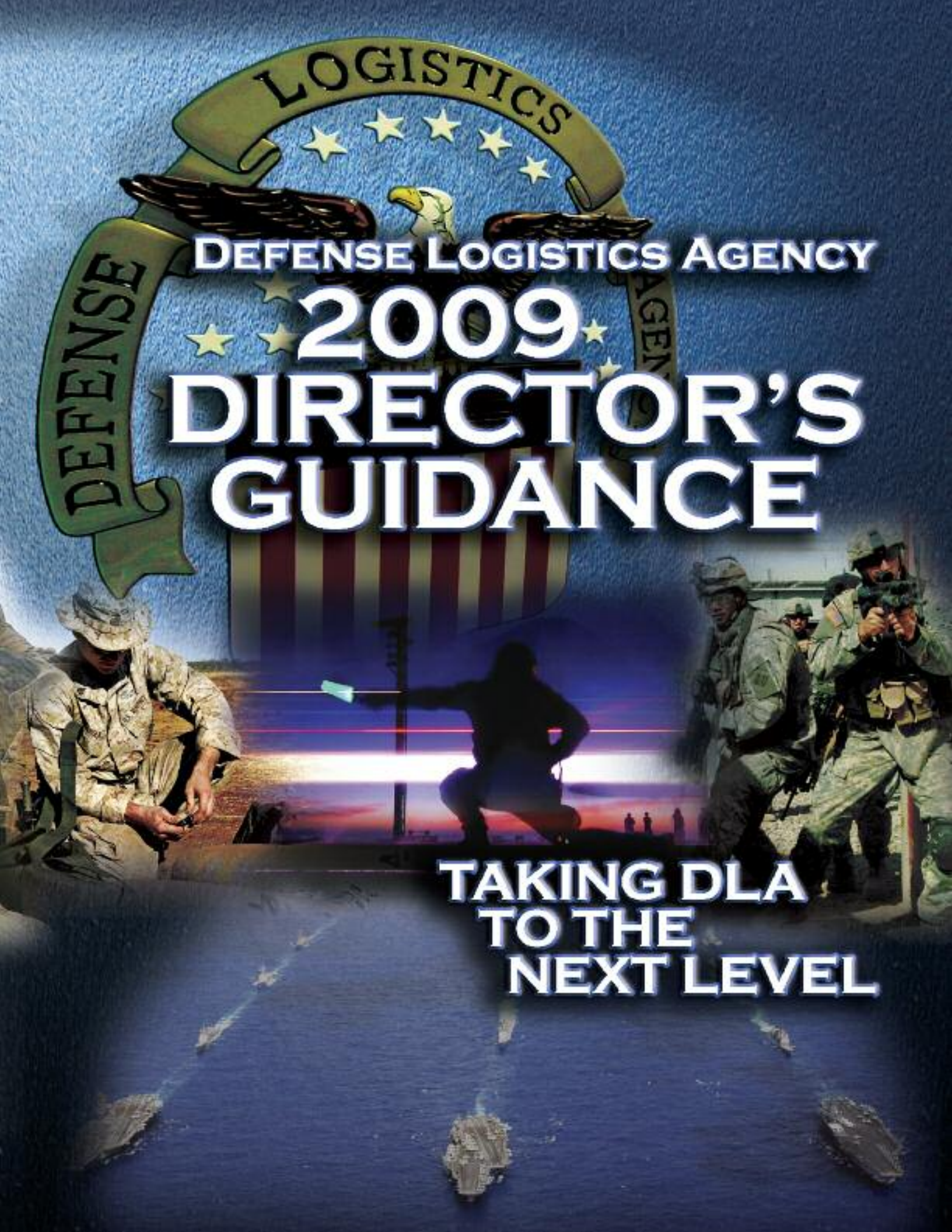


LOGISTICS

DEFENSE LOGISTICS AGENCY

2009  
DIRECTOR'S  
GUIDANCE

TAKING DLA  
TO THE  
NEXT LEVEL





# DEFENSE LOGISTICS AGENCY

## Calendar Year 2009 Director's Guidance

### Director's Intent

The Defense Logistics Agency (DLA) plays a critical and ever-increasing role in providing logistics support and collaborative leadership of the global supply chain for the Department of Defense (DoD). DLA is integral to warfighter readiness, life-cycle sustainment, and the overall National Military Strategy. Based on our past successes and the evolving global economic and political environment, even more will be asked of DLA in the coming months and years.

I believe DLA's current performance and strategic course are sound. But as I assumed the position of DLA Director in mid-November, I knew there was much to do in 2009 to expedite actions that will ensure DLA continues to meet today's requirements and future challenges. We must constantly improve our business processes and enabling systems. We must also continue embracing expanded responsibilities driven by Base Realignment and Closure (BRAC) 2005 outcomes. And we must further capitalize on our strong civilian and military workforce as we extend DLA's support wherever it brings value.

We developed the DLA Director's Guidance for 2009 after considering input from a variety of internal and external stakeholders. Succeeding sections provide the rationale, four specific strategic focus areas and 22 supporting initiatives that we will emphasize in 2009.

This guidance is based on one vital premise – *“Doing what is right for the Armed Forces and DoD.”*

A. S. Thompson  
Vice Admiral, SC, USN  
Director, DLA



**This guidance is based on one vital premise – “Doing what is right for the Armed Forces and DoD.”**



## DLA’S MISSION...SUPPORTING THE WARFIGHTER

DLA is DoD’s combat logistics support agency. Our mission is to provide best value integrated logistics solutions to America’s Armed Forces and other designated customers in peace and in war, around the clock, around the world.

DLA is responsible for nearly every consumable item used by our military forces worldwide. These include aviation, land and maritime parts, fuel, and critical troop-support items involving food, clothing and textiles, medical, and construction equipment and material. DLA also procures depot level reparable. Additionally, DLA provides a broad array of associated supply chain services that include storage and distribution, enabling the reutilization or disposal of surplus military assets, managing the defense national stockpile of strategic materiel, providing catalogs and other logistics information, and document automation and production. In addition, DLA supports U.S. allies and friends through Foreign Military Sales and is a vital player in providing humanitarian support at home or abroad. In short, DLA is truly a national asset.



### Director’s Guidance 2009

#### **AT&L Vision...**

*Drive the capability to defeat any adversary on any battlefield...*

#### **AT&L Logistics Roadmap...**

*Providing globally responsive, operationally precise, and cost-effective logistics capabilities to support America’s Warfighters...*

#### **DUSD L&MR Mission...**

*Provide responsive cost effective support to ensure readiness and sustainability for the total force across the spectrum of military operations.*



#### **DLA’s Mission...**

*Supporting the Warfighter...  
Supply Chain Excellence*

#### **Our Vision/Goals**

*DLA Director’s 2009  
Guidance*



**As its mission evolved and expanded over the years, DLA transformed to meet changing responsibilities**

## **BUILDING ON SUCCESS**

As its mission evolved and expanded over the years, DLA transformed to meet changing responsibilities and to use best supply chain practices while ensuring excellence in its day-to-day support of warfighters and maintainers worldwide. In this context, DLA identified five priorities to address challenges for 2008:

- Warfighter support (i.e., meeting materiel, fuel, and troop-support requirements for warfighters in Iraq, Afghanistan and worldwide)
- Base Realignment and Closure (BRAC) 2005 implementation
- The Joint Regional Inventory and Materiel Management (JRIMM) proof of concept
- Supporting the Defense Transportation Coordination Initiative (DTCI)
- Significant progress on the Integrated Data Environment/Global Transportation Network Convergence (IGC)

DLA made great strides on all of these challenges, as well as emergent issues, such as supporting the Air Force's improvements to its Nuclear Weapons Related Materiel enterprise. DLA continued extending its forward presence of people, systems, materiel, and services. It enhanced its collaboration with warfighters such as USCENTCOM and with mission partners such as USTRANSCOM, other COCOMs and Defense Agencies. As examples, DLA:

- Successfully helped support the sustained readiness of deployed forces
- Expedited the cataloging and procurement of critical parts for Mine Resistant Ambush Protected (MRAP) vehicles
- Refined its Enterprise Business System (EBS) performance and further capitalized on its capabilities
- Began integrating the Military Services' retail supply capabilities and workforce into operations at collocated industrial sites via the BRAC process. DLA is similarly integrating the Services' contracting professionals who procure depot level repairables. This integration will help reduce costs and improve performance in DoD
- Improved visibility of inventory in warehouses or in transit in the supply pipeline for warfighter customers, mission partners, and other stakeholders
- Enhanced its acquisition excellence focus and related organizational capabilities and structure
  - Developed a Fusion Center to improve situational awareness of critical logistics support information
  - Supported humanitarian assistance efforts, providing fuel and procuring and delivering more than 30 million meals following Hurricanes Gustav and Ike
  - Procured more than 100 tons of supplies for the citizens of the Republic of Georgia following its conflict with Russia

**DLA's VISION FOR  
2009 IS:  
Take DLA to the next  
level – where we are  
constantly high  
performing, cus-  
tomer focused and  
globally responsive**



## MEETING THE CHALLENGES AHEAD

2009 will clearly be another demanding year in supporting the warfighter while ensuring we get the best value from taxpayer resources. We expect several primary challenges, including the need to:

- Sustain current overseas contingency operations, including in 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 promoting a common logistics operating picture
- Enhance DLA's ability to quickly respond to unexpected challenges

This environment offers additional opportunities for DLA to serve. We must ensure DLA continues to deliver on its current commitments, stays sufficiently agile to address emergent requirements, and further evolves to contribute all it can in the years ahead. This requires extensive coordination and collaboration with our customers, mission partners, and other stakeholders within and, in some cases, external to DoD.

To help address current and expected challenges and after consulting informally with many of DLA's leaders, customers and stakeholders, I initially issued a DLA 100 Day Action Plan on November 20, 2008, comprised of nine ongoing or new action items warranting additional near-term emphasis.

## DLA's GUIDING PRINCIPLES FOR 2009

In executing our 2009 vision, we emphasize four Guiding Principles that enhance our ability to do all we can for those we serve:

- **Our purpose:** *We exist to support our nation's warfighters. We focus everything we do on providing what they need to accomplish their mission. We will be fast, flexible and totally responsive*
- **Our solutions:** *We must always seek and deliver the best solutions for the Armed Forces and DoD*
- **Our decisions:** *We should argue passionately about what is good and effective, but never allow that to blind us to the need for collaborative approaches and appropriate changes*
- **Our people:** *The selection, well-being and effective leveraging of our ever-more-diverse workforce, both military and civilian, are the foundation for all of our efforts and the key to meeting our challenges*



**Our mission is to provide best value integrated logistics solutions to America's Armed Forces and other designated customers, in peace and in war, around the clock, around the world.**

## **Our Purpose**

We exist to support our nation's warfighters. We focus everything we do on providing what they need to accomplish their mission. We will be fast, flexible and totally responsive.

## **Our Solutions**

We must always seek and deliver the best solutions for the Armed Forces and DoD.

## **Our Decisions**

We should argue passionately about what is good and effective, but never allow that to blind us to the need for collaborative approaches and appropriate changes.

## **Our People**

The selection, well-being and effective leveraging of our ever-more-diverse workforce, both military and civilian, are the foundation for all of our efforts and the key to meeting our challenges.

## **OUR STRATEGIC FOCUS AREAS AND THEIR SUPPORTING INITIATIVES FOR 2009**

As stated earlier, our overriding commitment is *"Doing what is right for the Armed Forces and DoD."* In that spirit, four principal strategic focus areas drive our CY 2009 initiatives. They align well with our extensive operational commitments, our Agency's Strategic Plan and supporting initiatives, and those elements of our initial 100 Day Action Plan that require continued emphasis during 2009. These focus areas are:

- **Warfighter Support Enhancements**
- **Stewardship Improvements**
- **Business Process Refinements**
- **Workforce Development**

These focus areas are described in detail below, along with desired outcomes for each. We also identify 22 ongoing and new initiatives that DLA will emphasize during 2009 to support progress in these focus areas. While many of the initiatives impact more than one focus area, we array them by the area they most predominately support.

*These initiatives collectively impact the entire Agency and require support across all of, and sometimes beyond, DLA.* Each initiative has a DLA Office of Primary Responsibility (OPR). The OPRs will develop a detailed Plan of Action and Milestones (POA&M) and identify specific desired outcomes and related progress metrics. The OPRs will coordinate with DLA Offices of Collateral Responsibility (OCRs) and others external to the DLA enterprise.

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



# Warfighter Support Enhancements

DLA's top priority is always warfighter support. This means supporting the readiness and sustainment of those who are deployed or preparing to deploy. It includes support of maintainers and others whose own efforts are critical to preserving and enhancing our nation's defense posture. This requires constant attention to ensure DLA's goals and performance metrics are synchronized with those of our warfighting customers, mission partners and other stakeholders.

## DESIRED OUTCOMES INCLUDE:

- Prepared and ready to support expected and emergent requirements. We will achieve this through proactive and effective DLA engagement and preparations, during the planning and execution phases, for all significant warfighter operations and maintainer activities
- Sustained best-value support to all operational commitments
- Continuous improvement of DLA's expanded role in industrial support
- Refined capabilities and related performance metrics that define DLA's commitments in supporting the current logistics needs and future challenges of the COCOMs and Military Services
- A continually enhanced mission partnership with USTRANSCOM in their role as DoD's Distribution Process Owner (DPO) to best support joint-enabled end-to-end supply chain effectiveness and efficiency for DoD
- Effective support of OSD and Joint Staff leadership in planning to meet near-term and out-year logistics challenges

## SUPPORTING INITIATIVES:

- **Prepare for and support possible expanded operations in Afghanistan.** We must continue to define, prepare for and execute DLA's expanding support to operations in Afghanistan, including participating in assessments of alternate supply routes and sources. (OPR is J-3/4, with J-7, the DSCs, DDC and DRMS as primary OCRs).
- **Execute effective support of personnel/equipment resets from the Iraq theater.** DLA has a significant role in both overseas and continental United States operations to better enable the efforts of deployed forces to effectively and efficiently execute the eventual reposturing of forces, equipment and materiel from Southwest Asia. (OPRs are J-3/4 and DRMS, with the DSCs and DDC as primary OCRs).
  - DRMS is the OPR for the related asset reutilization, sales, donation and disposal roles in-theater.
  - J-3/4 is the OPR for all other aspects of this initiative, such as close coordination with the Services' and COCOMs' reset/reposturing leads, and with U.S. in-theater elements assisting in enhancement of Iraq's own logistics posture.
- **Improve performance of BRAC-related services.** BRAC 2005 significantly expanded DLA's role in direct support of the Military Services' industrial operations at depots, logistics centers, shipyards and other sites that sustain and enhance the effectiveness of weapons systems and supporting equipment. DLA will also provide integrated depot level reparable procurement management for the Military Services. These changes extend DLA much closer to the artisans and enable us to further leverage our buying power with the private sector. In addition, BRAC



# Warfighter Support Enhancements

2005 directed us to arrange for total commercial support of several commodities, including tires, petroleum, oil, and lubricants (POL) and compressed gasses. In 2009 we remain focused on continued implementation of the BRAC 2005 decisions and enhancing related performance. (OPR is Defense Supply Center - Richmond (DSCR) with J-3/4, J-6, J-7, the other Defense Supply Center (DSCs), and Defense Distribution Center (DDC) as primary OCRs).

- **Further extend DLA's roles in DoD warehousing where appropriate.** DLA and the Military Services have been assessing the potential for DLA to operate distribution services at other "retail" sites. This builds on principles related to DLA's now global role in end-to-end warfighter distribution support, plus BRAC 2005's expansion of that role to industrial sites. (OPR is DDC, with J-3/4 and the DSCs as primary OCRs).
- **Revise performance metrics with key stakeholders to further align DLA's performance with their mission priorities.** DLA will reassess current and potential commitments in partnership with our customers and revise related Performance Based Agreements (PBAs) as needed. As part of this initiative, we will review our overall performance metrics to better align our metrics/goals with those of our customers, mission partners and other stakeholders. (OPR is J-3/4, with the DSCs, DDC, DESC and DRMS as primary OCRs).
- **Refine the DLA/USTRANSCOM partnership as co-enablers of end-to-end supply chain performance.** We will continue enhancing our partnership with USTRANSCOM in their role as DoD's Distribution Process Owner (DPO). We will identify how we can additionally collaborate to enhance DoD logistics effectiveness and efficiency, including further leveraging our relationships with USJFCOM. This includes capitalizing on joint accomplishments such as Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC) and the Defense Transportation Coordination Initiative (DTCI) with industry. We will partner on increased use of Radio Frequency Identification (RFID), continue collaboration on the DPO Strategic Opportunities (DSO), and identify additional means to operationally collaborate in achieving improved end-to-end supply chain performance. In all of these endeavors we will especially focus on support to CENTCOM and other deployed joint and Service components. (OPR is J-3/4, with support across DLA).
- **Improve support of renewable and alternative energy solutions.** As an installation and renewable energy leader for DoD and interagency energy solutions, DLA will continue to drive DoD and interagency efforts in alternative fuels and installation renewable energy support. DLA will be the energy procurement and execution arm for DoD and interagency consolidated requirements. DLA will also continue doing all it can to ensure access to, and constrain the costs of, fuel and other current energy-related products. (OPR is DESC).
- **Lead major OSD and Joint Staff studies that significantly contribute to defining near-and longer-term supply management requirements.** There are two critical efforts under way for which DLA is either the lead or a co-sponsor. Each will be coordinated with related efforts such as USTRANSCOM's DPO initiatives, the DLA-led forming of a Joint Contingency Acquisition Support Office (JCASO) to provide contracting support when contingencies arise, and DoD's Performance Based Logistics (PBL) and Contractor Logistics Support (CLS) initiatives. (OPR is J-3/4, with support across DLA).
  - DLA is leading the DUSD (L&MR) Supply Capabilities Area Management (Supply CAM) review. This near-term assessment will have a significant impact on the evolution of supply chain capabilities over the next several years.
  - DLA and the Joint Staff (J4) co-sponsor the development of an overarching Joint Supply – Joint Integrating Concept (JS-JIC) for future supply support. This project will be completed in 2009 to enable DoD to envision how it will anticipate and resolve supply-management issues linked to expected joint operations support needs eight to 20 years in the future. Ultimately it will be a "living document" that will inform joint supply capability development initiatives and related POM decisions.
- **Expedite resolution of the Common Food Management System (CFMS).** Military Service customers need DLA to resolve issues related to the Common Food Management System (CFMS) that is intended to support their food preparation and service processes in the future. (OPR is J-6, with Defense Supply Center - Philadelphia (DSCP) as OCR).



## Stewardship Improvements

DLA's responsibilities have continued to grow in recent years as BRAC 2005 and other factors have driven DLA to extend increasingly forward with the warfighters and maintainers. With the increased emphasis on joint solutions, DLA has been deeply involved in new or expanding partnerships with various commands and agencies. It is in this context that we will assess our current and potential roles to ensure that we are delivering the maximum payoff from taxpayer resources in supporting the warfighter.

We must take all possible actions, both those described here and many from other segments of this guidance, to effectively manage the cost of materiel and services we provide while sustaining a strong support posture. In addition maintaining the financial, physical, and information-assurance integrity of our assets, and of associated processes and records, is a demanding and vital responsibility that we must improve. In a similar vein, there is an increased risk of security breaches for information assets. So at a time when it is critical to enable the maximum feasible sharing and integration of key information, we must also do all possible to prevent its compromise.

### DESIRED OUTCOMES INCLUDE:

- A thorough analysis of our current projects and initiatives to ensure they remain relevant and achievable in today's environment. This will result in program and capability adjustments as appropriate, including realignment of resources where necessary to address any new priorities.
- Enhancing DLA's ability to actively identify and mitigate vulnerabilities or inefficiencies that could negatively impact our mission performance and resource stewardship. Examples include earlier recognition of process or control weaknesses, enhancing the security of critical materials and of the information used and retained by DLA, continuous improvement of acquisition integrity and environmental stewardship, and active identification and implementation of additional efficiencies.

### SUPPORTING INITIATIVES:

- **Review and prioritize DLA's largest projects and initiatives.** We must consider our commitments and desired end state, given resource constraints and many other challenges. In that context, we will assess and prioritize the full array of DLA's most significant projects and initiatives. We will rationalize any that may overlap or otherwise require tradeoffs to enable optimal outcomes. (OPR is J-5, with support across DLA).
- **Identify prudent cost-reduction opportunities.** DLA did well in recent years in reducing its cost recovery rate and pursuing cost-effective long-term contracts for logistics support requirements while improving warfighter support. In the current and expected operating and financial environment, we must further scrutinize costs as DoD prioritizes among numerous competing funding requirements. We will capitalize on Continuous Process Improvement (CPI)/Lean Six Sigma efforts tied to standard and repeatable processes. We will also seek "breakthrough" approaches to help better manage/control costs while meeting customers' support requirements. (OPR is J-8, with support across DLA).
- **Initiate a DLA-wide approach to risk management.** DLA is already reviewing its primary business processes to enhance its financial auditability. To focus additional attention on identifying and resolving any critical business processes that may need mitigation of related vulnerabilities, we will also assess a best business practice called Enterprise Risk Management. (OPR is J-5, with DA and J-8 as primary OCRs and support across DLA).
- **Enhance Information Assurance.** Since DLA is very closely aligned electronically with its customers, mission partners, suppliers and other stakeholders, we must do all possible to preserve a secure environment while sustaining business continuity and enabling strong interoperability. Increased threats to DoD's Global Information Grid (GIG) require heightened awareness of and responsiveness to potential impacts at all levels of DLA across the enterprise. This heightened awareness includes rapid responses to related Joint Task Force-Global Network Operations (JTF-GNO) taskings by the DLA Network Operations Support Center and other elements of DLA's Information Operations. It also includes frequent updates to the full workforce to ensure their personal awareness and enable them to do their part to prevent impacts on DLA's overall cyber security posture. (OPR is J-6, with support across DLA).

# Business Process Refinements

While DLA now employs EBS across much of its supply mission area, we are also developing EBS enhancements to enable modernized processes in areas such as energy and procurement.

In concert with the Distribution Standard System (DSS), EBS can enable significant additional improvements in business process effectiveness and efficiency. An example is the need to better enable our demand and supply planners to perform their assigned responsibilities to collaborate with customers and leverage our supplier relationships.

We are also refining our Fusion Center capability to capture and display actionable management information regarding DLA's performance metrics. DLA must continue enhancing its processes to capitalize on revised practices, related system investments, and our workforce's capabilities to better support those who rely on DLA for combat support.

## DESIRED OUTCOMES INCLUDE:

- A thorough analysis of business outcomes that identifies areas for improvement in key processes and/or the enabling IT systems for prioritization and follow-on action/potential funding
- Improved analytical tools and skills
- Greater agility in monitoring/tracking operational and fiscal performance and responding to challenges, trends and other events

## SUPPORTING INITIATIVES:

- **Assess DLA's EBS-supported business performance and potential.** With support from a qualified independent analytical team, we will further capitalize on our several years of experience utilizing EBS. We will conduct a timely and comprehensive review of DLA's current EBS-supported business performance and its potential for improvement. We will then implement changes as appropriate to enhance related business outcomes. (OPR is J-3/4, with J-6, J-7, and J-8 as primary OCRs).
- **Achieve significant progress in delivering the requirement generator's desired functionality for DLA's business processes as enabled by follow-on EBS enhancements.** To deliver key functionality improvements, we will achieve significant milestones on several approved EBS follow-on programs, including: (OPR is J-6, with primary assistance from DLA's functional sponsors [FS] noted below, and the DSCs):
  - A replacement procurement program that will include improved capabilities to procure depot level reparable (EProcurement). FS: J-7
  - An integrated capability for DESC's energy management (Energy Convergence). FS: DESC
  - A modernized system to support DRMS' reutilization, transfer, and disposal processes (Reutilization Business Integration). FS: DRMS
  - Extension of the SAP accounting capability to the balance of the Enterprise Operational Account System (EOAS). FS: J-8
  - An enterprise infrastructure management capability (Real Property Management). FS: DES
  - Other selected EBS system enhancements that enable support of our BRAC-related responsibilities at industrial sites. FS: J-3/4

“Better support  
for those who rely  
on DLA.”

- **Improve day-to-day outcomes of demand/supply planning efforts and of overall alignment of our supply chains with our customers and strategic suppliers.** DLA has implemented numerous initiatives that bring us closer to our Military Service and Combatant Commander customers and our many suppliers. This enables better collaboration on demand and supply planning, e.g., requirements forecasting, strategic sourcing, contingency support preparations, etc. We are enhancing our ability to provide flexible logistics response through expanded use of strategic supplier alliances, supply chain alliances, Prime Vendors, and other long-term contracts. We are refining our Sales and Operations Program (S&OP) to guide related materiel investment decisions. Finally, we are DoD’s designated Executive Agent for supply chain management for several primary support commodities, e.g., food.

Thus the purpose of this initiative is to enhance our ability to leverage these relationships and techniques to better support the warfighters and maintainers in an increasingly resource-constrained environment. It includes consideration of the optimal means for DLA to support DoD’s current PBL and CLS initiatives.

(OPR is J-3/4, with J-7 and the DSCs as primary OCRs).

- **Implement an enterprise data strategy to enhance information-sharing capabilities.** We will continue progress in defining and aligning our various data integration and sharing initiatives. These initiatives include enhancing DLA’s Fusion Center for key management and operational data, refining our knowledge management enabling system, and improving our ability to exchange secure data when needed. (OPR is J-6, with J-3/4, J-7, and J-8 as primary OCRs).

- **Enhance DLA’s partnership with Engineering Support Activities.** The engineering support process provides a vital link between DLA and the Military Services to ensure delivery of the right parts to warfighters. Engineering support is increasingly important as DLA assumes procurement responsibility for depot level repairables and more complex consumable items. In addition, DLA and the Military Services are dealing with problems caused by obsolescence. We must have strong, seamless links with Military Service engineering activities that are resourced to accomplish a variety of critical weapons-support missions. Coordinated involvement with OSD will help deliver a congruent joint policy, processes and the required resources to ensure product quality. (OPR is DSCC, with J-3/4 and the other DSCs as primary OCRs).



## Workforce Development

DLA's workforce is vital to our overall success. We must enable our workforce to capitalize on their skills, experience and potential, and prepare to manage the transition as workforce retirements increase in the years ahead.

We must leverage the diverse backgrounds and abilities of our people—civilians, active duty and reserve military.

DLA implemented DoD's first complete Enterprise Resource Planning (ERP) system through our Business Systems Modernization (BSM). BSM and complementary systems comprise our EBS, which is tightly integrated with our DSS. We use EBS and DSS worldwide, and continue optimizing these modern systems to provide improved tools for workforce efficiency and warfighter support effectiveness. We must enable our employees to most effectively employ EBS and DSS and other systems capabilities and to best execute their increasingly direct customer-support roles at forward industrial and operational sites.

### DESIRED OUTCOMES INCLUDE:

- A valued assessment of employee perceptions in 2009 and follow-on actions to enhance employees' opportunities to best benefit from their skills, experience and potential in support of DLA's missions.
- Identification of current and future skill gaps and the related education, training and experience opportunities required.
- Refined recruitment and training programs as appropriate to capitalize on the diverse backgrounds, skills and potential of DLA's workforce.
- Improve support of DLA's employees working forward overseas, at industrial sites and in liaison roles with key warfighter customers, mission partners and other stakeholders.

### SUPPORTING INITIATIVES:

- **Conduct and respond to the next DLA employee survey in CY 2009.** This survey will assess the Agency's culture and its affect on the workforce's ability to perform at their maximum potential. We will expedite planning, conducting and taking appropriate follow-on actions regarding this survey of employee perceptions. (OPR is J-1, with support across DLA).
- **Improve DLA's orientation training.** In advance of the culture survey, we will take early action to improve our "DLA 101" orientation training process. We must ensure new and current DLA employees have a common understanding of DLA's overall missions, organization, principal stakeholders and key objectives. (OPR is J-1, with support across DLA).
- **Enhance DLA's support of personnel involved in forward support capabilities.** We must enable "DLA Forward" employees at CONUS industrial sites and OCONUS to be more responsive, effective and efficient. Besides the CENTCOM AOR, DLA has people forward positioned with warfighters and maintainers in many locations in the U.S. and overseas. They are increasingly going beyond a liaison role to actually execute DLA's full capabilities on a remote basis. Moreover, as noted earlier, an element of DLA is forming a Joint Contingency Acquisition Support Office (JCASO) to provide improved planning for contracting support when contingencies arise. (OPR is J-3/4, with support across DLA).
- **Expedite progress on DLA's talent-management program.** We will increase our efforts to identify talent requirements. We will enhance our current employees' abilities and further focus recruiting efforts to meet related needs. We will expand use of developmental assignments, including industry experience and temporary roles with key customers and stakeholders. We will take additional steps to encourage self-development via courses, reading, etc. (OPR is J-1, with support across DLA).



## Sustaining Our Course of Action

We will continue meeting the warfighters' and maintainers' current logistics requirements while positioning DLA to improve support of our customers', mission partners' and all stakeholders' future needs. The DLA Executive Board, representing the Agency's most senior leadership, meets monthly to oversee our business performance and guide implementation of the initiatives in the Director's Guidance for CY 2009. The Executive Board members and I will monitor our status regularly to keep up momentum, remove obstacles and achieve our objectives. I will periodically apprise you of our progress on these initiatives that collectively support our vision to be constantly high performing, customer focused and globally responsive.

A.S. Thompson  
Vice Admiral, SC, USN  
Director, DLA

# Glossary



AOR .....	Area of Responsibility
BRAC .....	Base Realignment and Closure
BSM .....	Business System Modernization
CFMS.....	Common Food Management System
CLS.....	Contractor Logistics Support
COCOM .....	Combatant Command
CONUS .....	Continental United States
CPI.....	Continuous Process Improvement
CY.....	Calendar Year
DA.....	DLA Accountability Office
DDC .....	Defense Distribution Center
DESC .....	Defense Energy Support Center
DLA.....	Defense Logistics Agency
DoD.....	Department of Defense
DPO .....	Distribution Process Owner
DRMS .....	Defense Reutilization and Marketing Service
DSC .....	Defense Supply Center
DSCC.....	Defense Supply Center - Columbus
DSCP .....	Defense Supply Center - Philadelphia
DSCR.....	Defense Supply Center - Richmond
DSO .....	DPO Strategic Opportunities
DSS .....	Distribution Standard System
DUSD (L&MR) .....	Deputy Under Secretary of Defense (Logistics and Materiel Readiness)
DTCI .....	Defense Transportation Coordination Initiative
EBS.....	Enterprise Business System
EOAS .....	Enterprise Operational Accounting System
ERP .....	Enterprise Resource Planning
FS .....	Functional Sponsors
GIG .....	Global Information Grid
GTN.....	Global Transportation Network
IDE.....	Integrated Data Environment
IGC .....	Integrated Data Environment/Global Transportation Network Convergence



J-1 .....DLA Human Resources  
J-4.....Joint Staff Logistics  
J-3/4 .....DLA Logistics Operations and Readiness  
J-5.....DLA Enterprise Transformation  
J-6.....DLA Information Operations  
J-7.....DLA Acquisition Management  
J-8.....DLA Financial Operations  
JCASO.....Joint Contingency Acquisition Support Office  
JRIMM.....Joint Regional Inventory and Materiel  
Management  
JS-JIC .....Joint Supply - Joint Integrating Concept  
JTF-GNO .....Joint Task Force - Global Network Operations  
MRAP .....Mine Resistant Ambush Protected  
OCONUS.....Outside Continental United States  
OCR.....Office of Collateral Responsibility  
OPR.....Office of Primary Responsibility  
OSD .....Office of the Secretary of Defense  
PBA.....Performance Based Agreements  
PBL.....Performance Based Logistics  
POA&M.....Plan of Action and Milestones  
POL.....Petroleum, Oil and Lubricants  
POM.....Program Objective Memorandum  
RFID .....Radio Frequency Identification  
S&OP.....Sales and Operations Program  
SAP.....Systems Applications and Products  
Supply CAM.....Supply Capabilities Area Management  
USCENTCOM.....United States Central Command  
USJFCOM.....United States Joint Forces Command  
USTRANSCOM ....United States Transportation Command

**DOING WHAT IS RIGHT  
FOR THE ARMED FORCES AND DoD**

