



2012 Director's Guidance

Revised April 2012

With a new Defense strategy, an evolving Joint Operating Environment and big-budget issues on the horizon, DLA must re-think how we execute our mission. As we continue navigating DLA's course through this ever-changing and increasingly complex future, I felt it important to revise the 2012 Director's Guidance to reflect these changing dynamics and the changing requirements of our support to the Department of Defense and other warfighting partners.

Updated portions have been highlighted throughout this document so you can see them at a glance.

The overarching themes of this updated guidance are transparency and accountability. I've added concrete goals to many of our initiatives – we will track them, meet them, and let everyone know how we're doing.

Measuring our performance is paramount. It will allow us to correct course, if necessary, with speed and agility. **My intent is to complete - with a few noted exceptions - all tasks by Sept. 30, 2012.**

Parts of it will be hard; we're setting aggressive goals that will significantly improve support to our customers while dramatically driving down operations and material costs. But remember that while targets may seem hard to hit or goals seemingly too aggressive, I'll only ask you to do what I know you can do. I trust the DLA team to do great things, to make decisions, to prioritize and get it done.

This Director's Guidance is not just an HQ initiative. It is a critical "We are DLA" journey that all of us must commit to – and I need your help to make it happen. In fact, it won't happen without you, the great DLA team, all pulling together.



WARFIGHTER SUPPORT

Warfighter Support-1: Support operational requirements and the force drawdown and equipment reset processes in the Southwest Asia theater.

Integrator: DLA Logistics Operations (J3)

Task: Enhanced support in Afghanistan.

- Optimize DLA's use of the Northern Distribution Network (NDN) by booking 95% of NDN-eligible cargo on NDN (US Central Command (USCENTCOM) and US Transportation Command (USTRANSCOM) guidance).
(Office of Primary Responsibility: DLA Operations and Sustainment (J31) and DLA Distribution)
- Support the "South Caucasus/Central and South Asian States (SC/CASA) First" policy for acquisition of supplies in theater.
- Achieve or exceed DLA Troop Support Class I Central Asia local procurement Fiscal Year 2012 goal of \$67.4 million.
(OPR: DLA Troop Support)
- Achieve or exceed DLA Troop Support Class IV Central Asia local procurement FY2012 goal of \$58 million.
(OPR: DLA Troop Support)
- Achieve or exceed DLA Energy Class III Central Asia local procurement FY2012 goal of \$300 million.
(OPR: DLA Energy)
- Enhance outcomes at DLA Distribution Kandahar, Afghanistan.
(OPR: DLA Distribution)
- Meet DLA Distribution Logistics Response Time (LRT) segment for pick, pack, ship in support of Army serviceable excess mission out of DLA Distribution Kandahar.
(OPR: DLA Distribution)
- Sustain forward disposal support.
(OPR: DLA Disposition Services)
- Achieve or exceed U.S. Forces-Afghanistan goal of demilitarizing 100 vehicles per month.
(OPR: DLA Disposition Services)
 - Open fourth site in Afghanistan in the Regional Command-North area of operations.
 - Expand current site acreage to meet the requirements of the surge recovery.

Task: Support to State Department (DoS) in Iraq and transition of DoD to DoS contracts in accordance with DoS requirements.
(OPR: J3, DLA Troop Support and DLA Energy)

- Accomplish DoS and U.S. Mission Iraq (USM-I) milestones on time or early for Class I contract transition.
(OPR: J3 and DLA Troop Support)
- Accomplish DoS/USM-I milestones on time or early for Class IIIB contract transition.
(OPR: J3 and DLA Energy)

Task: Support DoD and DoS in Iraq by providing disposition of excess property, including demilitarization as required.
(OPR: DLA Disposition Services and DLA Joint Reserve Force [J9])



WARFIGHTER SUPPORT

WS-2: Improve DLA's support performance at Military Service industrial sites and prepare to meet additional equipment reset-driven requirements.

Integrator: J3

Task: Pursue improvement in key customer-oriented metrics to reflect DLA's role in logistics support of industrial maintenance.

AIR FORCE

- Order Response Time (ORT) goal for Air Logistics Centers (ALCs) is greater than 90% no later than September 2012.
(OPR: DLA Aviation)
- Awaiting Parts (AWP) goal for ALCs is a 25% reduction by the end of FY2012.
(OPR: DLA Aviation)

NAVY

- Total Actionable Unfilled Orders (UFOs) goal for Naval Shipyards (NSYs) Industrial is a 25% reduction by the end of FY2012.
(OPR: DLA Maritime)
- Monthly Material Availability (MA) goal for NSYs is 90% or greater by the end of FY2012.
(OPR: DLA Maritime)

Note: As Naval Shipyard transition progresses in FY2012, DLA Maritime will establish new retail performance metrics and goals.

ARMY

- Total Actionable UFOs goal for Industrial is 25% reduction by the end of FY2012.
(OPR: DLA Land)
- Monthly MA goal for Industrial is 90% or greater by the end of FY2012.
(OPR: DLA Land)

MARINE CORPS

- Total Actionable UFOs goal for Industrial is 25% reduction by the end of FY2012.
(OPR: DLA Land)
- Monthly MA goal for Industrial is 90% or greater by the end of FY2012.
(OPR: DLA Land)



Task: Implement Inventory Management and Stock Positioning (IMSP), Distribution Standard System (DSS) and associated process improvements at two shipyards and two fleet readiness centers (FRC) in FY2012 and at two shipyards and one FRC in FY2013.
(OPR: J3 and DLA Information Operations [J6])

Task: Participate directly in planning for and supporting Military Service asset reset actions at industrial sites (retrograde, reset and redistribution).
(OPR: DLA Land and Maritime and DLA Aviation)

WARFIGHTER SUPPORT

WS-3: Engage with customers and external stakeholders to drive additional DLA support improvements worldwide.

Integrator: J3

Task: Energize the DLA Customer Relationship Management process.

(OPR: J31)

- Develop communications portal to allow DLA to speak with a single voice on DLA-wide issues by March 30, 2012.
- Prepare DLA instruction on Customer Engagement Strategy by June 30, 2012.

Task: Continue development of DLA's role and outreach in the whole-of-government logistics support process in humanitarian crises and other situations.

(OPR: J31, Office of Collateral Responsibility (OCR): Joint Contingency Acquisition Support Office (JCASO) for acquisition-related actions)

- Develop DLA partnerships that result in new and increased support opportunities for DLA.
- For partnerships that generate new business, measure results against emergent requirements to ensure customer needs are met.

Task: Effectively leverage observations from the 2010 Joint Staff Combat Support Agency Review Team (CSART) to enhance Combatant Command (COCOM) support.

(OPR: J31, OCR: JCASO for acquisition-related actions)

- 22% of CSART findings submitted for completion, with 100% of the CSART findings to be completed by Dec. 6, 2012.

Task: Continue involvement in Joint Staff J4 (Logistics) efforts to enhance coordination of joint supply actions and processes.

(OPR: DLA Materiel Policy, Process and Assessment (J33))

- Analysis ongoing to determine appropriate metrics as this is an Office of the Secretary of Defense (OSD)-sponsored initiative.

Task: Conduct annual survey of customers and other stakeholders to pursue additional performance improvements.

(OPR: J31)

- Achieve a 30% participation rate. (10% over benchmark)
- Achieve a customer satisfaction score of 90%. (5% increase)
- Achieve a customer relationship score of 68%. (6% increase)



WARFIGHTER SUPPORT

WS-4: Provide a portfolio of best-value product support strategies. Integrator: J3

Task: Develop cross-Service opportunities to apply Performance-Based Logistics (PBL) and DLA organic solutions to provide best-value support.

(OPR: DLA Aviation, DLA Land and Maritime, DLA Troop Support)

- Track milestones for completion of Business Case Analysis (BCA) and acquisition planning for enterprise PBLs.
(OPR: DLA Aviation, DLA Troop Support, DLA Land and Maritime, DLA Strategic Programs and Initiatives (J35))
- Identify key staff and training requirements required to execute an Enterprise PBL, fill 100% of billet deficiencies and complete 75% of training required to execute Enterprise PBLs.
(OPR: DLA Aviation, DLA Troop Support, DLA Land and Maritime)
- Primary-Level Field Activities (PLFA's) each identify four candidates in FY2012 for subsequent Enterprise PBLs yearly.
(OPR: DLA Aviation, DLA Troop Support, DLA Land and Maritime)
 - PLFAs each execute two Enterprise PBLs yearly beginning FY2013.
(OPR: DLA Aviation, DLA Troop Support, DLA Land and Maritime)



Task: Engage with acquisition weapons system programs to ensure DLA participation in their product support strategies.
(OPR: DLA Aviation, DLA Land and Maritime, DLA Troop Support)

- Coordinate with Deputy Assistant Secretary of Defense for Materiel Readiness (DASD[MR]) to engage Military Service acquisition programs regarding DLA Enterprise PBLs, develop listing of Military Service programs for outreach and track engagement status quarterly.
(OPR: J35)
- Identify and explore 100% of multiservice DoD Acquisition Category (ACAT) I-III Programs that are pre-Milestone B.
(OPR: J35)
- Conduct outreach to 100% of multiservice DoD ACAT I-III Programs via DLA HQ brief.
(OPR: DLA Aviation, DLA Troop Support, DLA Land and Maritime – when a Weapon System Support Manager (WSSM) is assigned)
- Meet with Top 10 Military Service weapons system programs in FY2012.
(OPR: DLA Aviation, DLA Troop Support, DLA Land and Maritime)

Task: Align DLA's processes and leverage DLA's capabilities to better support customer outcomes in PBL and other product support scenarios.

(OPR: J33)

- Identify changes to DLA Enterprise Business System (EBS) that will enable Enterprise PBLs to be conducted efficiently.
(OPR: J33, J35, J6)
- Implement 100% of required changes prior to PLFAs being ready to award Enterprise PBL contracts by January 2013.
(OPR: J33, J6)
- Identify business process reengineering requirements for designated PBL business models by the end of FY2012. Implement executable capability by 2nd quarter. FY2013. (OPR: J33)

WARFIGHTER SUPPORT

WS-5: Support the Department's Operational Energy strategy to enhance warfighter agility.

Integrator: DLA Energy

Task: Support DoD efforts in alternative fuel policy development and supply chain integration.

- Participate in the working groups and execution of major tasks to plan per the Assistance Secretary of Defense for Operational Energy Plans and Programs (ASD OEP&P) Operational Energy Strategy Implementation Plan and/or as assigned by the Defense Operational Energy Board (DOEB).

Task: Support the Title III Biorefinery Development initiative co-led by the Department of the Navy, Department of Energy and Department of Agriculture.

- Participate in the initiative working group and execution of major tasks to plan when defined.

Task: Provide acquisition support for the 2012 Navy Green Fleet local operations demonstration.

- Measure progress of procurement action versus plan to support delivery of product no later than May 1, 2012.



WS-6: Enhance DLA Strategic Materials program to meet emerging support requirements.

Integrator: DLA Acquisition (J7)

Task: Complete the implementation plan for transformation of the DLA Strategic Materials program and obtain congressional approval to streamline select National Defense Stockpile (NDS) processes.

(OPR: DLA Strategic Materials)

- Develop risk mitigation strategies for 28 critical material shortages identified in 2011 NDS Requirements Report.

Task: Complete the rare earth study to identify critical materials warranting strategic inventory support.

(OPR: DLA Strategic Materials)

- Completion of all rare earth assessment and coordination milestones.
- Develop risk mitigation strategies for seven critical rare earth materials identified in rare earth assessment.

Task: Partner with other departments and agencies to address additional strategic materials issues and develop risk mitigation strategies.

(OPR: DLA Strategic Materials)

- Maintain reserves of 914,000 tons of NDS material for release to Military Services.
- Develop four FY2012 research and development projects to alleviate critical material shortages.
- Execute material upgrade actions per the FY2012 Annual Material Plan (AMP).

WARFIGHTER SUPPORT

WS-7: Continue efforts in partnership with the Military Services to upgrade the Technical Data Exchange process to enhance weapon systems support processes.

Integrator: J3

Task: Enhance Technical Data Exchange practices through automation and finalize related functional requirements for initial prototyping with the Army's TACOM Life Cycle Management Command (LCMC).

(OPR: DLA Land and Maritime)

- High level requirements 100% complete by March 31, 2012.
- Provide updates during monthly DLA/Army Product Data Management Integrated Product Team conference calls.

Task: Incorporate the automated Technical Data Exchange system requirements as an EBS top priority System Change Request (SCR).

(OPR: DLA Land and Maritime)

- Conduct ongoing meetings with the PLFAs.
- Submit revised SCR by March 31, 2012.
- Complete Preliminary Cost Estimate (PCE) by May 31, 2012.
- Complete Detailed Functional Requirements (DFR).



STEWARDSHIP EXCELLENCE

SE-1: Implement comprehensive cost analysis capabilities that help drive improved resource utilization for major internal DLA cost drivers.

Integrator: DLA Finance (J8)

Task: Extend the DLA financial metric scorecard pilot across the agency to improve awareness of related metrics and determine strategies for potential cost reductions.

(OPR: DLA Finance Land and Maritime)

Task: Implement a DLA-developed “financial impact on performance model” to support key decision steps regarding significant resource investments in the Program Budget Review (PBR) 14 process.

(OPR: J33)

Task: Implement an enhanced business case analysis capability – which comprehensively ensures that investment alternatives include all applicable end-to-end costs – to enable the most effective investment decisions.

(OPR: DLA Finance Land and Maritime)



SE-2: Achieve significant price reductions across DLA’s materiel and services acquisitions.

Integrator: J7

Focus engagements with industry partners and apply innovative approaches to drive down acquisition costs, increase competition, provide incentives, reduce supplier lead time, and maximize economies of scale.

(OPR: PLFAs)

- **Working**

- Achieve savings through existing Long-term Contracting (LTCs), Prime Vendors (PVs), and Direct Vendor Deliveries (DVD)
- Pursue new LTCs, PVs, and DVDs
- Pursue Joint Opportunities within DLA
- Target all competitive procurements for Reverse Auctions.
- Control Original Equipment Manufacturer (OEM) Cost

- **Expand Agency Approach**

- Performance Based Logistics
- Forecasting
- Portfolio groupings
- Break out Sole Source
- Remanufacture of Consumables

- **Potential**

- Joint Opportunities in DoD
- First Destination Transportation and Packing
- Strategic Supplier Agreements

STEWARDSHIP EXCELLENCE

SE-3: Implement a more efficient and effective global supply support network for storage and distribution across all materiel classes of supply.

Integrator: J3

Task: Reduce dormant or unserviceable materiel levels, optimize DLA's related storage posture, and coordinate disposition of surplus facilities with the host activity in areas such as:

- Departmental process and policy assessments regarding retention stocks, war reserves and reimbursable support pricing for related storage. Reduce DoD Secondary Inventory stored by DLA by \$10 billion through the Future Years Defense Program (FYDP). (OPR: J3, DLA Aviation, DLA Troop Support, DLA Land and Maritime, DLA Distribution, DLA Disposition Services)
- Eliminate 100% or a mutually agreed-upon percentage in coordination with the Military Services of inventory dollar value with no demand in five or more years (excluding long-term storage of demilitarization code B and Q items (Non-Significant Military Equipment and Commerce Control List).
- Reduce Contingency Retention Stock (CRS) by 100% or a mutually agreed-upon percentage in coordination with the Military Services.
- Reduce Economic Retention Stock by 100% or a mutually agreed-upon percentage in coordination with the Military Services.
- Reduce growth of future retention and excess inventory by ensuring on-order excess does not exceed 6% of total on-contract dollars.
- Alternative approaches to ensure adequate supply availability via contracting for related capabilities, host-nation support and other techniques as applicable to the particular class of supply. (OPR: DLA Acquisition's Acquisition Programs and Industrial Capabilities Division (J74), DLA Aviation, DLA Troop Support, DLA Land and Maritime)
- Reduce DLA items currently stocked to nonstocked via Strategic Material Sourcing, Customer Direct, host-nation storage or other strategies.

Task: Capitalize on synergies between DLA's disposal, distribution and strategic material storage processes and facilities. (OPR: DLA Distribution)

- Reduce combined disposal and distribution costs at co-located sites by 15% by FY2015.

Task: Synchronize above actions with related ongoing strategic initiatives such as:

- The USTRANSCOM and DLA-led, Joint Staff-sponsored Consolidated Materiel Response Program (CMRP). (OPR: J35)
- DLA's Strategic Network Optimization (SNO) project. (OPR: J35)
- In collaboration with the Military Services and USTRANSCOM, optimize the global storage and distribution network (disposal, distribution, and strategic material storage process and facilities) that provides effective and efficient global support to the Warfighter in peacetime, war or contingency.



SNO Phase I – Transportation

- Implementation starts FY2014.
- Achieve total savings FY2014-FY2018 of \$524 million, a combination of savings in facilities, materiel processing, and transportation.
- Achieve \$73 million per year in Second Destination Transportation (SDT) savings.
- Develop DoD process and policy related to transportation – use of dedicated and schedule truck concept.
- Develop DoD process and policy related to Military Services materiel movement to fill a DoD demand.

SNO Phase II – Inventory

As mentioned in SE-3, in close coordination with OSD and Military Services initiatives, achieve a DoD total inventory reduction of \$10 billion starting in FY2015.

- Use optimization and simulation modeling techniques to inform and evaluate the impact to the Warfighter.

SNO Phase III – Infrastructure

Leveraging SNO Phase I and Phase II results and in close coordination with OSD and Military Services initiatives, achieve a DoD total infrastructure reduction of \$4.75 billion in FY2016.

- Use optimization and simulation modeling techniques to identify storage and function consolidation.

SE-4: Implement DLA-driven post-Base Realignment and Closure (BRAC) support efficiencies at the Military Service industrial sites.

Integrator: J3

Task: Define and baseline existing Military Service and DLA processes.

- Identify and document current Storage and Distribution (S&D) processes at the 13 industrial co-located BRAC 2005 sites and Portsmouth, Maine, and Pearl Harbor, Hawaii, naval ship yards (NSYs) to identify opportunities for standardization and efficiencies.
(OPR: J3)

Task: Define opportunities for optimization in collaboration with stakeholders, both in functional realignments and process improvements.

- Reduce six nonstandard processes to one standardized process through functional realignment.
(OPR: J3)
- 100% of sites' S&D functions aligned in accordance with Director's decision and implementation timeline.
(OPR: DLA Distribution)
- Continue to achieve 10% reduction in operational costs since Sept. 15, 2011, through process improvement initiatives.
(OPR: DLA Distribution, DLA Land and Maritime, DLA Aviation; Review at Enterprise Operations Planning [EOP] Council)

Task: Identify and execute four “quick-win” opportunities for implementation in FY2012.

(OPR: DLA Distribution, DLA Land and Maritime, DLA Aviation)

Task: Identify and pursue four long-term optimization efforts (two to three years).

(OPR: DLA Distribution, DLA Land and Maritime, DLA Aviation)



STEWARDSHIP EXCELLENCE

SE-5: Identify and implement improved acquisition execution practices across all DLA supply chains.

Integrator: J7

Task: Complete a comprehensive analysis of recent audit findings, establish plans, and address deficiencies in priority order.

(OPR: DLA Acquisition Procurement Integrity and Pricing Division [J73]; OCRs: Office of the General Counsel [DG], DLA Office of the Inspector General [OIG], DLA Acquisition's Acquisition Policy and Systems Division [J71], DLA Acquisition's Acquisition Operations Division [J72], and PLFAs)

- Corrective actions are completed on time with no repeat findings.



Task: Improve acquisition execution accountability standards, practices and outcomes across the Agency.

(OPR: J72; OCRs: J71 and PLFAs)

- Metric Monthly Review and Analysis (R&A) metrics for:
- Cycle time to close out Defense Procurement Acquisition Policy (DPAP) Peer Review comments (goal: less than 30 days).
- Contract Review and Cycle Time (goal: less than 15 days).
- Timeliness of Contract Award- Procurement Acquisition Lead Time (PALT) (98% of time in accordance with PALT milestones as approved at the Acquisition Strategy Review Panel (ASRP) and Milestone A Integrated Acquisition Review Board (I-ARB).

Task: Identify and implement training needed to improve acquisition practices focused on areas of improvement or regression in skills from 2007 using 2011 model and develop action plan to remediate gaps.

(OPR: J73 and DLA Human Resources [J1])

- Complete Acquisition Workforce Skill Deficiency Competency Assessment (AWSDCA).
- Develop and execute action plan resulting from AWSDCA.

Task: Assess potential expansion of JCASO role in contingency and other forward-support environments to meet milestone approval dates for a June 2012 initial operational capability (IOC).

(OPR: JCASO)

- Meet milestone approval dates.
- Track Number of Level II and III Contingency Contracting Officers (CCOs) available for deployment.
- Develop a metric for efficiency measurements, including dollars saved by Military Services through DLA/JCASO contingency contracts, reduced number of DoD CCOs required and increased levels of DLA capability in contingency environments.

Task: Achieve 100% of small business goal in support of DoD goals and related customer benefits.

(OPR: Small Business Programs office [DB] and PLFAs)

STEWARDSHIP EXCELLENCE

SE-6: Implement information technology enhancements to facilitate improved customer support and process efficiency. Integrator: J6

Task: In accordance with negotiated schedules, deploy enterprise applications to include:

(OPR: J6)

- Eprocurement, (OCR: J71)
- Energy Convergence
- Reutilization Business Integration (RBI)
- Supply, Storage and Distribution (SS&D) / Inventory Process Optimization (IPO)
- Implement applications within a 5% variance of approved cost, schedule, and performance goals.

Task: Continue the sustained focus on preventing cybersecurity issues while including expanded mobile devices into the inventory.

(OPR: J6)

- Maintain average of Agency-wide assessment scores at "Excellent" as prescribed within the U.S. Cyber Command (USCYBERCOM) Readiness Inspection (CCRI) scoring system for each Blue Team Assessment conducted.
- Complete at least 95% of all planned and scheduled Information Assurance (IA) Compliance Review engagements for CY12, to include penetration testing events.
- Maintain 100% accreditation rate for DLA IA systems operating in a production environment.
- Attain a 15-20% increase in the number of Authority to Operate (ATO's) issued vice Interim ATOs (IATO's) during FY2012.
- Execute planned iPad pilot within 5% of scheduled days allotted for testing.

Task: Standardize and integrate sustainment processes and management tools to ensure minimal disruption when implementing new capabilities.

(OPR: J6)

- 100% standardization of major DLA change request processes by September 2013.
- IOC for standard change request software solution by September 2013.

Task: Identify and execute Continuous Process Improvement projects to increase the number of hours available to execute system change requests by 15%.

(OPR: J6)

- Decrease the average delivery time by 15% from the 2011 baseline.
- Determine work days from approval or prioritization of project to project delivery.
- Decrease work days by 15% from current average.



SE-7: Mitigate significant known or potential risks to mission accomplishment and efficiency.

Integrator: DLA Strategic Plans and Policy (J5)

Task: Execute DLA's annual Enterprise Risk Management (ERM) process to help identify significant risks and influence related planning for audits, attestations, crime vulnerability assessments, and various other management reviews.

(OPR: J5)

- Develop, brief, and publish the annual agency risk profile no later than June 1, 2012, in support of upcoming fiscal year planning requirements of the customers of the subject process.

Task: Continue focused vulnerability mitigation efforts in areas such as:

- Pursue additional tools and techniques to identify and prevent receipt and redistribution of counterfeit parts.
(OPR: J3)
 - Implement a decision-support capability to identify transactions at high risk for counterfeit activity.
(OPR J3)
 - Increase testing for "at-risk" items.
(OPR: J3, DLA Aviation, DLA Land and Maritime, DLA Troop Support)
 - Establish additional qualification lists for distributors in areas of counterfeit activity, by end of 2nd quarter FY2013.
(OPR: DLA Aviation, DLA Land and Maritime, DLA Troop Support)
 - Standardize traceability procedures and acceptable documentation.
(OPR: J7)
 - Deploy training to build DLA workforce awareness in 3rd quarter FY2012.
(OPR: J3)
 - Complete a business case analysis by the end of FY2012 applicable to DNA Marking viability.
(OPR: J3)
 - Destroy 100% of counterfeit parts after release by relevant law enforcement and judicial authorities.
(OPR: DLA Disposition Services)
- Sustain heightened cyber security awareness and issue prevention.
(OPR: J6)

- Maintain average of Agency-wide assessment scores at "Excellent" as prescribed within the CCRI scoring system for each Blue Team Assessment conducted.
- Complete at least 95% of all planned and scheduled IA Compliance Review engagements for Calendar Year (CY)2012, to include penetration testing events.
- Maintain 100% accreditation rate for DLA information systems operating in a live production environment.
- Attain a 15 to 20 percent increase in the number of ATOs issued vice IATOs during FY2012.
- Capitalize on various review processes to prevent potential procurement fraud and other risks to effective acquisition performance.
(OPR: J7)
 - Incorporate fraud assessment and reporting elements into 100% of Procurement Management Reviews.
 - Implement mitigation plan or corrective course of action for every identified material weakness in the acquisition function.
 - Reduce significant findings during acquisition review boards.
 - Complete Management Plan of Corrective Actions 100%.
 - Implement mitigation plan or corrective course of action for every identified material weakness in the Enterprise Procure-to-Pay Business Cycle.

Task: Implement enhanced planning processes to improve investment decisions through segmentation policy and tools.
(OPR: J3)

- Reduce Procurement Request (PR) generation by 25% without negatively affecting material availability.
(OPR: J3)

Task: Leverage DLA OIG capabilities in support of enhanced risk management and mission outcomes.
(OPR: DLA OIG)

- Identify specific linkage to strategic DLA guidance for 100% of planned elements of the DLA Audit Plan and Crime Vulnerability Plan.

WORKFORCE DEVELOPMENT

WD-1: Assess and improve hiring and selection policies and practices to ensure a diverse, high-performing workforce. Integrator: J1

Task: Review current policies on selection authorities across the Agency and implement appropriate changes.

Task: Identify and implement best practices that support improvement in participation rates among key under-represented groups.

(OPR: J1 codes and PLFAs)

Task: Assess Equal Employment Opportunity complaints and findings to facilitate changes to hiring and selection practices.
(OPR: DLA Office of Equal Employment Opportunity [DO])

Task: Use targeted recruitment to increase the diversity of the applicant supply.

Task: Enhance training provided to hiring managers and selecting officials.

Task: Assess and refine the Agency's executive development practices.

SUCCESS INDICATORS:

- Achieve a workforce participation rate consistent with the Relevant Civilian Labor Workforce of:
 - 8.8% for Hispanics
 - 32.22% for White Females.
- Achieve a workforce participation rate of 3% for people with Targeted Disabilities.
- Achieve $\geq 90\%$ in the Recruitment category on the Workforce Readiness Index.
- Achieve \geq a 3rd quartile score in the Capability Development index on the DLA Culture Survey.
- Achieve \geq a 75% positive response rate in the Diversity focus area on the DLA Climate Survey.

WD-2: Improve DLA's organizational and individual performance-management practices. Integrator: J1

Task: Implement refresher training on all aspects of the performance management process for supervisors and managers.

- Develop and launch DLA Supervisor Refresher Training.

Task: Review rewards and recognition policies and practices to ensure alignment of organizational performance, individual achievement and employee recognition.

(OPR: All)

- 90% of individual employee performance plans align to organizational goals with clear, measurable standards of performance.
- 90% of performance plans are communicated within first 30 days of performance cycle.
- Attain "Green" for the following Workforce Readiness Index metrics: Executive Leadership Development Program (ELDP) Level 3 Completion Rate; Employee Satisfaction with Feedback; Employee View of Performance/Recognition Link.

Task: Use the beneficial suggestion program and performance management process to increase employees' focus on achieving possible process improvements and cost reductions.

(OPR: All)

- Improve beneficial suggestion program participation with 90% of valid suggestions approved or disapproved within 45 business days.

