATIVES

As in previous years, the *DLA FY 2011 Director's Guidance* initiatives collectively impact DLA and require support across, and often beyond, the Agency. Each of these 19 initiatives has a DLA office of primary responsibility (OPR). The OPRs consider - but are not limited to - the expected actions noted for each of these initiatives. The OPRs develop detailed plans of action and milestones and identify specific desired outcomes and related progress metrics. The OPRs coordinate with DLA offices of collateral responsibility (OCR) and, as appropriate, with others external to the DLA enterprise. An OPR/OCR glossary is provided below.

■ DLA's Headquarters Organizations:

- J-1, DLA Human Resources
- J-3, DLA Logistics Operations
- J-5, DLA Strategic Plans and Policy

- J-6, DLA Information Operations
- J-7, DLA Acquisition
- J-8, DLA Finance
- JCASO, Joint Contingency Acquisition Support Office
- DO, Equal Employment Opportunity
- DLA's Primary Level Field Activities (PLFA):
 - DLA Aviation
 - DLA Disposition Services
 - DLA Distribution
 - DLA Energy
 - DLA Land and Maritime
 - DLA Troop Support

We pursue these 19 initiatives in parallel with ongoing strong support of our customers' operational needs and continued progress on other key projects.

Warfighter Support Enhancement

In FY 2011, as in every year, DLA's top priority is Warfighter support. This includes logistics support of the readiness and sustainment of America's Warfighters themselves, and of industrial activities and others whose efforts are critical to preserving and enhancing our nation's and our allies' defense postures.

Desired outcomes include:

- Strong support of expected and emergent Warfighter requirements.
- Continuous improvement in our expanded industrial support role.
- An integral role in the Department's efforts to develop logistics efficiencies in consonance with Secretary of Defense guidance to realign funding to support force structure and modernization investment.
- Refined capabilities and related performance metrics that define DLA's commitments in supporting the current logistics needs and future challenges of the Combatant Commands and military services.
- Enhanced mission partnership with U.S. Transportation Command in their role as DoD's Distribution Process Owner, to better support end-to-end supply chain management effectiveness and efficiency for DoD.

- Innovative and practical alternative fuels and renewable energy solutions that make our nation less dependent on foreign sources of energy and comply with environmental requirements.
- Effective contributions as a key supporter of ongoing efforts led by the Director for Logistics, the Joint Staff, to enhance DoD's Joint Supply Process.

Warfighter Support Enhancement (WSE) FY 2011 Initiatives:

- **Support expanded current operations in Afghanistan and prepare to support the initial drawdown and reset process (WSE-1).**

Expected actions include:

- ▶ Continue extensive ongoing liaison and support efforts.
- ▶ Transition initial expeditionary distribution support and related forward stocking into a distribution center at Kandahar.
- ▶ Resolve the appropriate distribution footprint in Kuwait.
- ▶ Enable effective fuel, troop support and disposal/reutilization capabilities where needed.
- ▶ Help resolve the best post-surge balance of the Northern Distribution Network and routing through Pakistan.

OPR: J-3

Primary OCRs: PLFAs



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- **Continue to support Operation New Dawn, including the responsible drawdown in the Iraqi theater and related Service resets (WSE-2).**

Expected actions include:

- ▶ Continue focus on supporting materiel disposition and reset support requirements.
- ▶ Ensure appropriate coverage for fuel and all aspects of troop support needs (e.g., subsistence).
- ▶ Determine our role in facilitating Iraqi logistics self-sustainment.
- ▶ Support emerging requirements for the Department of State.

OPR: J-3

Primary OCRs: PLFAs

- **Develop and help initiate significant departmental logistics efficiencies that better serve our customers and support Secretary of Defense cost savings and funding realignment initiatives (WSE-3).**

Expected actions include:

- ▶ Continue participation in related DoD efficiencies review processes.
- ▶ Enhance logistics performance through strategic network optimization to determine the appropriate number, location, and strategic function of distribution nodes and disposition activities.
- ▶ Partner with Service customers and the Distribution Process Owner in designing and developing a DLA wholesale and retail strategy to optimize



related supply chain performance factors through efficiencies in inventory planning, investment, positioning and delivery.

- ▶ Leverage partnerships with others in DoD to expand DLA's effectiveness in gaining/supporting Foreign Military Sales business.
- ▶ Continue efforts in partnership with the military services and the Office of the Secretary of Defense to enhance all aspects of the engineering support process that impact DLA's ability to provide effective support of procurements of depot-level repairables and complex consumable items.

OPR: J-3

Primary OCRs: J-1, J-6, J-7, J-8 and PLFAs

■ **Improve DLA's functional integration and mission performance at industrial sites (WSE-4).**

Expected actions include:

- ▶ Employ collaborative demand and supply planning enhancements, inventory policy optimization, the sales and operations planning process, and associated refined or new capabilities to meet key performance objectives within available resources.
- ▶ Better align DLA's metrics and goals with those of our customers.
- ▶ Collaborate with our stakeholders to periodically update Performance Based Agreements with current performance metrics.

OPR: J-3

Primary OCRs: PLFAs

■ **Further engage with customers and external stakeholders regarding the full scope of DLA's activities and capabilities (WSE-5).**

Expected actions include:

- ▶ Reinvigorate Customer Relationship Management processes, including a strategic engagement plan.
- ▶ Ensure enduring customer/partner relationships via regular status updates, periodic visits, calls and other interactions.
- ▶ Expand DLA training in Service schoolhouses. Develop focused efforts to better align

objectives with industrial support customers. (Also see WSE-4.)

- ▶ Continue to refine DLA customer support performance metrics to further align Agency performance with mission priorities.
- ▶ Refine web-based sources such as DLA's Fusion Center to enable rapid access to timely key information by all stakeholders.

OPR: J-3

Primary OCRs: PLFAs, J-6 and J-7

■ **Provide the military departments a portfolio of Contractor Logistics Support / Performance Based Logistics and organic support strategies and methodologies to enhance cost-effective sustainment of major weapon systems throughout their life cycles (WSE-6).**

Expected actions include:

- ▶ In collaboration with the DoD Logistics and Materiel Readiness staff and the military departments, reengage with program managers, program executive officers and industry on ways DLA can effectively contribute to improved and more efficient Contractor Logistics Support and Performance Based Logistics throughout the logistics life cycle management process.
- ▶ Synchronize with Service acquisition program managers on integrated rapid fielding initiatives and initial sustainment.
- ▶ Improve DLA's ability to support condition-based maintenance.



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- ▶ Fully implement and leverage DLA's "futures group" assessment capability to conduct timely analyses of the expected Warfighter readiness and sustainment-related environment and develop potential options to ensure the Agency can provide optimal life cycle combat logistics support.

OPR: J-3

Primary OCRs: J-5, J-6, J-7, J-8 and PLFAs

- **Partner with the Services in developing alternative fuels and renewable energy solutions (AFRE) to meet the department's immediate and future needs (WSE-7).**

Expected actions include:

- ▶ Synchronize with military services and other federal customers to ensure a formalized AFRE requirements identification process.
- ▶ Determine alternative fuel industrial production and distribution capabilities to serve as a baseline for alternative fuel strategic planning.
- ▶ Leverage the Air Transport Association strategic alliance to address and mitigate alternative fuel industry development obstacles/issues.
- ▶ Advance AFRE "state of knowledge" by executing research and development projects.
- ▶ Leverage renewable energy acquisition expertise to support DoD installations' efforts to meet DoD Strategic Sustainability Performance Plan goals.
- ▶ Engage and enable to support DoD efforts to acquire operational quantities of alternative fuels.

OPR: DLA Energy

- **Lead U.S. government efforts to synchronize in-theater local purchases to meet Combatant Commanders' objectives regarding economic impact and theater support (WSE-8).**

Expected actions include:

- ▶ Execute the DoD and U.S. government lead in support of U.S. Central Command's objectives for local purchase growth to enhance theater security cooperation among countries supporting the Northern Distribution Network.
- ▶ Coordinate this with related actions under way concerning NATO's "Afghan First" policy to strengthen the Afghan economy and also involving U.S. European Command and countries on the western flank of the network.
- ▶ Continue supporting actions to resolve transportation cost drivers and other factors that impact this initiative.

OPR: J-7 / JCASO

Primary OCRs: DLA Troop Support, DLA Energy and J-3

- **Expand the capabilities of DLA's Joint Contingency Acquisition Support Office to strengthen the department's overseas contract management in support of contingency operations (WSE-9).**

Expected actions include:

- ▶ Develop a more comprehensive JCASO skill set to provide additional guidance to those performing in-theater contracting.
- ▶ Work closely with the Combatant Commands to ensure contract resources are included in operation plans and concept of operation plans, participate in exercises and training events to advance acquisition management expertise, and provide a deployable contingency contract management capability to these organizations when requested.

OPR: J-7 / JCASO

■ **Continue extensive involvement in Joint Staff J4's efforts to enhance coordination of Joint supply actions and processes (WSE-10).**

Expected actions include:

- ▶ Support the JCS J4's planned capabilities assessment follow-on to development of the overarching Joint Supply-Joint Integrating Concept for future joint supply support as culminated in the Joint Concept for Logistics.
- ▶ Internal to DLA, assess and improve end-to-end supply-related operational planning capabilities linked to the Joint Concept for Logistics.

OPR: J-3

Primary OCRs: J-7, PLFAs



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Stewardship Excellence

DLA's responsibilities grew in recent years as Base Realignment and Closure 2005 and other factors drove us increasingly forward with Warfighters and industrial sites. DLA is deeply involved in new or expanding partnerships with various commands and agencies, as well as ongoing efforts to enhance our facilities utilization effectiveness and environmental practices. We continue to assess current and potential roles and related processes to ensure we deliver maximum payoff from taxpayer resources while effectively supporting Warfighters. This includes due consideration of risk management factors such as ensuring spare parts conform to established standards and preventing the compromise of critical information.

Desired outcomes include:

- Greater agility in monitoring operational and fiscal performance and responding to challenges, trends and other events.
- Continued identification of improvements in key processes, enabling information technology systems, facilities management and environmental practices.
- Aggressive identification and implementation of additional efficiencies and risk mitigation practices.

Stewardship Excellence (SE) FY 2011 Initiatives:

- **Capitalize on additional DLA opportunities for logistics efficiency savings while sustaining effective mission performance (SE-1).**

Expected actions include:

- ▶ Identify and program additional cost reduction opportunities into Program Budget Review 13 based on consideration of the outcome of PBR 12 and related efficiencies reviews tied to Secretary of Defense cost savings and funding realignment initiatives. (Also see initiative WSE-3.)
- ▶ Rationalize Agency initiatives and associated resources and ensure we maintain effective Warfighter support.
- ▶ Identify and execute opportunities to reduce our core costs and the related financial impact on our customers.

OPR: J-8

Primary OCRs: J-1, J-3, J-5, J-6, J-7 and PLFAs

- **Pursue price reductions of as much as 10 percent in selected materiel categories (SE-2).**

Expected actions include:

- ▶ Augment existing efforts to enable more responsive contractual support by increasing the emphasis on reasonable prices and other means to drive down the costs of materiel sourced by DLA.

- ▶ Incorporate price reduction factors in determining strategic sourcing opportunities and establishing / renewing long-term contracts.

OPR: J-7

Primary OCRs: J-3 and PLFAs

■ **Improve detection, deterrence and disposition of non-conforming/counterfeit materiel (SE-3).**

Expected actions include:

- ▶ In coordination with DoD and the military services, ensure a consistent and clear definition of counterfeit parts and related practices for preventing, detecting, reporting and disposing of counterfeit parts.
- ▶ Publish additional related guidance to all DoD components and defense contractors.
- ▶ Conduct an extensive DLA operational evaluation team assessment and implement corrective actions as appropriate, including refined counterfeit-part risk-mitigation strategies.

OPR: J-3

Primary OCRs: J-7 and PLFAs

■ **Continue to achieve significant progress and efficiencies in delivering desired functionality for business processes enabled by DLA's Enterprise Business System enhancements (SE-4).**

Expected actions include:

- ▶ Achieve significant milestones on approved Enterprise Business System follow-on programs, including:
 - The replacement procurement program that includes improved capabilities to procure depot level repairables ("EProcurement"). *Functional Sponsor: J-7*
 - An integrated capability for DLA's energy management ("Energy Convergence"). *Functional Sponsor: DLA Energy*
 - A modernized system to support DLA's reutilization, transfer and disposal processes ("Reutilization Business Integration"). *Functional Sponsor: DLA Disposition Services*
 - Other selected EBS system enhancements that enable support of our responsibilities at industrial sites. *Functional Sponsor: J-3*

OPR: J-6

Primary OCRs: J-7, PLFAs and DLA FS as noted above

■ **Meet Congressional and DoD inventory management and overall supply chain performance criteria (SE-5).**

Expected actions include:

- ▶ Directly contribute to and support DoD's response to related requirements in the National Defense Authorization Act for FY 2010, section 328, and strategic objectives in *DoD's Logistics Strategic Plan*.
- ▶ Integrate actions with related *DLA FY 2011 DLA Director's Guidance* initiatives such as WSE-3, WSE-6, and WSE-10.

OPR: J-3

Primary OCRs: PLFAs



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■ **Develop DLA enterprise cost and staffing assessment capabilities to facilitate improved future opportunities for performance enhancements and additional savings (SE-6).**

Expected actions include:

- ▶ Review and assess existing staffing models and manpower management processes and procedures currently in use at PLFAs or other agency organizations.

- ▶ Develop, in collaboration with stakeholders, an enterprise approach and suite of manpower/staffing assessment tools to better identify “should cost” resource requirements across the Agency.
- ▶ Design appropriate governance processes to ensure consistent, enterprise application, and provide for appropriate sustainment and modernization of assessment tools.

OPRs: J-1 and J-8 with support across DLA

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Workforce Development

DLA's workforce is vital to our current and long-term success in effectively supporting Warfighters at optimal cost. We must further enable our workforce to capitalize on their skills, experience and potential, as well as prepare to manage the expected workforce transition as retirements increase in the years ahead. We will better leverage the diverse backgrounds and abilities of our people – civilians, active duty and reserve military personnel. We will also continue efforts to most effectively prepare and utilize our workforce to support forward industrial and operational sites, including expeditionary support scenarios.

Desired outcomes include:

- Identification of skills gaps and related education, training and experience opportunities.
- Refinement of DLA's overall recruitment and training programs as appropriate to capitalize on the diverse backgrounds, skills and potential of DLA's workforce.
- Effective post-culture survey follow-on actions to enhance employees' opportunities to support the DLA mission.

Workforce Development (WD) FY 2011 Initiatives:

- **Ensure civilian and military workforce capabilities match present and future mission requirements through DLA's Talent Management initiative (WD-1).**

Expected actions include:

- ▶ Continue the workforce planning life cycle through the implementation of the DLA functional community managers initiative, with a focus on DLA mission critical occupations. Develop career road maps or models for at least two mission critical occupations.
- ▶ Deploy the annual Workforce Readiness Index, synthesizing data from multiple sources to measure and gauge the success of talent management strategies, as well as identify competency gaps or other human capital concerns.
- ▶ Implement formal enterprise processes to maximize joint duty credit opportunities for military officers across DLA.

OPR: J-1 with support across DLA

- **Support diversity and its related benefits through collaborative efforts focused on recruitment, development and retention (WD-2).**

Expected actions include:

- ▶ Increase the participation rates of targeted groups in general, and in top positions in particular, through enterprise-wide collaborative efforts focused on recruitment, development and retention.



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- ▶ Ensure the Agency takes full advantage of the richness of perspective that a diverse workforce brings to development, execution, and sustainment of logistics excellence.

OPR: J-1 and DO with support across DLA

- **Enhance DLA's performance and results driven culture (WD-3).**

Expected actions include:

- ▶ Use the results from our October 2010 culture survey to further improve the DLA culture and its impact on workforce ability to perform at full potential. Prioritize related improvement opportunities.
- ▶ Design and implement initiatives that enhance our employees' opportunities to maximize their contributions to mission success.
- ▶ Capitalize on labor-management forums to promote partnership efforts between labor and management in DLA in support of this and other workforce development initiatives.

OPR: J-1 with support across DLA





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STAYING THE COURSE

FY 2011 is clearly another demanding year for DLA and all we serve. We must sustain our commitment to the 19 initiatives of this guidance to help meet desired outcomes in our three strategic focus areas.

The DLA Executive Board, representing the Agency's most senior leadership, meets monthly to oversee our business performance, assess other critical issues and guide implementation of the initiatives in the *FY 2011 Director's Guidance*. The executive board will monitor status and help remove any obstacles that might prevent effective progress on these initiatives. We will periodically post developments on DLA's public web site at www.dla.mil.

I urge each of you to do your part to help us succeed in these important initiatives. If you work at DLA, think of your direct contribution to one or more of the initiatives. If you are a customer, consider the impact on your needs and hold us to our commitments. If you are a supplier or other partner, seek ways to assist us in making significant progress on these initiatives.

Above all, whatever your role, help us to help you do what is right for the Armed Forces and DoD.





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