

Dimensions

Defense Logistics Agency

July/August 2001

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2001



40 Years of Logistics Excellence

★★★ From the Director

Milestones and Achievements

On July 4th, our Nation celebrated its 225th year. The freedoms we now hold dear were secured through the sacrifices of the first patriots. The brave men and women of today's Armed Forces continue to preserve our liberty and American way of life. We in DLA can be proud of the support we give them to ensure that our flag flies free.

This also year marks the 40th anniversary of the Defense Logistics Agency. When Army Lt. Gen. Andrew T. McNamara, was given the task of consolidating all military supply and contract administration functions in 1961, the Defense Supply Agency came into existence.

Our Agency has kept its momentum going during the past four decades, through such innovative workforce related initiatives as the DLA Corporate Diversity Team, which is focused on creating a culture in DLA that embraces the similarities and differences in all employees and fosters a climate of trust.

DLA personnel continue to answer the call, as evidenced by our participation in the world-wide Command Post Exercise called Positive Force 01. Through our participation, DLA personnel are learning lessons in peacetime that will enable the Agency to seamlessly support the warfighter in a crisis.

We further focus on our customers and obtain feedback and information through customer support representative conferences such as the one held recently in Columbus, Ohio. You will also read about the DoD Electronic Commerce Day conference where hundreds of representatives from the military, industry and government met to review DoD progress in implementing electronic business practices. Additionally, a partnership between Defense Supply Center Philadelphia and the EG&G Super SERVMART enhances customer service to the Atlantic fleet.

DLA employees selflessly volunteer their time in support of their local communities. For example, employees from DLA Europe and Defense Supply Center Philadelphia Europe assisted 55 athletes from a local elementary school in the 28th Annual German-American Special Olympics in Darmstadt, Germany. Members of the DLA Contingency Support Team in Kosovo continue to visit a local elementary school there, bringing much needed supplies to the students in that region.

The outstanding accomplishments of our workforce continue to be recognized. Several teams and individuals received Federal Executive Board 2001 Excellence in Government Awards, and personnel from three DLA depots were honored by the Military Transportation



Management Command. Four DLA nominations received honorable mentions in the FY 2000 Secretary of Defense Environmental Security Awards. In addition, DLA received five DoD Value Engineering Achievement Awards, in recognition of reducing costs while retaining performance and quality.

This July also marks the 14th Change of Command for the Defense Logistics Agency. I am truly honored to have been selected and entrusted to lead the Defense Logistics Agency into the future. I will follow 13 previous directors and join three legendary Supply Corps officers who have worn the rank of Vice Admiral. A change of command is a time for renewal and re-commitment. My priorities include improving readiness, reducing cost to our customers, modernizing our business systems, and educating and developing our people to meet the challenges of the 21st century. I know I can count on the professionals at DLA to make all this happen. ♦

A handwritten signature in blue ink, appearing to read "J. Shippert".

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DLA Diversity Team Keeps Momentum

This is the second in a continuing series on the DLA Corporate Diversity Team and covers the team's initiatives.

By Mimi Schirmacher
DLA Public Affairs

The DLA Corporate Diversity Team has initiated several programs and processes throughout its seven-year history to keep the momentum of diversity going strong within the Agency.

Their efforts started back in 1994, when this group of Senior Executive Service employees and other senior-level employees from throughout DLA headquarters was brought together to examine discharge rates of minority males in the workforce. They realized that the rates were due in large part to the relationships of the people within the organization, and that the Agency needed to address the issue of diversity throughout the workforce. They began meeting to brainstorm ideas for a diversity charter and vision that would reflect the importance of recognizing the differences and similarities of all DLA employees and the value that a diverse population can contribute to DLA's mission. The DLA director approved the charter and vision, and the group became the DLA Diversity Team.

"We felt that we were talking about diversity from a business perspective," said Walter Thomas, associate General Counsel at DLA headquarters. "We developed a business rationale for diversity. One thing the team was certain about was that while we were moving into the 21st century, we had to examine what the workforce is going to look like. We viewed our employees as an important asset in the Agency, and in order to deal with all our people effectively, there needed to be a business rationale for diversity."

"It was important too, because we recognized that throughout DLA's field activities, everyone was busy accomplishing their missions and completing day-to-day tasks," Thomas explained. "The first question most people would have is how is this [diversity awareness]

"We don't want to view diversity as some "flavor of the month," something that was developed and then put on a shelf. Part of our continuing effort is to ensure that we live by these diversity principles, and that our commitment is apparent to anyone when they walk through the door."

– Walter Thomas

going to help me in terms of doing my job or meeting the goals of my organization."

In order to explain the program and get employees in a diversity training awareness mode, the team contacted Dr. Roosevelt Thomas, who had written "Beyond Race and Gender" which dealt with managing

diversity, and asked him to conduct diversity training in DLA. "We planned for Dr. Thomas to come to DLA headquarters first, then we would take him across the country to geographical pockets to meet with inventory control point employees and depot employees," Thomas said. The training dispelled many misconceptions that employees had about diversity, and promoted the concept of valuing the similarities and differences of all employees as well as their contributions. Those who attended the training came away with a different perspective on diversity.

To augment the awareness training, the team also developed a diversity video and distributed it throughout the Agency. It contained an introduction from the DLA director, and depicted team members talking about diversity in DLA – what it means, and what employees' views are. The team also provided information to the PLFAs on how to establish a local team, what it can consist of, how it could be developed, and the types of issues that could be addressed.

"Some of the PLFAs had existing teams, with different names," Thomas said. "We didn't want to usurp these teams, we just wanted to make sure they were covering what was needed." In addition, when the PLFA teams received the diversity video from headquarters, many created local diversity videos which were added onto the original.

The team also developed principles of diversity. During brainstorming sessions, members discussed the types of things that were important to employees — as a

worker, a person, and being part of the DLA community. "We examined what goals and principles we wanted to live by, and to instill in our organization," Thomas said. They took the myriad ideas presented, combined and refined the input, and came up with seven principles of diversity. "This wasn't a magic number," Thomas explained. "It just resulted in seven ideas that stood out." They were submitted to the DLA Director, who approved them, and the team disseminated them throughout the Agency on posters and cards.

"After we disseminated the principles, we had concerns that employees would not know exactly what led the team to those particular issues," Thomas said. "If you are trying to explain the principles to someone in the field, they might come at them from a different perspective than the way the team collectively thought of them," he added. So the team created a training package reflecting the philosophy behind the principles and defining the intention of the principles.

Another initiative from the diversity team was the development of a climate survey to assess employees' opinions, attitudes and ideas regarding the cultural environment within DLA. The team produced the survey in the form of a questionnaire. The commander at Defense Supply Center Richmond volunteered the center as the pilot site for the survey. After the pilot was conducted, the diversity team examined the feedback for strengths and weaknesses and made revisions. In the spring of 1998, 20,000 surveys were mailed out to DLA's workforce. The assessment had a response rate of nearly 70 percent. The data from the assessment survey was imported into a statistical software package so that it could be analyzed.

The data from the first survey served as a baseline for the second survey which will be conducted later this summer. "We feel that the second climate survey will be able to

show us some of the changes in those baseline findings," Thomas said. "Our hope is that the numbers pertaining to trust factors and sharing of information from the initial survey have risen, but if not, we hope to have a better understanding of why that did not happen."

In June 2000, the DLA Headquarters and Defense National Stockpile Center diversity team was formed at the Andrew T. McNamara Headquarters building. This team carries out the operational aspects of a local team, looking at issues relevant to the workforce in the building. "Our current focus is on awareness and advocacy," said Jacqui Bryant, the Chair of the DLA HQ and DNSC Diversity Team. "This is a continuous effort and includes broad based education on diversity concepts and imperatives."

In addition, beginning in February this year, the corporate diversity team has been making visits to DLA primary level field activities to share best practices and discuss diversity initiatives and obtain feedback. The first PLFA visited was Defense Supply Center Columbus. "The team members were very impressed with the way DSCC has woven the message of diversity into our core business strategies, rather than treating diversity as a one-time

program," said Valorie Freeman of the DSCC Office of Civilian Personnel.

The diversity team next went to Defense Supply Center Richmond in March. There they shared best business practices and provided updates on issues impacting the diversity initiative and the upcoming climate survey.

The efforts of the corporate diversity team are aimed at achieving an environment in the Agency that encourages the full participation of all employees and recognizes that employees are the most important asset in accomplishing DLA's missions and goals.

"We have tried at the corporate level to set a roadmap, boundaries, and guidelines for a diversity program throughout DLA," Thomas said. The team is focused on creating a culture in DLA that embraces the similarities and differences in all employees and fosters a climate of trust. "We want to have the concepts of diversity institutionalized in the Agency," Thomas said. "We don't want to view diversity as some 'flavor of the month,' something that was developed and then put on a shelf. Part of our continuing effort is to ensure that we live by these diversity principles, and that our commitment is apparent to anyone when they walk through the door." ♦

DLA Diversity Principles

- ✓ *We value the differences in people.*
- ✓ *We foster an environment of mutual trust and respect.*
- ✓ *We promote professional and personal growth.*
- ✓ *We create a supportive environment for each other.*
- ✓ *We recognize that sharing of information promotes the full participation of our workforce.*
- ✓ *We are committed to creating a sense of community in DLA.*
- ✓ *We respect and value individual contributions in meeting customers' needs.*

DLA Plays Big in Exercise Positive Force 01

By Mimi Schirmacher
DLA Public Affairs

In mid-April, DLA personnel participated in Command Post Exercise Positive Force 01. PF01 was a worldwide exercise sponsored by the Joint Chiefs of Staff to exercise, evaluate, and train the national defense community in decision-making and executive force deployment in response to a major theater war complicated by additional crises.

According to Lt. Col. Don Bruce, USMC, the DLA Pacific Theater team chief in the Plans and Operations Division in Logistics Operations (J-3) at DLA headquarters, DLA personnel focused on internal command and control issues, training personnel in contingency operations, and identifying internal policies and procedures to be incorporated into a DLA support plan.

"The supporting plan will address changes that occur within DLA during the rapid transition from peacetime business to a major theater war complicated by additional crises," Bruce stated.

Positive Force 01 involved DLA resources more than previous exercises, and encompassed many CINC and DoD agencies major exercises such as Reception Staging and Onward Movement and Integration (RSOI), Turbo Challenge and Amalgam Warrior into one. DLA's senior leaders, along with staff from all of the primary level field activities participated in the exercise. In Korea, a DLA Contingency Support Team was formed from the DLA Pacific Headquarters and all other field activity personnel on the peninsula.

At DLA headquarters, the Logistics Readiness Center and Crisis Action Team were operated 24 hours a day, with personnel working 12-hour shifts. Christine Gallo, the executive director of customer readiness and support in Logistics Operations, J-3, served as the exercise director.

At the primary level field activities, Command and Control Centers, along with other appropriate planning centers, were activated when directed by the CAT, or when exercise-generated events warranted participation.

DLA's primary objectives for Positive Force 01 were to perform exercise tasks in a war scenario while capturing issues and lessons to be used in developing an Agency supporting plan to the major theater war operations plan.

"The DLA Joint Training Plan assigned 13 Agency mission essential tasks to be performed during the exercise," Bruce said. "The tasks support the Agency's primary objectives and are cross-referenced to Joint Mission Essential Tasks at the strategic national, strategic theater, and operational levels." Among the 13 assigned Agency mission essential tasks, DLA personnel served as the technical staff, deliberate and contingency logistics planner for several classes of materiel, including Class I (subsistence), Class III (bulk), Class III (packaged), Class IX (repair parts), and disposal services to the Commanders in Chief.

To do this, DLA personnel had to ramp-up exercise participation from peacetime to war levels as realistically as possible based on the exercise scenario.

"All staff sections and field activities performed or simulated actions, complete with documentation, that they would be required to do," Bruce explained. However, participation in the exercise did not take precedence over real-world operations.

In order to monitor the status of



DLA Reservists (from left) Cmdr. Tim Schuler, USN; Col. Leon Haskins, USMC; Capt. Tom Ferrant, USN; and Maj. Nan Cain, USAF, discuss activities during the shift turnover between day and night shifts during Exercise Positive Force 01.

exercise operations taking place at all DLA activities worldwide, the DLA exercise director met daily with a Joint Exercise Control Group. The control group was comprised of full time exercise controllers at DLA headquarters and controller cells with the Joint Staff, Pacific Command, and U.S. Forces Korea. In addition, selected exercise participants from each headquarters directorate and primary level field activity served additional duty as members of the control group. This joint group was responsible for creating and implementing the scenarios in the exercise script. Scenario events ranged from in-theater disruption of contractor disposal support to attacks against our automated operating systems in the United States.

The exercise director also conducted secure video teleconferences with senior leaders to discuss reactions to exercise events, and the DLA Crisis Action Team briefed the exercise director and other HQ senior leaders daily on status of actions.

The logistics alone involved in synchronizing all the required video teleconferencing connections was

complicated by the fact that the participating teams were in several time zones. "For example, a briefing set for 10:00 a.m. at DLA headquarters, happened at four in the morning in Hawaii and 11 at night in Korea," Bruce said.

As the most inclusive command post exercise for the Agency during this fiscal year, PF01 provided the best opportunity available to DLA staff to examine and deploy the use of DLA Reserve forces in a realistic war setting. Reservists make up just 3 percent of the DLA workforce, with Active Duty military members representing another 2 percent. An estimated 575 Reservists are currently assigned to DLA billets.

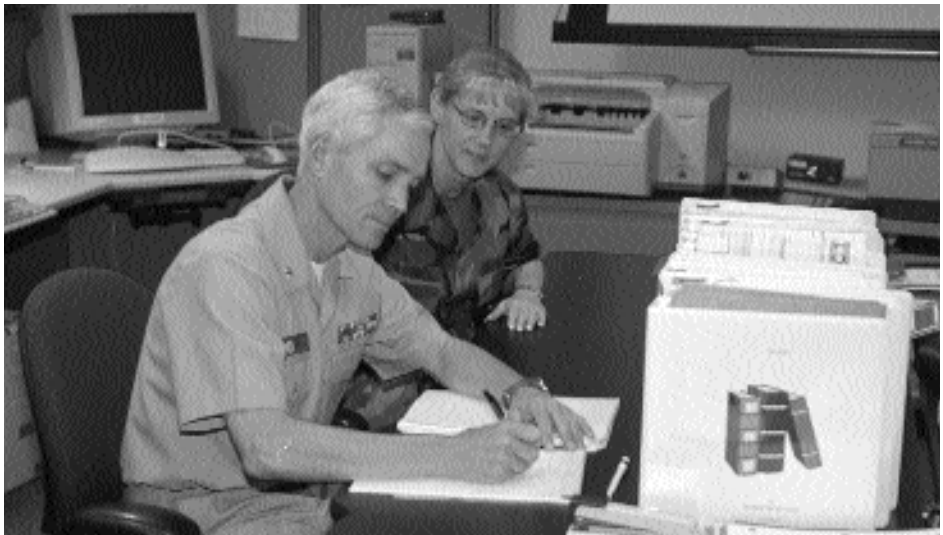
During PF01, an effort was made to validate augmentation requirements while examining mobilization policy and procedures. "Individual mobilization augmentees and joint reserve personnel were used to the maximum extent possible in their command post exercise roles to allow robust involvement while maintaining continuity of daily business operations," Bruce said. Approximately one-third of the Agency's crisis action team was manned by reserve force members at any given time during the exercise.

The exercise officially ended on April 27, and participants submitted after-action reports to the Crisis Action Team director on May 31. The reports identified issues during the exercise that were to be included in the DLA support plan, as well as identifying the effectiveness of DLA scenario events and those that should be included in future exercise play.

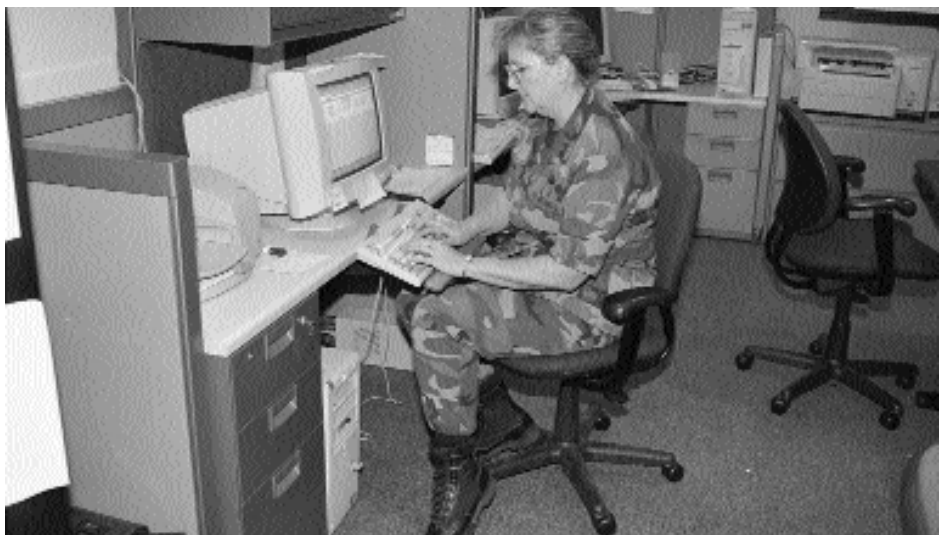
During the final video teleconference Rear Adm. Raymond Archer, DLA Vice Director, ordered the incorporation of a significant PF01 issue, involving distribution policy for vendor delivered materials, to be incorporated into the Focused Logistics War Game or FLOW. DLA is a robust participant in FLOW and supports many other command post and field training exercises on an annual basis. Through our exercise participation DLA personnel are learning lessons in peacetime that will enable the Agency to seamlessly support the warfighter in a crisis. ♦



Maj. J. Chisolm, Army reservist (left) and Maj. John Snead, Air Force reservist, update the daily schedule of events for Exercise Positive Force 01.



Cmdr. Jim Semerad, Navy reservist, and Wendy McKinney, DLA civilian, document actions in the Logistics Readiness Center.



Air Force reservist Maj. Susan Brown records data during her 12-hour shift during Exercise Positive Force 01. (Photos by Thomas Wilkins)

Positive Force '01: America's Assessment for Readiness

By Karen Wahl, DSCP
Photos by Bill Ernst, DSCP

During the last two weeks in April 2001, Defense Supply Center Philadelphia took part in a world-wide Command Post Exercise sponsored by the Joint Chiefs of Staff known as Positive Force '01. This exercise involved DLA and its major activities more than any previous exercise. The mission of Positive Force, which last took place in 1998, is to evaluate the national defense community's ability to respond with timely deployment, mobilization and/or sustainment decisions.

Participants for this comprehensive exercise included members of the armed forces, members of the Unified Combatant Commands, the Departments of State, Transportation, Justice, and Health and Human Services, DLA, the Federal Emergency Management Agency, the Defense and the Central Intelligence Agencies, the National Imagery and Mapping Agency, and the National Reconnaissance Office, as well as many other agencies.



(from left to right) Army Brig. Gen. J.A. Mangual shares thoughts on logistics with Maria Pappas and Susan Segal.

The exercise prepared these organizations for a wide variety of trials, including such proceedings as noncombatant evacuation operations and repatriation, cyber attacks, and information operations events (e.g., rail disruption, and power outages). During the exercise, the Logistics Readiness Center and Crisis Action Team were on 24-hour manning with 12-hour shifts.

For DSCP, the 24-hour manning that was required of

the Command Control Center (CCC) was divided into three 8-hour shifts. These shifts were covered by the CCC Controller and a representative from each of the four commodities. The representatives were the points of contact for the commodities that received the inquiries and status questions as they came in and responded to each quickly and efficiently. Some of the requirements



Army Maj. Jeffrey Brown, CCC Controller, updates Army Brig. Gen. J.A. Mangual with the daily status report.

that they were asked to support included the need for chemical protection suits from the clothing and textiles commodity, the need for Cyproflaxin from medical, a need for Meals-ready-to-eat from subsistence, and a critical item list for general and industrial. These examples make up a few of the 65 actions and requirements DSCP was asked to complete.

Army Brig. Gen. J.A. Mangual, commander of DSCP, attended daily video teleconferences with the senior leadership in DLA. He also received daily updates from the CCC, and gave approval to release daily situation reports.

The Exercise Directive states that DSCP's role in Positive Force '01 was to support DLA participation in the exercise, and to activate internal organizations and personnel to support the exercise objectives and concept 24-hours per day. DSCP was also asked to assign operational control of its personnel in the Korean Theater of Operation to the DLA Contingency Support Teams, and to support DLA-Pacific, Hawaii with DSCP-Pacific personnel to provide 24-hour per day functional expertise, along with planning and watch capability, required to operate the DLA Theater Logistics Operations Center.

"We were successful in exercising the systems and procedures to fight a major theater war," said Army Maj. Jeffrey Brown, CCC Controller for DSCP. "DSCP completed our 65 actions within the deadlines and supported requirements in subsistence, medical, clothing and textiles, and general and industrial." ♦

Customer Support Representatives Learn from the Best in Columbus

By Tony D'Elia
DSCC Public Affairs

The Defense Logistics Agency's customer support representatives learned from the best during their recent 2001 Customer Support Representative Conference held in Columbus, Ohio.

Welcomed by DSCC Commander Air Force Maj. Gen. Mary L. Saunders, and initially briefed by Army Brig. Gen. Barbara Doornink, the former Defense Distribution Center commander, the CSRs also got insights from DLA Vice Director Rear Adm. Raymond A. Archer III; DLA Executive Director Phillip Steely; Deputy Director, Logistics Operations (J-3) Frank Lotts; and DLA Readiness and Customer Support (J-3) Executive Director Christine Gallo.



Army Maj. Heidi Reid gathers information.

"There's a wealth of information here," CSR Al Bertleff, said. Almost all of DLA's 73 CSRs attended the conference hosted by DSCC.

The purpose of the annual CSR conference is to educate and inform the DLA field representatives of the Agency's many initiatives designed

to help improve service to the customer. Throughout the week, the CSRs heard a variety of presentations on such topics as supply chain management, contingency plans, stock positioning, national inventory management strategy, tailored support policies, center levels and stockage policies, Business Systems Modernization, the Balanced Scorecard concept, and the Fleet Automotive Support Initiative.

"We get feedback from the ICPs (inventory control points) and DLA, and it brings us up to speed," said Alexander "Archie" Morton of the conference. Morton



Paul Davies, Anniston Army Depot, Alabama asks a question.



DSCC's Kurt Essenmacher and Glinda Toland of Red River Army Depot, Texas discuss customer service. (Photos by Mick Kraft)

represents DLA for the Marine Corps at Quantico. "We get a wealth of information."

Morton added that he felt it helpful to hear what DLA is doing for them and their customers.

"I think the CSRs in the field are working a lot better at partnering," noted Bertleff, a veteran representative who covers the Air Materiel Command at Wright-Patterson Air Force Base, Ohio. "There seems to be more of a spirit of cooperation. These relationships take time to develop."

Customer support representatives serve as the link between the military customers and DLA. They improve readiness support by assisting the military in doing business with DLA and its field activities like DSCC.

At a "mini expo" held during the conference, the ICPs and other members of the DLA family took the opportunity to supply the CSRs with a variety of information. Some of the various booths represented the Business Systems Modernization project, the DLA Product Testing Center, DLA Corporate Communications, the DSCC Small Business Office, and Defense Distribution Center.

"This may have been the best one (CSR conference) I've been to," commented Bertleff. "It was very well organized."

DSCC's Customer Advocacy Group coordinated the conference, with help from the DSCC Land-Based Weapon Systems Group, Maritime Weapon Systems Group, Office of Installation Services, Public Affairs Office, and the Leadership Development Association. ◆

DLA Enters Team Armor Partnership

By Tonia D'Elia
DSCC Public Affairs

The Defense Logistics Agency recently awarded an \$8.3 million contract to General Dynamics Land Systems.

Managed by Defense Supply Center Columbus, the contract enters DLA into the Team Armor Partnership (TAP). The firm-fixed price, indefinite delivery-type contract is for 512 spare parts to support the M1A2/SEP tank and the Wolverine — a portable, heavy assault bridge.

“It’s a new way to do business for us,” said John Gonias, vice president of contracting for the Sterling Heights, Mich., firm. He added that it wasn’t the easiest way for his com-

pany, but that the focus was on customer satisfaction. Action is already under way to expand the contract to include up to 8,000 spare parts. Other weapon systems can be added and the contract can be extended up to 12 years.

The DLA contract, called the Abrams Strategic Alliance Partnership, is a performance-based contract that manages overall sustainment support rather than individual parts.

DLA representatives visited the Fort Hood, Texas TAP facility last year and saw potential for involvement across GDLS business base. TAP was created in September 1999 as a partnership between the Abrams

Project Manager, the Army Tank and Automotive Command, and General Dynamics Land Systems to reduce pipeline costs and improve supply chain responsiveness for the M1A2/SEP tank. The M2A3 Bradley Fighting Vehicle was added last year and the official name was changed to TAP in January 2001.

At a recent contract-signing ceremony, DSCC Commander Air Force Maj. Gen. Mary L. Saunders said that entry into the TAP was a “good business decision” for DLA and thanked the DLA-GDLS team for its hard work.

During the ceremony, Army Maj. Gen. Joseph L. Yakovac noted that the reason for TAP’s success was that



The new \$8.3 million contract between DLA and General Dynamics Land Systems will supply spare parts for the M1A2/SEP tank and the Wolverine — a portable, heavy assault bridge. (General Dynamics photo)

it was “bottom-up driven” as opposed to being mandated from the top-down.

The primary DSCC team members attending the ceremony were Army Col. Frank Petty, director of DSCC’s Land-Based Weapon Systems Group, Carolyn Martin, DLA Weapon System Support Manager, Army Lt. Col. Tina Gopon, DSCC Readiness Officer, and Patty Snyder, contracting officer.

Saunders also recognized the original architects of the TAP concept, George Bednarik, chief of the PM Abrams Logistics Management Division, and Jack Dugan, chief of

TACOM’s Heavy Combat CBU.

GDLS executives attending the ceremony were: Lt. Gen. (Ret.) Paul E. Funk, vice president, Customer Support and Services

Company; Lt. Gen. (Ret.) Donald S. Pihl, GDLS vice president, Ground Combat Systems; and John Gonias, GDLS vice president, Contracts and Estimating. ♦



General Dynamics and DSCC personnel posed for a photo during the recent contract-signing ceremony at DSCC’s Operations Center. Pictured are: (from left) Randall Noorman, GDLS Contracting Official; Paul Funk, VP Customer Support and Service Company; Frank Quinlan, Legal Counsel; Jerry Knight, Cost and Price; Charles Sharp, Supervisor, Long Term Contracts; Jim Waye, CSSC; Rich Fousek, GDLS; Lt. Col. Tim Dixon, Contracting Officer; Maj. Gen. Mary L. Saunders, DSCC Commander; Mark Spinler, CSSC; Nancy Willey, Contract Review Office; Patty Snyder, Contracting Officer; Lt. Col. Tina Gopon, DSCC Readiness Officer; George Bednarik, Chief, PM Abrams Logistics; Carolyn Martin, DLA Weapon System Support Manager; and George (John) Gonias, vice president, GDLS Contracting. (DSCC photo by Charles Moffett)

New ID Card coming to DLA

It’s coming. The new Department of Defense ID Card is slowly making its way to DLA. It is called the common access card, or CAC, and will be issued to approximately 4.3 million people to include:

- Active duty service personnel
- Selected reservists
- DoD civilian employees
- Eligible contractor personnel

“The DLA director and vice director have been briefed on the CAC program and are committed to its implementation as specified by the Office of the Secretary of Defense,” said Billy Owens, the staff director of Command Security at DLA headquarters.

The CAC utilizes smart card, advanced technology. It is the size of a credit card but it contains one or more embedded memory and/or integrated circuit chips. The CAC also contains a linear barcode, two-

dimensional barcode, magnetic stripe, color digital photograph and printed text. The CAC will be used primarily as a standard means of identification; a principle card for physical access to buildings and spaces; and as a hardware token for the DoD-wide Public Key Infrastructure with use on DoD computers.

Currently, DLA headquarters and Primary Level Field Activities Command Security Officers are responsible for ensuring that all personnel have access to a CAC terminal. DLA has identified seven locations which will have their own CAC terminal: Defense Supply Center Richmond, Andrew T. McNamara HQ Complex, Distribution Depot San Joaquin, Defense Supply Center Columbus, Defense Logistics Information Service/Defense Reutilization and Marketing Service, Defense Supply Center Philadelphia and Defense Distribution Center.

Tentative dates have been established for installation of the terminals and will be published in the near future. ♦

Conferees Discuss Law-Enforcement Support

By Jim Katzaman
DLA Public Affairs

Local law enforcement and tight budgets seized center stage at Williamsburg, Va., recently where state and federal officials met to discuss the safe transfer of excess military equipment to cash-strapped civilian police agencies.

The Defense Logistics Agency's Law Enforcement Support Office sponsored the annual conference, which spotlights a huge yet little-known DLA-run program that has recycled hundreds of billions of dollars worth of excess military goods to federal and state officials since 1995.

Noting many years of success, Army Lt. Col. Laurie F. Sattler, LESO director, said the mission of the Law Enforcement Support Office is to transfer excess Department of Defense personal property into the hands of officers on the street to aid law-enforcement operations.

"In the early 1990s, with the military drawdown in full swing, Congress determined that local police agencies could put this aging equipment to good use in their law-enforcement programs," she said.

As a result, almost anything in the military inventory — including aircraft — is a possible candidate for LESO turnover, as long as the item has a law-enforcement application.

"It might not be new, it might need repairing, but it can be used by another law-enforcement agency," Sattler said. "It's not economical for the government to stockpile these items in a warehouse. So, as units turn in older-model equipment such as M-16 A-1s, we find law-enforcement agencies that need it and are glad to use it."

As part of the 1990 National Defense Authorization Act, Congress gave the secretary of defense the power to transfer excess Department of Defense personal property to drug law-enforcement agencies. Management responsibility fell under the Office of the Secretary of Defense for Drug Enforcement Policy and Support.

In 1995, the secretary of defense transferred program manager responsibilities to DLA. The Agency set up a business relationship between it and the states through a memorandum of agreement. DLA consolidated five regional support offices into what by 1999 became the Law Enforcement Support Office at Fort Belvoir, Va.

In 1996, Congress also changed the property transfer law to include all federal and state law enforcement

agencies with an emphasis on counterdrug and counterterrorism missions.

The Williamsburg gathering marked the third time DLA played host to the annual forum for interaction between agency and state officials, and was the first such meeting outside the National Capital Region.

"The offsite gives state and federal officials an opportunity to come together and network among themselves with DLA and other DoD agencies without the hustle and bustle of the beltway," Sattler said.

There was much to discuss among a wide array of state and federal officials — male and female, young and old. Their common link was that they were salaried officials appointed by their governors or federal officers and represented agencies with the power to arrest and apprehend lawbreakers.

Many officials present worked for state public safety departments. Others were from states that delegated military transfer responsibilities to the National Guard or other agencies. The mix of varied backgrounds and expertise posed a challenge to Law Enforcement Support Office officials charged with writing standardized program guidelines.

Daily forums between the 85 state and federal officials flowed with active and friendly give-and-take discussions. Participants kept in mind LESO's goal to provide equipment for legitimate law-enforcement use.

"The spirit of this program is to provide you with property to combat criminals," said Matthew Brown, deputy director for trade security in the DLA Criminal Investigations Activity. He especially emphasized controls within the program to keep property transferred from the federal government out of the hands of criminals that the equipment was designed to fight.

Conference participants from state and federal agencies generally gave conference organizers high marks for organizing the meeting and exchanging information.

Don Sherrod, excess property director for Georgia, said his state alone has 947 law-enforcement agencies of which 747 participate in the LESO program. "Since the program started," he said, "we've recycled more than \$100 million worth of equipment into Georgia, including 14 to 16 helicopters."

He has 12 to 15 people working each day looking out for and transitioning military equipment. They travel anywhere from Keesler Air Force Base, Miss., to Florida to

Fort Bragg, N.C. One person does nothing but validate equipment to make sure Georgia agencies use it in accord with the LESO memorandum of agreement.

“Georgia employs about 42,000 certified officers who need our support,” Sherrod said, adding that the state has 159 counties and 34 criminal justice agencies that fund counterdrug task forces. “They come to us first to see if equipment is available before they apply for a grant to get the funds.”

Sherrod would say his is a typical state operation. William E. LeGro, surplus property program manager for the U.S. Justice Department, said Sherrod “runs one of the two or three best programs in the country.”

Like Sherrod, LeGro is a military retiree, the latter having served 31 years in the Army before moving to the Justice Department where his job as a contractor is “to assist in making the LESO program work best for law enforcement.”

“The program is most valuable for underfunded agencies with great areas of responsibility,” LeGro said. “It’s a great program that requires state resources to make it work.”

Overall, LESO “has come a long way,” Sherrod added. “You’ll always have people who disagree, but the can-do attitude Colonel Sattler brings has helped the program grow in the last year.”

Sattler’s boss, Army Col. Patty S. Barbour, chief of DLA’s Disposal Management Division, echoed Sherrod’s endorsement, saying that she and other DLA officials benefited from the exchange of ideas at the conference.

“You’ve all given me a lot to think about,” she said at one point to the state coordinators. “I’m going to take another look at the memorandum of agreement to make sure it has the specifics you want to see.”

That kind of insight permeated the conference as all parties strove for mutual understanding of the LESO program.

“The value of the program has been to transfer much-needed equipment into the hands of officers whose agencies can’t afford to buy them,” Sattler said. “Putting so much excess DoD stock back into use is significant, which is why these conferences between federal and state agencies are so important.” ♦

DoD Small Business Councils Hold Joint Regional Meeting

The first joint council meeting of the Northeast, Mid-Atlantic, and District of Columbia DoD Regional Councils for Small Business Education and Advocacy Training Conference was held in May. Patricia Cleveland, who serves as Treasurer of the DC Regional Council, and Anthony Kuders, Procurement Technical Assistance Program Manager, both from the Headquarters DLA Office of Small and Disadvantaged Business Utilization, attended the meeting.

The DoD Regional Councils for Small Business Education and Advocacy are a nationwide network of small business specialists organized to promote the National Small Business Programs of the United States. There are eight regional councils sponsored by the DoD Office of Small and Disadvantaged Business Utilization, governed by individual by-laws. Membership is open to small business advocates

from the DoD and civilian agencies. Non-voting membership is extended to personnel representing small business interests such as Small Business Development Centers and Procurement Technical Assistance Centers.

The Councils’ primary objective is to promote the National Small Business Programs to include small, historically underutilized business zone (HUB Zone) small, small disadvantaged, women-owned small, veteran-owned small business concerns and historically black colleges and universities, minority institutions and tribal colleges. Additional objectives include promoting the exchange of ideas and experiences, and general information among small business specialists and the contracting community; developing closer relationships and better communication among government entities and the small business community; and staying abreast of statutes, policies, regulations, directives, trends and technology affecting the small business program. ♦

Fourth Annual EC-Day is Big Success

Hundreds of representatives from the military, industry and government met at the fourth annual Department of Defense Electronic Commerce Day conference in Alexandria, Va., in June. They listened, learned and participated in an event that has become an annual review of DoD progress in implementing electronic business practices. The Director of the Joint Electronic Commerce Program Office, Scottie Knott, was moderator of the event. As she introduced the distinguished speakers in turn, it was clear that e-business for DoD remains a key enabler for solving tough defense problems into the 21st century. JECPO has been renamed as the Defense Electronic Business Program Office.

The theme for EC Day 2001 was "Revolution in eBusiness Affairs." This revolution began with the mandate from the Secretary of Defense to accelerate the integration of electronic business techniques into DoD's operations. From the traditional paperbound areas of procurement and payment, the revolution has expanded into other business areas such as logistics, transportation, health, personnel and systems acquisition.

The focus of EC Day was on e-business solutions. With the barrage of new technologies and e-strategies bombarding business professionals, attendees were given the opportunity to learn about programs that actually work and innovations that have had results. EC Day 2001 highlighted success stories, including case studies of eBusiness implementations that achieved positive results. An important new feature was the series of small business workshops which walked vendors through every step of the process of doing business with DoD.

High-level DoD and industry executives presented success stories and lessons learned in DoD/industry partnerships and discussed collaborative efforts and technology innovations that have been effective. Technical sessions focused on issues such as online marketplaces, integrated data environments, wireless technology, and supply chain integration.

The speakers reported on the great strides being made in achieving the ambitious DoD electronic business goals and outlined an effective long range perspective of what the e-business community can expect for the future.

DLA Director Lt. Gen. Henry T. Glisson provided an outstanding snapshot of the emerging digital business practices for logistics support and how it has evolved

over the past few years. He closed with a personal note saying, "This will be my last EC Day and of all the things I have done in the Department of Defense, I'm most proud of what you all have done and what you have allowed me to be a part of. Continue the journey," he said, "and keep it right because all of us who wear the uniform in the Department of Defense are counting on you and we can not succeed without you."

The Honorable E. C. Aldridge, under secretary of defense for Acquisition, Technology, and Logistics was the featured government speaker.

Aldridge said that when he first arrived on the job he set five goals. His remarks amplified the first goal which is to "improve the efficiency, credibility and effectiveness of the acquisition and logistics support process." Aldridge said, "E-business across the enterprise will contribute significantly to the confidence the American people and their elected representatives deserve to have in our ability to manage their resources."

The featured industry presentation from Hewlett Packard included a video tape showing the latest concepts in web-centric internet appliance technology. These included advanced solutions to everyday problems based on the merger of the web and everyday items. The ever popular "Hard Ball" panel lead by the Vice Director of DLA, Rear Adm. Raymond A. Archer, addressed a wide range of challenging questions.

As has been a tradition at EC Day, a "virtual event" added a touch of the "art of the possible" with a tape of digital wizardry, jet fly-overs, balloons, fire works and curtains raising. Knott observed, "It is amazing what can be done in the digital world." The afternoon session included seven outstanding tutorials on topics ranging from reverse auctions to XML.

In addition, the DoD electronic commerce awards were presented to recognize outstanding electronic commerce related achievements within DoD. More than 70 e-business organizations participated in a close competition for the awards. Nominations in four categories were solicited from all DoD activities. The four categories were: best DoD web site business implementation; DoD electronic commerce pioneer; best electronic commerce team to a certified small business/government team; and best electronic commerce team to a large business/government team.

*"Of all the things
I have done in the
Department of
Defense, I'm most
proud of what you all
have done and what
you have allowed me
to be a part of.
Continue the journey."*

— Lt. Gen. Glisson

The winners of the EC Day 2001 Awards are:

Best EC Web Site Business Implementation

The Naval Facilities Engineering Command's Electronic Solicitation Web Site (ESOL)

The Naval Facilities Engineering Command (NAVFAC) Electronic Solicitation web site is the single site for viewing and downloading solicitations for NAVFAC's Construction, Architect/Engineer and Facilities Services Contract projects worldwide. ESOL eliminated the plan issue rooms at NAVFAC contracting offices, streamlined the business process and will provide \$19 million per year in efficiencies to NAVFAC over paper distribution of solicitation.

Electronic Commerce Pioneer

Defense Medical Logistics Standard Support Program Office (DMLSS)

The DMLSS Electronic Commerce/Electronic Data Interchange initiative totally reengineers and standardizes the paperless computer-to-computer exchange of purchase orders. The DoD medical user community has embraced the pioneering electronic commerce efforts of the DMLSS program and has reaped tremendous benefits to the DoD health affairs arena.

Best DoD Teaming with a Small Business

U.S. Army Communications Electronics Command (CECOM) teamed with Frictionless Commerce, Inc. – Electronic Auctioning Project Team

The Electronic Auctioning Project Team expanded the functionality of the Interactive Business Opportunities Page and the Army Single Face to Industry. Developed with Frictionless Commerce, this tool leverages advanced search, selection and comparison technologies and leading edge e-commerce functionality to meet the government's unique needs and goals.

Best DoD Teaming with a Large Business

Defense Supply Center Philadelphia and U.S. Transportation Command teamed with Bindley Western Industries, Emery Worldwide and Logistics Management Institute – DoD Vendor In-Transit Visibility Team

In-Transit Visibility of Vendor Direct Pharmaceutical Shipments was developed to achieve visibility of commercial vendors direct to the customer. To achieve this goal, USTRANSCOM and DSCP adapted their corporate systems to understand commercially-based bill of lading information. The team worked together to successfully adopt business practices that provided visibility of shipment line items and shipment status messages so shippers and consignees could track shipments. ♦



Dr. Margaret Myers (far left), acting deputy CIO and Mary Margaret Evans (far right), director of change management in the Defense Acquisition Reform Office, present the EC Day 2001 Award for Best DoD Teaming with a Large Business to (from left): Tony Travia, DSCP; Rosemary Bedame, DSCP; Col. Raymond Herbert, USAF, USTRANSCOM; Mark Wiley, Bindley Western; Mike McVeigh, Emery Worldwide; and Gus Creedon, LMI. (Photo by Charles Turner)

DSCP and Super SERVMART: Super Customer Support

By Donna J. Pointkouski
Defense Supply Center Philadelphia

A new partnership has been established between the Defense Supply Center Philadelphia's clothing and textiles directorate and the EG&G Super SERVMART in Norfolk, Va. This collaboration enhances customer service to the Atlantic fleet by offering organizational clothing and equipment items for sale at the naval base rather than ordering via the Internet or through the regular Military Standard Requisitioning and Issue Procedures process. This partnership not only gives customers a chance to browse over items before they actually buy them, it also expedites the acquisition process since customers can buy items right at the store and can leave with their purchase.

The Super SERVMART is a third party logistics (3PL) partnership between the Navy Fleet Industrial Supply Center Norfolk, EG&G Logistics, and Virginia Industries for the Blind. Located on the Norfolk Naval Station directly across from the piers, the Super SERVMART is a 50,000 sq. ft. facility that stocks over 12,000 items, including office supplies, electronics, and cleaning supplies. DSCP's organizational clothing is the latest addition to the SERVMART's expanding range of products offered to the fleet.

The DSCP clothing and textile directorate was initially approached by FISC Norfolk to expand customer service to the Tidewater Region of the East Coast. In response, DSCP offered a complete logistics solution that included



The DSCP aisle at the Super SERVMART includes flight deck jerseys, coveralls, boots, jackets, and more.

utilizing the existing Super SERVMART store to position DSCP stock closer to the fleet. The items consist of utility or organizational clothing and equipment such as laundry bags, gloves, safety boots, coveralls, foul weather jackets, flight deck jerseys and helmets, and flags.

Ships can now make an immediate purchase on items routinely requisitioned through the supply system, which makes the SERVMART particularly appealing for emergency or on-the-spot needs. "This is just another way of making the sailor's life easier," said Navy Cmdr. David Wiggs, director of the FISC's Material Division. The SERVMART provides a "one-stop-shopping" opportunity for the authorized supply officers that frequent the store.

EG&G agrees that service is the focus. "The addition of DSCP items enhances customer satisfaction by providing essential items with on-hand, retail availability," said John Hanlin, the Program Manager of the Super SERVMART.

To better support EG&G as a customer, DSCP leveraged existing distribution contracts, including the Virtual Prime Vendor-Southeast contract with Lion-Valen. Since the VPV is located in Suffolk, Va., less than an hour from Norfolk, EG&G receives a quick turnaround on orders. The advantages of this business relationship are passed on to the customers using the store.

Donna Pointkouski, the product group manager of the clothing and textile directorate's special purpose clothing unit, and Marianne Rolle, a commodity logistics specialist in the same unit, developed the initiative in the organizational clothing branch of the directorate.

Since the grand opening, customer response at the SERVMART has been enthusiastic. The two most popular items are the safety boots and the shipboard coveralls.



Representatives from DSCP's clothing and textile directorate were on hand for the Grand Opening to set up the aisle and answer customer questions. Pictured left to right are: Donna Pointkouski, Marianne Rolle, Janet Boas, and John Davis.

Since November, EG&G has ordered nearly \$200,000 worth of stock from DSCP. Customers enjoy the “instant” availability of the items and the fact that they do not have to place orders for different stock classes from multiple sources. “Our goal is customer service,” said Hanlin. “We’ve made the procurement process as efficient as possible.”

Army Lt. Col. Peter Altavilla, a product executive in the clothing and textile division organizational clothing branch, defines this service as a “customer tailored solution.” He believes that the relationship between DSCP and Super SERVMART “provides significant operational benefits to the fleet in the form of reduced inventories, faster response times, affordable pricing, and the convenient dock-side availability of top-quality products.”

For the future, the DSCP clothing and textile directorate hopes to continue to optimize service to the Navy’s Tidewater Region, including warfighter.net training at



Present at the ribbon cutting ceremony were (left to right): Navy Cmdr. David Wiggs, director, FISC Material Division; Bob Berrang, director, Virginia Industries for the Blind; George Melton, president and CEO of EG&G Technical Services, Inc.; Navy Capt. William Kowba, commanding officer, FISC Norfolk; Army Lt. Col. Peter Altavilla, product executive, DSCP clothing and textiles directorate; John Hanlin, program manager, EG&G Super SERVMART. (Photos by Donna J. Pointkouski)

customer locations, additional storefront operations, hard copy catalogs, and item/customer specific web pages. Further plans include spreading Norfolk’s SERVMART success to other customers nationwide through other SERVMART stores. ◆

New Logistics System Gets “Green” Light

Government agencies wondering how well they are doing at using recycled products can now get this information from a new Defense Logistics Agency automated system deployed on March 30.

The new Environmental Reporting Logistics System (ERLS) helps government installations identify how effective they have been in purchasing environmentally friendly, or “green,” items. It was developed by employees of the Defense Logistics Information Service and the Defense Logistics Agency Systems Integration Office to not only track purchases of green items, but also capture information on the hazardous items they store and use.

The first phase of the system’s development began in 1999 and let residents around agency sites know what hazardous chemicals were stored at each site. The improved system now tracks the demand for environmentally friendly items to confirm the effectiveness of the government policy to purchase products containing recycled materials. The system provides visibility for green alternatives to items traditionally used by federal agencies. Government buyers can use the system to select items that are friendlier to the environment, create less waste and reduce overall costs for taxpayers by avoiding expensive disposal operations for hazardous products.

“The hardest step was getting requirements for the green items,” explained Jo Geiger, ERLS program manager. Geiger said that the Environmental Protection Agency is very thorough at listing chemicals that are considered toxic or hazardous. “But it’s been a lot harder for everyone to agree on what it means to be a green item,” she added. She also said that being able to connect a green item with other similar items to promote its use has been even more difficult. “It’s something we’re continuing to work on, but this is a great first step.”

The automated system collects data needed for required reports. It monitors the amount and the location of hazardous products while they are stored at various sites and reports them to the local and state Emergency Planning Committees. This allows local fire departments and emergency response teams to identify hazards they might need to deal with and makes the community aware of potential health hazards. The system provides the types and amounts of environmentally friendly products procured by the agency for its many customers. Tracking this information will let the government focus on increasing the awareness among buyers about the availability of green items that meet their needs. ◆

DESC Embarks on Korea-wide Upgrade of Fuel Facilities

By Michael Anderson
DESC-Taegu

The recent reopening of the Yongsan Transportation Motor Pool service station was the latest milestone in a comprehensive Defense Energy Support Center upgrade of bulk petroleum and TMP fuel facilities in Korea. The project is being managed by DESC-Taegu and the Air Force Center for Environmental Excellence and is the third Army facility to be completed this year, after transportation motor pools at Camp Eagle and Camp Red Cloud.

We started planning this program over two years ago with the assistance of the Air Force Center for Environmental Excellence by utilizing one of their environmental indefinite delivery, indefinite quantity contracts. The Air Force Center for Environmental Excellence IDIQ concept was new to Korea and showed great promise. It allows DESC the latitude to accomplish the facility upgrades throughout the peninsula using a U.S. based, worldwide environmental construction company (IT Corporation) providing design and construction management, and Korean sub-contractors performing the actual facility construction and upgrades. Based on this "teaming arrangement" we are now seeing the results of all our hard work.

While the transportation motor pool upgrades are the most visible to the service members in Korea, they are only a small part of a multi-year \$160 million program. It includes inspection and repair of Army and Air Force bulk fuel facilities, storage tanks, hydrant fuel system upgrades and repairs, and pipeline work.

All the services in Korea benefit from this program, and we couldn't have done it without help from Terry Edwards, (chief of DESC Projects Division for AFCEE), the IT Corporation, and the Korean construction companies who have adapted tremendously well to the U.S. construction and quality control standards required under the upgrade program.

The upgrade program is an aggressive one, with the projects divided into three phases. Phase I includes all of the capitalized Army facilities north of Seoul (Camps Bonifas, Casey, Edwards, Page, and Red Cloud, K-16 Army Airfield, and Yongsan Garrison) and Camps Eagle and Long located in the eastern corridor. Phase II includes both Army and Air Force facilities located in the central area of the peninsula (Suwon, Osan, and Kunsan Air Bases and Camp Humphrey). Phase III includes all facilities located in the Southern area of the peninsula (Camps Carroll and Walker and Kwang Ju and Taegu Air Bases). In addition, the three Government



Lt. Col. James D. Meyer (center), commander of DESC-Taegu cuts the ribbon at Camp Red Cloud TMP re-opening ceremony.

The Yongsan TMP after its upgrade. The project was the latest milestone in a comprehensive Defense Energy Support Center upgrade of bulk petroleum and TMP fuel facilities in Korea.



Owned, Contractor Operated Defense Fuel Supply Points under DESC-Taegu management (Yechon, Kunsan and Pohang) are included in the Phase III work.

Projects at Camps Bonifas, Long, Eagle, and Humphrey, K-16 Army Airfield, Suwon, Osan, Kunsan, Kwang Ju and Taegu Air Bases are scheduled to either start or be completed in the next 12 months. In addition, a 30 to 40 percent cost savings is anticipated over the actual program amounts based on the reduced labor and material costs seen so far in utilizing Korean sub-contractors, Anderson said.

As a spin off of the Air Force contract, DESC-Taegu approached the Naval Facilities Engineering Support Center requesting assistance in establishing a Korean multiple award task order contract that would allow for DESC to contract directly with Korean contractors. The Naval Facilities Engineering Support Center would provide design, construction and quality control oversight. On May 23, the Contracting Command Korea signed contracts with two local Korean sub-contractors to perform maintenance, repair and environmental facility upgrades, inspection, testing and repair services under the first ever DESC- Korean MATOC. Under this contract, the same contractors who have proven themselves in the Phase I upgrades will now focus on motor pool upgrades and minor projects in conjunction with the Air Force contract, allowing for DESC-Taegu to further accelerate the project schedules while saving an additional 20 to 30 percent over the actual program amounts.

Mike Rocha, the chief of the utilities division for Naval Facilities Engineering Command was instrumental in working with DESC-Taegu, CCK and NFESC to

establish a memorandum of agreement between the three agencies to allow for this program to become a reality and meet all the requirements of the Status of Forces Agreement for contracting in Korea, said Anderson. The first project under the MATOC contract for the upgrade of the Defense Fuel Supply Point Kunsan facility was scheduled to begin June 1, and included the upgrade of the facility valve pits, sumps, tank lightning rod system, boiler room, FSII and CI tanks, and inspection and recoating of the two eight inch pier and dolphin pipelines that support barge receipts into the facility. DESC-Taegu attempted to award this same project last year at a cost of \$258,000. Under the joint MATOC the same project is now costing DESC \$158,000.

Also instrumental in supporting these programs has been Fred Ma, DESC-FE, who has provided funds and program oversight. Based on Mr. Ma's guidance and years of experience we were able to complete badly needed emergency repairs at many sites last year. DESC is taking a proactive role in preventing potentially damaging shut downs and environmental problems. The projects have also set the stage for the programmed automatic tank gauging upgrades across the South Korean peninsula.

With all of the agencies working together as a team, we're standardizing petroleum equipment across the Korean peninsula, completing badly needed safety upgrades, improving environmental protection, and saving hundreds of thousands of dollars in the process. ♦

Michael Anderson is the chief of the facilities division for DESC-Taegu.

The Work Number for Everyone

By Kristin Guss
DSS Corporate Communications

Buying a car? Applying for a loan? Need employment verification to complete the process? Now it's easier than ever with the Work Number for Everyone.

Defense Logistics Agency employees who need to provide employment verification or salary history need no longer fill out forms or paperwork. By using a computer and telephone, the verification process can now be taken care of in minutes.

The Work Number for Everyone is a service of TALX, an application service provider of employee services. TALX serves hundreds of companies and government agencies nationwide. The Work Number has over 40 million employee records from more than 600 organizations. Each month 30,000 verifiers access The Work Number to verify employment information.

Using the system is easy. After providing proof of employment to a company, the employee then gives the verifier his or her Social Security Number and the DLA agency code (10365). The verifier calls the Work Number (1-900-555-WORK) from a touch-tone telephone and enters the information.

If asked for salary information as well as employment information, an employee then follows an additional procedure, designed to protect privacy. First call the Work Number (1-800-EMP-AUTH) or enter the Work Number web site at www.the-worknumber.com. At the prompt, enter the DLA agency code, SSN and a Personal Identification Number, which is month and date of your birth in numbers. For example, if your birthday is July 17, enter 0717. The system will voice an authorization code. Then you provide the DLA agency code, SSN and the authorization code (but NOT the PIN!) to the verifier. The verifier dials 1-900-555-WORK for verification (overseas must call TALX directly or use the TALX web site). No one but the verifier can access the salary information without the employee's permission. Only three authorization codes may be active



at one time, and each one can be used only once.

The phone company will bill verifiers who call 1-900-555-WORK for verification. They are charged a nominal fee per minute for the call. Verifiers who want to be billed a flat fee per transaction (typically less than \$10.00 per verification) can become members of the system. Member verifiers call a toll-free number or use the web site to obtain employment and salary information. Verifiers who want to become members of the system or employees who have questions can call the Work Number Customer Service Team at 1-800-996-7566.

In October 1999, DLA deployed The Work Number for Everyone. Since Nov. 1, 1999, lenders have been required to use the Work Number to obtain employment and salary verification information.

For more information on the Work Number for Everyone, go to the DLA Human Resources Operations Center web site at www.hroc.dla.mil/talx/default.htm. ♦

100 Percent Free College Tuition Plus the Montgomery GI Bill

The Massachusetts Air National Guard is seeking active duty service members willing to separate from the Air Force to fill part-time and full-time vacancies within the Massachusetts Air National Guard. All members of the Mass ANG are entitled to 100 percent free tuition at all Massachusetts state colleges and universities. You will also receive your active duty Montgomery GI Bill benefits. If you can't be placed in your current AFSC, re-training is available. If you're interested in a Palace Chase/Front assignment, call Master Sgt. Pete Gorman at DSN: 256-7467, or 1-888-301-3103, ext. 7467, or by Email at Peter.Gorman@mabarn.ang.af.mil. Also check out the Massachusetts Air National Guard web site at <http://www.maairguard.org>. ♦

DORRA Provides High Quality Service

By Vicki Christensen, J-3

The DLA Office of Operations Research and Resource Analysis (DORRA) is DLA's premier professional analytical service activity. Formed in the late 1970's, DORRA provides DLA managers with a unique and powerful analytical capability. Services ranging from operations research to productivity improvement to business analysis are available to all managers within the Agency.

"People are DORRA's number one asset," states Charles Myers, director since January 2000. "We place a lot of emphasis on education and training to ensure that our analysts can meet the rigorous analytical demands of our clients. Our analysts are specialists in DLA operations and many have advanced degrees. We try to focus all of our energies on providing the highest quality service to our clients."

According to Dan Daddario, DORRA strategic integrator at DLA Headquarters, "DORRA is a fee-for-service activity, which means that we charge our clients for the services we provide. Our services are charged by the hour and the hourly rate is fully burdened. This allows DORRA to operate like a business and helps us provide our clients with exactly the support they require. In addition to our in-house resources, we use contractors, when appropriate, to satisfy our clients' analytical requirements."

DORRA is located in Richmond, Va., at the Defense Supply Center Richmond. Requesting DORRA services is simple. Once clients have identified their analytical needs, they should contact the strategic integrator at DLA Headquarters or the appropriate DORRA team chief. The DORRA representative will then work closely with the clients to provide them with an estimate of the cost to complete the task and ensure that a task order is prepared. Once the client and the DORRA director sign the task order, the client forwards the appropriate funding document, and the work begins.

DORRA's unique ability to combine experience, talented employees, contractors, computers, software, and data into quality analytical products has become its trademark. Please contact one of the DORRA representatives listed below for service:

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Dan Daddario (left), DORRA strategic integrator at DLA headquarters, and Charles Myers, DORRA director, discuss a project. (photo by Darrell Sears)

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Recycling 2000 Pilot Program Takes Flight in Germany

By Joseph Murphy
DRMS Public Affairs

After two years of work, Defense Reutilization and Marketing Service International officials signed a contract recently with the German firm, LOGEX, to support the Recycling 2000 (R2000) pilot program in Germany.

Through this partnership, the program will reengineer business practices to minimize environmental risks, reduce operating costs, respect host nation laws, and streamline contracting and logistics while improving quality of services. The integrated team that developed this initiative included expertise in environmental, business strategy, procurement, sales contracting, security, demilitarization, information technology and legal areas.

"For a pilot program, we are taking on the bulk of the scrap material, 75 percent, processed in Europe," Matt Plath, R2000 program manager at DRMS International headquarters in Weisbaden, Germany,

said. He explained that LOGEX will provide on-site staff at each Defense Reutilization and Marketing Office to off load, segregate, manage the collection site and decide when to remove property. "Property with a positive value will offset contract costs," Plath said. LOGEX will support the eight DRMOs locally using five partners. For additional service for demilitarization, demanufacturing and vehicles, LOGEX will call on specialized companies.

The preliminary steps have already begun. Representatives from the contracting and the program offices spent four days with Central European Zone employees explaining the requirements, performance standards and partnership goals of R2000. "The 20 contracting officer representatives who complete this training will be instrumental in making R2000 successful," said Mark Fitzgerald, contract specialist.

During the 30-day orientation period, LOGEX and DRMS International personnel will visit each DRMO to discuss site-specific issues and deploy the program. ♦



Seated at the Recycling 2000 pilot program signing ceremony are: (l - r) Christina Hernandez, assistant program manager; Pat Behrens, wielding the ceremonial pen, contracting officer; and Kellie Birch, contracting officer. Standing: Matt Plath, program manager; DRMSI Deputy Director Thom Trent; DRMSI Commander, Army Col. Patrick E. O'Donnell; and Mark Fitzgerald, contract specialist. (Photo by Joe Murphy)

Cup Holds Memories from World War II

By Kathleen Hausknecht, DRMS

"If this cup could talk! That was my first thought when I found the cup kicking around this DRMO," said Robert Coburn, distribution branch chief at Defense Reutilization and Marketing Office (DRMO) Hill.

According to Coburn, the cup was turned in at the DRMO as excess property years ago by a Reserve unit from Salt Lake City, and ended up filled with paper clips and rubber bands on the desk of a DRMO employee. After the employee retired, Coburn discovered the cup and noticed the writing etched in the metal cup.

"I found the cup in the warehouse and started to read the inscriptions on it. I knew this was something special. Being a former Marine myself, I was intrigued as to where it came from," Coburn said.

Coburn researched the places and dates inscribed on the cup that correspond with the landings Marines made during World War II.

"I pictured in my mind a young Marine going ashore at Roi Namur, a small atoll in the Marshall Islands, during World War II, then on to the islands of Sai Pan and Tinian where U.S. forces took more than 3,000 casualties in three days. Then being loaded aboard the transport ships and heading to the island of Iwo Jima, the big daddy of them all, costing the lives of more than 6,800 U.S. personnel, including 6,000 Marines," Coburn said. "The name on the cup is 'Rick,' and I had to wonder if he survived Iwo Jima?"

Coburn's attempt to identify the owner of the cup through *Leatherneck Magazine* was unsuccessful. Later,



at a conference at DRMO Lewis, he discussed his find with Stan Coleman, Defense Reutilization and Marketing Service national director, who is also a former Marine.

"The next day I got a call from the Public Affairs Office at DRMS headquarters informing me that the Marine Corps Headquarters Museum in Quantico, Va., was very interested in the canteen cup," Coburn said. "So I contacted Jennifer Castro, curator of the museum, who said it was a rare find and wanted to display the cup at the museum. I was hesitant about giving the cup away, but knew that was where it belonged." ♦



Inscriptions on the cup discovered at DRMO Hill reveal the tour of duty for a young Marine named "Rick." Locations etched in the cup are Roi Namur, Marshall Islands; Sai Pan and Tinian Islands; and Iwo Jima. (Photos by Jolene Nance)

Supporting the Warfighter

By Christine Born
DLA Public Affairs

On July 25, 1997, Lt. Gen. Henry T. Glisson, USA, became the 13th Director of the Defense Logistics Agency. As he prepared to depart DLA on July 20, 2001, the general shared some of his thoughts in an interview with *Dimensions* about his tour with the Agency.

Dimensions: What do you feel is *your* most important accomplishment while Director of DLA?

Glisson: I think it would be the transformation we've made within the Agency to focus on the warfighter. Today, everything we do is based on how we can provide better, faster, best value support to the warfighter. It's become our ethos or commitment; part of our culture in the Agency and our customers can sense it. If you talk to them, they will tell you that is the biggest change in DLA and they love it! This has led to a closer partnership with our customers than we have ever enjoyed. I can't take credit for all of this – we have some wonderful people doing great things every day to make it happen. Our vision of providing the right item, at the right time and place, at the right price – every time is now a way of life at DLA. I feel good about that.

Dimensions: Can you name some DLA achievements that you are most proud of while director?

Glisson: I could list so many things this great DLA Team has done during my tenure. The way the Agency has embraced change and focused very ounce of energy and efforts on the warfighter is at the top of the list. You can't change the direction of an organization this large without having people that are willing to do that. Our workforce is magnificent. They aren't afraid to change in order to become more efficient and effective – a testimony to their resiliency, agility, and professionalism.

The second, I think, is the work we did on the Defense Reform Initiatives. Out of that came a new mission for the Defense Energy Support Center – specifically, electricity. And they've responded brilliantly, with no additional resources. Our paperless and eBusiness initiatives were touted as major DoD success stories. The Joint Electronic Commerce Program Office (now the Defense Electronic Business Program Office) on the DoD Emall has just been extraordinary. The way we handled Y2K – we made the transition look easy because of our hard work and preparations, and we had the largest number of critical systems to transition. A super effort.

The work the Defense Distribution Center has done in reengineering itself to be more effective and efficient is



Lt. Gen. Henry T. Glisson, DLA director, addresses employees and original DLA "plank holders" at the Phase II DLA Museum ribbon-cutting ceremony and DLA 40th Anniversary kickoff. (Photo by Don Wagner)



Lt. Gen. Henry T. Glisson, DLA director, and Clif Chappel, DLA historian, cut the ribbon to open Phase II of the DLA Museum. The history program is one of the DLA achievements made while Glisson was the director. (Photo by Don Wagner)

another achievement I'm proud of. Their personnel strength and infrastructure is reduced, operating systems modernized, and their responsiveness/performance is the best ever. More change has taken place in DDC than in any other DLA organization, and they have responded brilliantly. What a great workforce.

I'm also proud of the way we have transitioned to a lead center concept. It has really made it much easier for our customers to work with us. Plus, it has allowed us to take on enterprise solutions to reduce operations costs and become more efficient. Moving DDC (Defense Distribution Center), DAPS (Document Automation and Production Service) and DRMS (Defense Reutilization and Marketing Service) into similar roles for their services will make the concept even stronger.

I'm particularly proud of DLA-Europe and the way they have supported Bosnia and Kosovo. No one really knows how much sacrifice and work they have done. It's a tremendous effort. We've not had a single mission failure there. Active Duty, Reservists, DLA civilians, all representing us at the "pointed end of the spear." What heroes they are!

I'm also proud of the way DLA-Pacific has evolved. They are a vastly different and improved organization and their future is bright. Col. Cleghorn and his team have done an extraordinary job. And they'll keep getting better and better.

I'm particularly proud of our Customer Service Representative Program. Our customers love it! We have increased the number and increased our presence in forward bases like never before. Wherever we have military personnel serving, you will generally find our CSRs, providing required support. Again, that demonstrates our commitment to focusing on the warfighter. We owe these

outstanding people a great debt. No one does more for DLA each day.

Our acquisition reform and reengineering efforts have literally changed the way DoD does business. There are probably a thousand of those I could name – but a few include all of our Prime Vendor/Virtual Prime Vendor Programs; our A-76 effort; the consolidation of the DISC (Defense Industrial Supply Center) and DPSC (Defense Personnel Support Center) into a single organization, DSCP; the reengineering of access to our supply systems so that they are accessible from the web – what testimonies to the innovation and ingenuity of our workforce.

Many others come to mind. The work we have done on the Integrated Data Environment for the Department has the potential to provide DoD with a great way to harmonize its databases. Our diversity program is very, very good. I think the work our chaplain (Chaplain Ralph Benson) has done on our ecclesiastical program and ministry is wonderful.

Our environmental programs have also been very good and I'm proud of our stewardship. I'm also proud of the way DLA Corporate Communications has evolved with its history program, corporate marketing, *Dimensions*, and DLA Today and Tomorrow.

Another one I want to mention is our Quality of Life program. With all the change and turmoil we've had going on, the Quality of Life support at every site has been right on target. The facilities are second to none, the programs we have to assist people are great.

***Dimensions:* DLA is 40 years old this year. Can you name some highlights that you would like to see listed in future DLA anniversary events from your tenure as Director and explain why?**

Glisson: There are four that come to mind. The first is DLA 21, which realigns how DLA will do business in the 21st century. It demands an enterprise, or corporate, approach to business systems modernization, strategic sourcing/positioning, organizational redesign, customer knowledge, and workforce development. This will create the DLA operational model for the foreseeable future.

The entire BSM (Business Systems Modernization) portion is the most important. It is the cornerstone of our future. Without modern business systems and processes, we simply can't do our jobs in a 21st century environment. This is the most important change we have undertaken in a long time. But we're focused, have placed required resources and leadership on the effort, and I'm confident we'll succeed. It is possible our systems could become the engine of change for all DoD.

The third would be Balanced Scorecard. We've tried for years to develop good metrics to measure success. Balanced Scorecard will do that. Lastly, the One Book will

create a single set of business rules that govern the way we, as an Agency, do business – standardizing our processes, allowing us to create enterprise solutions.

Our vision and Strategic Plan set the right tone and direction for the Agency. I'm confident DLA will only continue to improve and remain an integral part of the warfighting team.

Dimensions: Describe some of the major mission changes that DLA underwent during your tenure.

Glisson: The biggest change has been our forward presence. Wherever you find soldiers, sailors, airmen and Marines stationed – they expect DLA to be there providing the right item, at the right place and time, at the right price, every time. And we've responded accordingly with CSRs, LNOs, strategic stocking, and expansion of DLA-Europe and Pacific. A real success story. I've already mentioned our DESC and JECPO roles.

Dimensions: Is there a particular direction you feel the Agency should be moving toward as we enter the new century?

Glisson: There are two that I see. The first is in distribution. I think DLA ought to be the distribution manager for DoD. I think we are postured to do that and I think the things that we are seeing under the strategic distribution management initiatives – in partnership with USTRANSCOM (U.S. Transportation Command) – show the potential of a single manager of the distribution process. The savings and responsiveness potential by having a single process owner and manager are tremendous.

The second has to do with ownership of the supply chain. Having DLA designated as the supply chain owners and managers in DoD for the commodities that we are responsible for, would again yield tremendous savings and efficiencies, as well as better responsiveness for order fulfillment.

The other thing we need to do is leverage the capacity we have up in Dayton, Ohio, with the Defense Automatic Addressing System Center to speed the order fulfillment process. They are a national treasure that most people don't know about.

The alignment of DAASC, Defense Logistics Information Service and Document Automation and



Lt. Gen. Henry T. Glisson (second from left), DLA director, was on hand for the ribbon cutting ceremony in July 1998 for the newly established Joint Electronic Commerce Program Office, with DLA staff and then Secretary of Defense William Cohen (third from right). The general considers the office one of the DLA achievements he is proud of. (Photo by Charles Turner)

Production Service and the other eBusiness opportunities into an harmonized effort under J-6 provide great promise for the Department. The work they are doing could help speed the exchange of logistical information.

Dimensions: What are your plans upon leaving DLA?

Glisson: I'm not sure. While I haven't had much time to think about it or plan, I would like to continue to work in logistics; perhaps even with DoD where I could contribute to the Department's efforts.

Dimensions: What do you look forward to in the years ahead?

Glisson: Someone recently gave me a book titled, "The Second Half." What it basically says is that in sports, no one remembers the score at halftime. If you put that in perspective with your life, it means that what you've been involved with up to a certain point in your life is not necessarily what people will remember you by or what has been your greatest contribution. The second part of your life holds more promise and is just as important as the first half. Based on that philosophy, I have a lot to look forward to.

Dimensions: The military is changing to meet the needs of the 21st century. How is DLA keeping up with this changing environment and what role do you see DLA playing in it?

Glisson: The things I've already mentioned – our vision and strategy, DLA 21 and BSM – all these things allow us to be relevant in the future. Some one asked, when will we quit changing and reach a steady state? The fact is you never do or you become extinct. This organization has always changed and we do it so very, very well. That's why I think there will always be a future for DLA and I think it's a bright one. As long as we continue to focus on the warfighter and meet their needs, we will be okay.



Lt. Gen. Henry T. Glisson, DLA director, signs the Team Morale Charter. Quality of Life programs, such as Team Morale, were among the DLA achievements he is proud of. (Photo by Charles Turner)

Dimensions: What will you miss most about DLA?

Glisson: The people. I've met some marvelous people here and I've learned so much from them. I'll miss their friendships. I also will miss the opportunity to serve as part of the DLA Team. This is a great organization.

Dimensions: In your career, you must have had some teachers and mentors whom you want to acknowledge. Would you care to thank any of them and tell me how they influenced your life/career?

Glisson: I've had a lot of wonderful mentors and teachers. I believe none of us are successful without having those and I've certainly had more than my fair share. They have been at every stage of my life and career. I think all of us have to give something back, and the way

to do that is to pick out those people you think have potential and capability and help them develop to their full potential. I think that is one of our richest legacies – the people we leave behind.

Dimensions: What message would you like to leave to the employees of DLA?

Glisson: This is the greatest, most innovative, resilient, agile workforce that I have ever seen. You have no idea how good you are. With the scope and breath of our responsibilities—what we do everyday—how many times do we have a mission failure? You can't name very many, if any. You make it happen and you do it without a lot of fanfare. What wonderful Americans and patriots. Despite all the change that we have put our employees through, they come to work every day with a positive attitude and they focus on trying to help those men and women in uniform.



Lt. Gen. Henry T. Glisson, DLA director, with Rear Adm. Raymond Archer, DLA vice director, and Mae De Vincentis, DLA Chief Information Officer, at a Business Systems Modernization systems integration meeting last November. Glisson stated that BSM is the cornerstone of our future. (Photo by Charles Turner)

This magnificent workforce has done so much for DLA and DoD. I've also been far more successful than I ever deserved to be because of their efforts. They are wonderful people, and I just want them to know how much this Nation and I personally appreciate what they do. Those of us who wear the uniform owe them a great debt. I will miss them all and wish them the very best life has to offer. It has been an honor and privilege to serve with them as the Director. I am a better person for having served with the best professionals in DoD. Thank you for everything. I hope our paths cross again in the future. HOOAH! ◆

Symposium Introduces Methods for Resolving Conflict Effectively

By Kathleen Hausknecht, DRMS

The beauty of this process is that instead of breaking down relationships, it builds them up," said Reba Harrington, Defense Reutilization and Marketing Service assistant counsel and coordinator of a recent Alternative Dispute Resolution (ADR) symposium. "In some instances, it's the first time the two parties fully understand what the conflict is about. Many times the dispute is based on miscommunication or misinformation."

The DRMS Office of Counsel hosted the ADR Symposium. ADR is a method for bringing together the parties involved in a dispute to help resolve the situation without the need for more formal proceedings. The resolution process has had many positive outcomes.

Program features federal expertise

More than 100 executives, managers and supervisors attended the program which featured several knowledgeable ADR practitioners from the federal, state and private sector. Among the presenters were: Beth Lagana, Defense Logistics Agency ADR Counsel; Carolyn Perry, Defense Contract Management Agency; Elizabeth Grant, Defense Logistics Agency senior acquisition attorney; Calvin Marshall, Veterans Administration; retired Air Force Brig. Gen. Frank Anderson, Defense Acquisition University president; and Air Force Col. Cheryl Nilsson, Directorate Contract Dispute Resolutions.

The symposium increased understanding of the ADR process and offered well-tested dispute resolution techniques that can enhance workplace operations. Topics included the requirements, benefits and limitations of the ADR process. Presenters also discussed the policies involved in this type of dispute resolution, how to incorporate it in both the workplace and the contracting process, and some of the do's and don'ts of this method. In addition, a mock mediation took place, showing participants how the process works.



Air Force Col. Cheryl Nilsson discusses mediations at the symposium. (Photo by Jace Armstrong)

"Our philosophy is 'early detection is early correction.' We try to resolve issues at the earliest opportunity," Harrington said. Managers who allow conflicts to fester will likely have to call in lawyers. Using ADR, managers can effectively "deconflict" the situation by taking charge of the dispute.

ADR does not assess blame

Unlike a lawsuit, where a third party decides the outcome, the ADR process uses a mediator that has been selected by both parties. With the assistance of the mediator, both parties work together to resolve the conflict.

"ADR has been very successful. We have been focusing our efforts on mediation the last 12 to 15 months and had excellent results," Harrington said. "We've also successfully resolved 12 personnel issues. Previously, each of these disputes most likely would have ended up in litigation - costing money, time and resources." In addition, each of the last four contract disputes was resolved using mediation according to Mike Malone, DRMS chief counsel.

Win-win situation

Using mediation as an alternative to lawsuits also saves money, time and resources as well as provides a win-win situation for the parties involved. "ADR encourages both parties to work together to reach a resolution. It avoids costly, adversarial, complicated procedures such as lawsuits or grievances," Malone said.

ADR is a fairly new field of practice that has rapidly developed into a profession. A law degree is not required to become a mediator. Currently, an ADR Working Group established by the Office of Counsel exists within the Battle Creek Federal Center. The group consists of mediators and representatives from legal, contracting, personnel, EEO, the Defense Logistics and Information Service offices and the American Federation of Government Employees Local 1626.

VA Center shares its mediators

The Veterans Affairs (VA) Medical Center also uses ADR and has employees trained as mediators. Both the VA Medical Center and the Federal Center participate in the Shared Neutrals program. Through the program, employees can select mediators from either the Federal Center or the VA Medical Center. In some instances, disputing parties prefer to have a mediator who is not on site because of already existing relationships. The Shared Neutrals program strengthens ADR by offering the most objective mediators possible. ♦

Property can be Sold or Disposed of Through DRMS Recycling Program

By Kathleen Hausknecht, DRMS

We can do it all," said John Barrett, DRMS Scrap Business Unit, located at the Defense Reutilization and Marketing Service headquarters in Battle Creek, Mich. "Unlike the Qualified Recycling Programs, authorized to sell only eligible property, DRMS is authorized to handle it all, the eligible along with the ineligible, and to distribute the sales revenues to the appropriate accounts."

RRRP and QRP

The Resource Recovery & Recycling Program (RRRP) provides military installations all over the world with disposal solutions for their recyclable material. Through the program, DRMS can deliver sales revenues from eligible property to their generator's Qualified Recycling Programs (QRPs). QRPs, however, are limited to selling only eligible property; whereas, DRMS can handle both eligible and ineligible property, and distribute any sales revenues appropriately.

Proceeds returned through QRP help defray the costs of a variety of important base activities. Activities include: operating and improving recycling programs; financing



DRMS employees prepare to demilitarize small arms weapons. The weapons fall under the category of Munitions List Items and are ineligible for QRPs. (DRMS file photo)

pollution abatement and environmental programs; funding energy conservation improvements; improving occupational, safety and health programs; and funding morale, welfare and recreation programs.

Some installations run their own QRP and are entitled to receive revenues from the sale of eligible property, whether they choose to sell the property themselves or to

use DRMS to sell the property. Installations can tailor the services provided through DRMS to their needs. DRMS can: find a buyer for the eligible material and return the sales revenues to the QRP; handle the property in compliance with environmental laws and regulations; and sell the property with appropriate Trade Security controls.

DRMS provides disposal of ineligibles

The property ineligible for sale or reimbursement to a QRP, however, is probably a larger set than the eligible property, and this is where the value of DRMS compliant disposal becomes important. Compliant disposal has always been a selling point for DRMS services. The categories of ineligibles for QRP are quite broad and examples are listed below.

- Government-furnished material
- Precious metal bearing scrap
- Hazardous waste
- Electrical components
- Unopened containers of solvents, paints, or oil
- Material that can be sold "as is" as a usable item
- Repairable items, such as used vehicles or machine parts that may be used again for their original purposes
- Ships, aircraft, weapons and other material required to be demilitarized and scrap resulting from demilitarization
- All Munitions List Items and Commerce Control List Items, except firing range expended brass and mixed metals gleaned from firing range cleanup

Expertise on disposal regulations

DRMS is the focal point for ensuring that the special disposal requirements of ineligible property are fulfilled on behalf of its customers. Some ineligible property can be sold by DRMS, but the sales revenues cannot be returned to a QRP. DRMS handles a number of different disposal programs, offering compliant disposal to its customers for both the eligible QRP property as well as for the ineligible property.

Because DRMS has successfully marketed scrap nationally for nearly 25 years, it can ensure that the special handling requirements of all types of property are met. DRMS offers well-trained specialists who provide the critical link to program success: proper identification, classification, storage and sale or other disposition of the material.

"RRRP is where DRMS really shines. We maximize sales revenues from eligible property and also ensure compliant disposal of ineligible items," Barrett said. "It's a program that DRMS employees can be proud of." ♦

New DRMS Commander Says Teamwork Key to Continued Success

Army Col. John A. Marx became the nineteenth commander of the Defense Reutilization and Marketing Service during a ceremony May 31 at the Battle Creek Federal Center.

"We give the command positions only to the best," said Army Lt. Gen. Henry Glisson, Defense Logistics Agency director, who presided over the change of command ceremony. "Marx is the right person to lead this organization."

Marx replaced retiring Navy Capt. Richard H. Feierabend, who received the Defense Superior Service Award during the ceremony for his leadership of DRMS during the past two years. During his final remarks, Feierabend credited DRMS employees for the many accomplishments during his command. "Careers like these take much more than the efforts of one."

"This award and the many mementos I have received today will be reminders of their teamwork and dedication," Feierabend said. He ended his remarks with glowing praise for DRMS. "If she were a ship, she'd be ready to sail upon," said Feierabend. "I feel privileged to be a sailor."

As the new DRMS commander, Marx talked about the importance of teamwork during his initial remarks to the workforce. "Each of us has our strengths and weaknesses, and we need each other to compensate for areas where we are weak," he said. "We will, working together, accomplish our mission."

Marx also called upon DRMS employees to rededicate themselves to the commitment military members and government employees make to defend the Constitution. "Every person plays a role in supporting our national defense," Marx said. He challenged employees to uphold the oath of office as DRMS continues to discover the best reuse and recycling process.

Prior to his assignment to DRMS, Marx was the commander of Defense Distribution Depot, San Joaquin, Calif. He also had various staff assignments at DLA headquarters from 1995 to 1997. His military training includes the Logistics Executive Development Course, Fort Lee, Va.; Command and General Staff College, Fort Leavenworth, Kan.; the Defense Systems Management



Col. John A. Marx, USA, addresses the audience when he assumed command of the Defense Reutilization and Marketing Service. (Photo by Jace Armstrong)

College, Fort Belvoir, Va.; and the Industrial College of the Armed Forces, Fort McNair, Washington, D.C.

Marx started his military career through the Reserve Officers' Training Corps program at Indiana University of Pennsylvania, where he earned a bachelor's degree in business management in 1973. Additionally, he holds a master of business administration degree from the University of Scranton and a master of science in National Resource Strategy from the National Defense University, Washington, D.C.

Marx's awards and decorations include the Defense Superior Service Medal, the Meritorious Service Medal with four oak leaf clusters, the Joint Service Commendation Medal and the Army Commendation Medal with oak leaf cluster. ◆

DLA Depot Completes Successful Army Prepo

By Polly Charbonneau, DDC

Defense Distribution Depot Albany, Georgia completed a successful Army Prepositioning Afloat Program inspection in June. This annual event took almost two months, involved the majority of the distribution center's workforce, and required receipt, inspection, and re-containerization of more than 1,200 containers.

The U.S. Army keeps one of two motor vessel ships, MV Titus and MV Gibson, at sea at all times, ready for any contingency that would require re-supplying of various Army units around the world. Every year, one of the ships returns to the U.S. for maintenance – and not just maintenance on the ship. The cargo is removed, opened, unpackaged, inspected, refilled, re-packaged, re-containerized, and sent back to sea for another two years of standing ready for any contingency.

DDAG won the contract to do this work for the Army this year. The DDAG labor force put in 10 to 12 hour work days, seven days a week, in order to accomplish the feat of unpacking, inspecting, and re-packing the more than 1,200 containers. William Oliver, chief of the special projects division at the depot, who oversaw the bid and the work on the prepositioning inspection, said the civilian workforce “really stepped up to the challenge and completed the work safely and on-time.”

A 30-day supply of everything but weapons and ammunition was onboard MV Titus. DDAG employees inspected uniforms, gas tanks, boots, rations, chemical suits, and circuit cards, just to name a few of the items involved. Every

item received any necessary maintenance and those items with an expired shelf-life were replaced.

The number of containers was so large, and many containers were so heavy, that rail travel from the port to DDAG was the only appropriate means of transport. It would have taken more than 500 trucks to move the cargo.

DDAG, located on one of two Marine Corps Logistics Bases, has a very diversified range of missions and stock. Defense Depot Albany is the primary source of storage and distribution of secondary repair parts and expendables for the Marine Corps Maintenance Facility on MCLB Albany, Ga. It also stocks a wide range of commonly ordered items by the military services and other DoD customers. Items stored fall into the categories of meals ready-to-eat, clothing and textiles, construction materials, electrical supplies, electronic components, secondary repair parts and several more categories. In addition to the basic receive, store, and ship mission, DDAG performs preservation and packaging; stock readiness inspection, unit, kit and set assembly; marking; and reclassification of material.

DDAG also performs some unique missions that include providing all the transportation management functions for MCLB Albany and tenant activities, performing wholesale distribution support for the Army Prepositioning Afloat Program, and performing set assembly for the Army Force Provider Program. DDAG manages two million square feet of storage space, special storage for radiological material, dehumidified storage for subsistence, and storage for textiles and clothing for all DoD services worldwide. ♦



MV Titus, one of two motor vessel ships the U.S. Army keeps at sea at all times, is off-loaded during the Army Prepositioning Afloat Program. Defense Distribution Depot Albany Georgia employees inspected more than 1,200 containers from the vessel. (Photo by Tim Aultman)

Human Resources Takes on a New Look

In the past 25 years, changes in the field of Human Resources in the Federal Government have been evolutionary, not revolutionary. As stated by Jeff Neal, the director of DLA human resources, "Twenty-first century agencies need 21st century human resources programs. The aging workforce, outsourcing, automation and agency transitions call for a strategic approach to human resources management. If HR providers do not change their ways, they will be obsolete in five years." So what is DLA doing to move forth into the 21st Century?

Since last fall, a dramatic transformation has been taking place, "We are shifting our emphasis from traditional HR staff work focused on transaction processing to HR strategy," Neal said. In order to accomplish this, he developed the Human Resources Strategy Team.

The team will focus on such Agency-wide issues as alternate work schedules, job sharing, telework, day care centers, recruitment and retention, and intern development. The team is a diverse group of highly respected, well-educated, strategic thinkers, from the HR community as well as DLA core businesses, who bring an influx of new ideas both as former customers of HR, as well as HR careerists.

The team is focused on four distinct HR "portfolios." Each portfolio has a specific mission and a "Portfolio

Manager" to help facilitate that mission. The portfolios and their managers are:

The People Portfolio, managed by Jacqueline Bryant.

Bryant, a 20-year DLA employee, came to the team from DLA Logistics Operations. This portfolio supports a vision of change in the workplace, including people-friendly initiatives and cutting-edge best practices.

The Workforce Planning and Skills Acquisition Portfolio, managed by Kathleen Tuskes. Tuskes has over 25 years of HR experience and was the director of the DLA HROC. This portfolio projects future workforce resource requirements and develops strategies to meet those needs, either by training, hiring or outsourcing.

The Human Resources Transformation Portfolio, managed by Sandi Miller. Miller is a 20-year DLA employee who spent her career working in HR and/or EEO. The portfolio is dedicated to HR process reengineering with the goal of delivering the best possible service to the Agency and its workforce. It is heavily involved with the Learning and Growth aspects of the Balanced Scorecard.

The Organizational Development Portfolio, managed by Dr. Steven Patrick. Patrick, who has been with DLA for nine years, was a university professor and ran his own small consulting firm. The portfolio provides organizational and program evaluations, assessments, and interventions in support of strategic goals and for managing organizational change. ♦

First DLA Director Celebrates 96th Birthday

The first DLA Director, Lt. Gen. Andrew T. McNamara, USA (Ret.) celebrated his 96th birthday in May at DLA headquarters with Lt. Gen. Henry T. Glisson, DLA director, and other members of the DLA staff. McNamara was tasked to consolidate all military supply and contract administration functions into a single agency in 1961 by the secretary of defense. He headed the Defense Supply Agency (as it was then known) from 1961 to 1964. The DLA headquarters building was dedicated as the Andrew T. McNamara Building in January 2001. ♦



Lt. Gen. Andrew T. McNamara, USA (Ret), celebrated his birthday with Lt. Gen. Henry T. Glisson, DLA director, and other DLA staff members.

Navy/DLA Day Held

On May 10, DLA co-hosted a Navy/DLA conference at the Andrew T. McNamara Complex. This year's conference focused on solving Navy and DLA logistical support challenges through joint solutions and intelligent partnerships. The forum allowed Navy and DLA logisticians to address mutual issues, establish initiatives, and adjust the course of interactions. Topics discussed included The Future of Navy Logistics; Integrating the Supply Chain; and Current Readiness and Future Readiness. ♦



Attendees at the Navy/DLA conference included Rear Adm. Mark Young, SC, USN (left), DSCR commander; Rear Adm. Keith W. Lippert, SC, USN, who, at the time of the conference, was the commander, Naval Supply Systems Command and Chief of Supply Corps; and Rear Adm. Daniel H. Stone, SC, USN, who, at the time of the conference, was the director of Logistics Operations, J-3.



DLA Golf Tournament

DLA Director Lt. Gen. Henry T. Glisson, USA, takes a practice shot at the DLA Golf Tournament held recently. Approximately 130 golfers participated with the shotgun start at 8 a.m. Glisson handed out gag gifts for the Last Place Team, Longest Divot, and Closest to the Ball. The DLA Support Services Quality of Life staff presented prizes to the first, second, and third place teams, as well as for Longest Drive (male/female), and Closest to the Pin (male/female). ♦

Public Service Recognition Week Held

The DLA Corporate Booth drew hundreds of visitors at Public Service Recognition Week held in Washington, D.C. May 9-13. The booth was part of the Department of Defense exhibit on the Mall. Hundreds of military personnel, federal government employees, private sector industries, students and families attended the observance celebrating the work of public employees. The work of public employees is often behind the scenes and unsung, yet it is invaluable to the vitality of America. These dedicated public employees serve our country on every level of government and in many capacities and their outstanding contributions to America allow us to continue building solid communities and a stronger Nation. ♦



Many visitors checked out the DLA Corporate Booth at the recent Public Service Recognition Week held on the Mall in Washington, D.C. (Photo by Thomas Wilkins)

DLA Celebrates Army Birthday

By Christine Born
DLA Public Affairs

Although joint agencies are often referred to as “purple,” employees of the Defense Logistics Agency and the Defense Threat Reduction Agency were introduced to how it feels to wear green when DLA celebrated the Army’s 226th birthday in June.

Joining DLA Director Lt. Gen. Henry T. Glisson in the celebration were guest speakers Brig. Gen. John S. Brown, chief of military history from the Center of Military History and the 12th Sergeant Major of the Army Sergeant Major Jack L. Tilley. Col. William R. Faircloth, chief of staff for DTRA, was also present.

To illustrate the rich history of the United States Army, DLA showcased a parade of current soldiers wearing all the different uniforms worn throughout its history. Each soldier symbolically placed the group of battle streamers associated with each major war or battle on the Army flag. The 174 streamers each denote campaigns fought by the Army throughout our nation’s history. Each streamer is embroidered with the designation of a campaign and the year in which it occurred.

“I know I’ve been around too



The official cake cutting commences. From left to right Defense Logistics Agency Director Lt. Gen. Henry T. Glisson, Defense Threat Reduction Agency Chief of Staff Col. William R. Faircloth, Sergeant Major of the Army Sgt. Major Jack L. Tilley, Staff Sgt. Kervin G. Sider and DLA’s Senior Enlisted Advisor Command Sgt. Maj. Archie Turner take a swipe at the Army’s 226th birthday cake.

long,” Glisson said. “As I watched those uniforms come up on stage, I thought to myself, ‘I think I’ve worn a large number of them.’” Glisson retired in July after 34 years of service.

“I am very happy to have the sergeant major of the Army join us today,” he said. “I can’t think of any better way for us to celebrate the Army birthday than with Sgt. Maj. Tilley. He is a great soldier and a great leader who represents those soldiers who give so selflessly of themselves and make all of us who

wear the uniform so proud.”

Glisson introduced Brown by saying he is “a soldier and a warrior with proven credentials and if anyone has lived the motto duty, honor, country, I would tell you this officer has. He understands the privilege of military service and he understands the value of history in this profession and how history gives us insights into not only the future but how the actions that we perform today can impact on the future.”

Brown spoke of six transformations that he feels that Army has undergone.

“Throughout their histories, not a single year has passed where any of the services have looked the way they did the year before,” Brown said. “But transformation involves major changes that require a change in technology, strategic settings and socio economic situations.”

To illustrate the next transformation of the Army, soldiers wearing the black beret, which will become the standard headgear for soldiers, modeled the new beret. Army Chief of Staff Gen. Eric K. Shinseki believes



During the Army birthday celebration, current soldiers wore all the different uniforms from throughout the Army’s history. (Photos by Charles Turner)



Sergeant Major of the Army Sgt. Maj. Jack Tilley leads the audience in a cheer of Hooah for the Defense Logistics Agency' celebration. In the back from left to right are Defense Logistics Agency Director Lt. Gen. Henry T. Glisson, Staff Sgt. Kervin G. Sider and DLA's Senior Enlisted Advisor Command Sgt. Maj. Archie Turner.

the beret — a longtime symbol of excellence — belongs to all soldiers. The beret reflects the reality that the entire force is strategically responsive to the threats facing the Army in this new century.

The celebration ended with the traditional cutting of the cake by the youngest and oldest soldiers present. The oldest soldier present was Glisson and the youngest soldier in attendance was Staff Sgt. Kervin G. Sider, a chemical weapons specialist from DTRA.

With help from Tilley, the cake was cut with a saber. He said he enjoyed the ceremony and wished everyone to have a great Army day. ♦



Defense Logistics Agency Director Lt. Gen. Henry T. Glisson shakes hands with one of the "models." Staff Sgt. Juan Aldape is wearing the World War I uniform.

Proctor Becomes DLA Logistics Operations, Director

In mid-July, Maj. Gen. Hawthorne L. Proctor, USA, became the second director of Logistics Operations (J-3) at DLA headquarters. He replaces Rear Adm. Daniel H. Stone, SC, USN, who was reassigned as the Deputy Chief of Staff for Logistics, Fleet Supply and Ordnance (N4), U.S. Pacific Fleet, Pearl Harbor, Hawaii.

Proctor was previously the Commanding General and Commandant of the U.S. Army Quartermaster Center and School at Fort Lee, Va., since July 1999.

He received his commission in 1968 as a distinguished military graduate from North Carolina Agricultural and Technical State University where he earned a bachelor of science degree in Economics. He received a master's degree in Public Administration from Central Michigan University in 1976. His military schooling includes the Quartermaster Basic and Advanced Courses, the Command and General Staff College, the U.S. Army War College, and Executive Management Development Training at the University of California at Berkeley.

Proctor is not new to the Defense Logistics Agency. He was the 26th (and last) commander of the Defense Personnel Support Center, Philadelphia, Pa., and then became the first commander of the Defense Supply Center Philadelphia. In addition, he was the Chief, Production Management Branch at the Defense Industrial Supply Center, Philadelphia, Pa.

His awards and decorations include the Defense Superior Service Medal, the Legion of Merit with three oak leaf clusters; the Bronze Star Medal; the Meritorious Service Medal with three oak leaf clusters; the Joint Service Commendation Medal; the Army Commendation Medal with two oak leaf clusters; the Air Assault Badge, and the Army General Staff Badge. ♦



Maj. Gen H.L. Proctor, USA

Aldridge is Under Secretary of Defense (Acquisition, Technology and Logistics)

The Honorable E.C. "Pete" Aldridge, Jr., was sworn in as the Under Secretary of Defense for Acquisition, Technology and Logistics on May 11. In this position, he is the principal advisor to the secretary of defense for all matters relating to the acquisition of weapons and material, including research and development, testing and evaluation, production, logistics, military construction and procurement.

Prior to his appointment, Aldridge was the Chief Executive Officer of the Aerospace Corporation.

He came to that position from McDonnell Douglas Electronic Systems Company. In addition, Aldridge was the 16th Secretary of the United States Air Force from June 1986 through 1988, and has served in a variety of positions within the Department of Defense.

Aldridge was born in Houston, Texas, and spent his youth in Shreveport, La. He earned his bachelor's degree in aeronautical engineering from Texas A&M University in 1960 and a master's degree in aeronautical engineering from Georgia Tech in 1962. ♦



Hon. E.C. Aldridge, Jr.



Adm. Stone Leaves DLA for Pacific Tour

Afarewell ceremony honoring Rear Adm. Daniel H. Stone, Director, Logistics Operations (J-3), was held at the Andrew T. McNamara Headquarters Complex on May 29. The ceremony culminated over four years of DLA service, which included tours as the commander, Defense Supply Center Richmond; commander, Defense Logistics Support Command; and Director J-3. In recognition of his dedicated and exemplary service to DLA, Stone was presented with the Defense Distinguished Service Medal by DLA Director Lt. Gen. Henry T. Glisson. Stone assumed his new duties as the Deputy Chief of Staff for Logistics, Fleet Supply and Ordnance (N4), Commander in Chief, United States Pacific Fleet, in Pearl Harbor, Hawaii, on June 4. ♦

DLA Europe Activities Support German-American Special Olympics

By Steve Abney,
DLA-E Public Affairs

Nearly one thousand athletes came away winners at a recent Special Olympics. A total of 960 athletes from 10 German and 16 U.S. schools took part in the 28th Annual German-American Special Olympics in Darmstadt on May 31. The schools covered an area from Frankfurt to Heidelberg. Volunteers from DLA Europe and Defense Supply Center Philadelphia Europe primarily assisted the 55 athletes from Eric Kaester Schule, an elementary school in Langen, Germany. Among their many duties, the volunteers acted as coaches, as well as assisting the athletes in getting from one event to the next.

The day began with an opening ceremony reminiscent

of the international Olympics opening in Sydney, Australia in 2000, and the flame was lit. After dignitaries spoke, the athletes and volunteers filed into the arena in groups. First one school, then another, entered to the music of Hand-to-Hand, an international rhythm ensemble of special students. Eventually, the stadium was filled with applause from spectators, athletes and coaches alike.

The athletes then began the games. Most of them participated in more than one contest. Among the events were modified versions of traditional track and field events, including Rollstuhlrennen (a 25-meter wheelchair race), FrisbeeWerfen (Frisbee discus throw), and an obstacle course.

The efforts of the DLA volunteers helped ensure every athlete was a winner. ♦



Clowns lead the 55 students from Erich Kaester Schule in Langen, Germany, into the arena for the 28th Annual German-American Special Olympics.



A long line of athletes watch while a German student tries to make a second successful ring toss.



Making sure athletes got from one event to the next was one of many volunteer duties.



Two students from the Erich Kaester Schule finish first and second in the 30-meter race. (DLA photos)

The Play's the Thing

By Mimi Schirmacher
DLA Public Affairs

By day, John Scheer is the chief of the Health and Safety Division in DLA Support Services at DLA headquarters. But at night and on weekends, he can become Charlemagne, or even Jacob Marley. He doesn't have multiple personalities, he is a stage player with several local community theaters.

Scheer has turned a love of singing and acting into an avocation that keeps him occupied year round. "I'm having a ball doing this," he said. And he is keeping it all in the family as well. His wife, Carol, who works in the Planning and Evaluation Division in Information Operations (J-6) is also an actor and director, and the couple's three sons are performers too.

Scheer embarked on his acting career 12 years ago. "I had never been on stage before I was 46 years old," he said. "That was 1989. My oldest son was going to audition for a play being put on by a local community theater group called the Port Tobacco Players. The night before his audition, he told me that the company needed singers for their production (*The Fantastiks*) and asked me if I'd like to go audition with him."

"I didn't want to horn in on what my son John was doing, but all I needed was that nudge," Scheer added. He auditioned, and ended up with the role of the father of the female ingénue. Within a few months, their foster daughter, Stacey, got Carol on stage in a play as well. Then, each of the two younger brothers, Matt and Geoff, got on stage. Each in turn found that they enjoyed it. Eventually, the whole family performed together in July 1992 in a production of *The Best Little Whorehouse in Texas*.

Scheer learned how to read music when he studied piano in grammar school, but has had no formal training in acting. "I've learned from different directors telling me to try this or that," he explained. Scheer got hands-on



John Scheer along with the St. Mark's Players, performing in Washington, DC in May.



John Scheer in costume as the king, Charlemagne, for his performance in the musical *Pippin*.

experience with several local community theaters. He has performed with the Port Tobacco Players, Tantallon Community Players, Maytime Light Opera Company, St. Mark's Players, and Theme Parties LLC, Mystery on the Menu Productions.

One example of how he honed his craft is the production of *Our Town*, which he did with the Tantallon Community Players. "Our Town was directed by Hans Bachmann, known around the Beltway as probably the best director in the area. He not only acts, sings and dances, but he is a fabulous director. He can pull things out of you that you didn't even know you had in you, and he does it in a way that makes you feel good about yourself. Also, my son Geoff, who is a professional actor in New York has passed on different things he's learned since graduating from the Boston Conservatory of Music."

"Beyond all the acting, I've also gotten involved in producing," he said. "I've produced several shows. One of my favorites was *Death by Chocolate*, which I did in 1995." As a producer, Scheer was responsible for budgeting productions, and assembling lighting crews, stage managers, stage hands, prop masters, and makeup artists. "The producer's responsibility is to pull all those folks together, have meetings with them, track their progress, pay the bills as they come due, and keep track of the box office the whole time during the run of the show," he said. "It's kind of like what we as managers do at DLA."

Scheer began his career with DLA back in 1967 at what was then called the Defense Contract Administration Services Region Chicago. He had just completed a year long tour of duty in Vietnam. Scheer had joined the Reserve Officers Training Corps at Loyola

University. "I received my commission the same day I graduated," he said. "Then, 22 days later I went on active duty, reporting to Fort Lee, Va., for my officer's basic training. I got married between my officer's basic and reporting to Fort Riley. Our honeymoon consisted of the drive from our hometown of Chicago, where we were married, to Fort Riley."

"When I returned from Vietnam I went to the placement bureau at Loyola and got a list of 50 places that could use me for my English literature background. Three of the jobs were government, one of which was this thing called DCASR Chicago at O'Hare Airport. I called them up on a Thursday, they said come in the next day. I showed up, took the Federal Service Entrance Examination, they scored it, and said to report for work on Monday as a GS-7 management trainee."

Scheer started his career in quality assurance, where he became qualified in both mechanical and electrical inspection. His duties involved making inspections at various contractor locations. The deputy for quality assurance called him in one day to "talk turkey." "He let me know that there might be reductions in force soon," Scheer said. "And that the specialized safety office was looking for someone to join their section. I took a 90-day detail with them, and fell in love with it."

He recounted an early experience he had with a company that had severe, unsafe working conditions. "I got a call from a quality assurance representative at a remote site. He needed help. I went out to the location the next day to take a look. I was brand new, and knew nothing about safety, but I found 17 major violations of the very weak old Walsh Healy Public Contracts Act. I wrote up my report, it went up the chain to the Secretary of Labor, and when inspectors were dispatched to the location, the plant owner wouldn't let them onto the grounds. Then, when the Occupational Safety and Health Act was enacted about two years later, inspectors again showed up at the



John Scheer is the chief of the Health and Safety Division in DSS at DLA headquarters. (Photo by Thomas Wilkins)

plant with a court order. The company became a safety model after that. They cleaned up their act. That's what gave me the dedication to get into safety."

At Chicago, Scheer progressed to a GS-12, then in November 1980, he got a phone call from Defense Property Disposal Service (now Defense Reutilization and Marketing Service), regarding a vacancy for a GS-13 safety manager. He was accepted, and transferred to Battle Creek. After that, he was selected for a position at DLA headquarters and moved to Cameron Station in 1982. In 1988 Scheer became the chief of the Health and Safety Division.

He enjoys the best of both his worlds – his career and his singing and acting – and is also a member of the HQ DLA Choral Society. "My wife Carol is the newly-elected president, and I joined when we moved to the McNamara Building [from Cameron Station]," he said. "I really enjoy singing with them." Scheer joined his first choir while attending Loyola University, and has been in choirs everywhere he has worked, with one exception. "For the two years I was in the Army on active duty, I wasn't in a choir, but even there, singing was an important thing. I'd already taught myself a little bit about how to play the guitar, and when I landed in Vietnam, it turned out there were about seven of us in the company that played. In the evenings, after our typical 14-hour day, we'd sit around a table with a Coleman lantern on it and we'd teach each other various songs."

Scheer noted how his many experiences have dovetailed into one another, and offered his thoughts on life. "I'm eligible to retire [he has 35 years of government service], but raising three sons and paying for their education was not cheap," he said. "I'll be working another three to five years. In the meantime, I'll continue to act and sing and enjoy life. I'd like to go full time into acting when I do retire. I figure if anything's going to keep me young and keep me challenged, that's it. I've noticed that people involved in theater do stay young. Some people are in their eighties, singing, dancing, the whole nine yards, and they are doing a great job. You know, if you challenge your mind and constantly stretch yourself, it does keep you young," he said.

"There's a saying that I picked up in 1974 in a training class: when you're green, you grow – and when you're ripe, you rot. Those are your only two choices in life. If you're green and you're still growing, you're going to be going through growing pains. Change is painful to go through, but it's vital because it is the only way you are going to grow and meet the needs of change. In so doing, you grow as a person. Your alternative is to look on change as a threat, and then you become very defensive, you go into a little shell. The need for change remains, but nothing gets done and you are, quite literally, stagnating – you're ripe, and you're rotting. It came down to a choice – which do you want to be? That stuck with me," he said.

It's obvious that Scheer has successfully blended his two worlds, and flourished in both of them. ♦

DLA Donations Keep Coming to Students at Kosovo School

Members of the DLA Contingency Support Team in Kosovo continue to visit a local elementary school there, bringing supplies to the students.

The DCST sponsors the Ali Hadri school, making visits every two weeks, accompanied at various times by other personnel from Camp Bondsteel. "Each time we visit we have been able to distribute six to eight boxes of donations from DLA headquarters and the DLA centers, as well as from private sources," said Lt. Col. Donald Butterworth, the DCST forward commander, Task Force Falcon. Donations have included toys, school supplies, and winter clothing not otherwise available to the students in grades kindergarten through sixth, and their families.

The association between the school and DCST has been ongoing regularly since the latter part of 1999. The school is located in Miras, Kosovo, about 30 to 40 minutes from Camp Bondsteel. Usually two to three vehicles convoy there in Force Protection posture "amber" because of the threat potential which exists "outside the wire" in the environs of Camp Bondsteel.

"Once there, the DCST team members and I visit with the school administrators, teachers, and staff to discuss upcoming events and needs the school has," Butterworth said. "We end the visit by visiting classrooms, distributing the supplies and donations according to plan, visit



Jusef Bytyci (foreground) and Fejzulla Vranovci (partially obscured) unpack boxes at Ali Hadri school in Miras, Kosovo. Lt. Michael Hu is in the background. The boxes are donations to the children of the elementary school and are from DLA employees and others, part of a program that began in 1999. (DLA photo)

with the children, and hand out candy in each of the classrooms before departing from school at the end of the school day." ♦

Saunders Promoted to Maj. Gen.



On June 5, Brig. Gen. Mary L. Saunders, USAF, commander of Defense Supply Center Columbus, was officially promoted to the rank of major general by DLA Director Lt. Gen. Henry T. Glisson, in a pin-on ceremony at DLA headquarters. Glisson and Steven Bernett, DSCC deputy commander, pinned on the new stars while an audience of family members and guests looked on. When speaking about Saunders, Glisson's remarks centered on how the new two-star general symbolized the 'DSCC Way – Expect the Best!' ♦

(Photo by Charles Turner)

CSM Speaks of NCO Leadership for the New Millennium

By Sgt. 1st Class Michelle R. Talley, USA

“Being a Noncommissioned Officer is about an enduring and timeless legacy of leadership, caring, and being the backbone of our nation’s strength. It was true in the last millennium and will continue to hold true in the next.” These were just a few of the words that DLA’s Command Sgt. Maj. Archie L. Turner spoke to reserve component soldiers at the 4th Battalion, 318th Regiment’s 2nd Annual Dining Out held recently at Fort Belvoir, Va.

The Reserve Battalion of Alexandria, Va., has the awesome mission of augmenting the active component with qualified, quality and efficient Drill Sergeants. The Battalion, laden with Senior Noncommissioned Officers, extended the invitation of guest speaker to Turner to provide credence that the Army is committed to having a seamless face between the Active and Reserve Components.

Turner spoke of the Army transformation and what it means to all soldiers. Turner described today’s Army as divided, light and heavy forces. General Eric Shinseki, the Chief of Staff of the Army, named today’s Army the “Legacy Force” in which the heavy forces are too heavy, and the light forces lack staying power. His vision transforms the Army into one combined force that moves with speed and lethality. “Transformation is not just about a reduction in force, doctrine changes and increased OPTEMPO. It’s about the individual fighting spirit that soldiers must carry in their heart. The transformation of our Army is transforming all of us as soldiers and leaders,” Turner said.

Turner expressed that Noncommissioned Officers are in the best position to positively influence the transformation. “Noncommissioned Officers are charged with the tremendous responsibility of ensuring our soldiers are trained, equipped and ready to fight and win against any adversary. We will continue to do these things by caring very deeply about our craft, our nation, and our soldiers.”

Turner spoke of readiness, command and control, and caring for soldiers and their families. “Our Reserve components make up approximately 60 percent of our total available manpower. Reservists are



Command Sgt. Maj. Archie L. Turner, USA

spending more time away from their home, workplace and communities defending the nation. This means Noncommissioned Officers of the Reserve component must also encourage understanding and appreciation from their civilian employers, civic leaders and communities.”

Turner concluded, “Our charter for the new millennium is to keep the care and concern alive, and to keep the flame of the Noncommissioned Officers Creed burning brightly into the next millennium.”

Soldiers in attendance were extremely pleased with Turner’s remarks. The Battalion Commander, Lt. Col. James Braxton, echoed their sentiments, stating, “It is rare that active component soldiers spend time with reserve soldiers. But when the two speak the same language it reinforces the “Army of One” concept.” ♦

DSCP Personnel Receive Federal Executive Board Awards

Several teams and individuals from Defense Supply Center Philadelphia received Federal Executive Board 2001 Excellence in Government Awards recently. The awards recognized the achievements and dedicated support given by the recipients.

Among the winners were the DSCP Subsistence Produce Field Buying Team, which received a Gold Medal in Economy in Government Operations, for outstanding efforts to buy/ship highly perishable fresh fruits and vegetables directly from growing areas via Controlled Atmosphere Vans in California, Arizona and Florida to military customers in Japan, Korea, Guam, Puerto Rico, and Guantanamo Bay. In addition, two employees from the Defense Subsistence Office in San Francisco, Calif., received silver medals for Outstanding Clerical Performer and one employee from the Produce Buying Office, Kansas City, Mo., received a silver medal for Outstanding Community Service.

Three other individuals were also recognized for their achievements and dedicated support to the mission. Two were recognized as Gold and Silver Medalists in the Outstanding Trades and Crafts Performer category, and one individual was a Bronze Medalist in the Outstanding Technician Performer category.

The DSCP General and Industrial Directorate's Marine Lifesaving and Diving Prime Vendor Program received the Bronze Medal for Economy in Government Operations. The program is operational worldwide and is supported by six long-term contracts which provide the highest-grade commercial marine and lifesaving products, enhanced services at competitive prices, and short delivery timeframes, and have improved operational capability for diving customers. The program utilizes web-based technology for diversified diving product lines, commercial deliveries, readiness and surge capability, credit card option, and leveraged buying power.

The Federal Executive Boards were established in 1961 by a Presidential Directive, to improve coordination among Federal activities and programs outside the Washington, D.C. area. The need for effective coordination among the field activities of Federal departments and agencies was then, and is still, very clear. Approximately 84 percent of all Federal employees work outside the national capital area.

There are currently 28 Federal Executive Boards located in cities that are major centers of Federal activity. The Boards are composed of the Federal field office agency heads and military commanders. The FEB network is a constructive, unifying force within the Federal government. ♦

DLA Receives SAVE International Award

In May, DLA was awarded the Presidential Citation from SAVE International. SAVE International is the only professional society in the United States devoted to the advancement and promotion of Value Engineering in the management of business and government in both the public and private sectors.

The Presidential Citation is the highest award conferred by the society's president and approved by the SAVE International Board of Directors. It is awarded to those who have made significant contributions to the advancement of the Value Methodology and its principles. During his remarks, the SAVE International president recognized DLA's leadership in consistently using value engineering principles and for consecutively exceeding the Department of Defense Value Engineering goal.

DLIS Employee Receives NISH Award

Norm LeBreton, an employee at the Defense Logistics Information Service in Battle Creek, Mich., received an award recently from the National Institute for the Severely Handicapped. LeBreton received the award at the NISH Conference in Reno, Nev., for his outstanding contribution to the Javits-Wagner-O'Day (JWOD) Program. He earned this special recognition for his pioneering efforts in partnering with Peckham Vocational Industries, a NISH Agency, in developing a call center that services a wide variety of military and civilian customers. The success of this partnership is measured in its attainment of world-class metrics and receipt of the National Performance Review's Hammer Award. ♦

DLA Europe Employee Honored by 1st Armored Division

The Headquarters 1st Armored Division recently presented the Superior Civilian Service Award and the 1st Armored Division Logistics Hero Award to John D. Polson, the DLA Europe customer support representative to the division. Polson received the award at the 2001 Materiel Readiness Review from Brig. Gen. Dennis E. Hardy, assistant division commander. Polson received high praise from Hardy, as well as Col. Dean Vakas, the division support commander, and other logistics staff personnel for his continuous and outstanding support of the 1st Armored Division. ♦

National Asian Council Honors DSCC Engineer

By John Foreman
DSCC Public Affairs Office

Shoong Yin, a mechanical engineer assigned to the Defense Supply Center Columbus Operations Support Branch, was recently awarded the Federal Asian-Pacific American Council's Meritorious Service Award.

The award is only one of three presented annually by the Council to members of the Department of Defense. Yin was the winner in the GS 11-15 category over nominees from all the services and DoD agencies.

The Federal Asian-Pacific American Council's award program recognizes individuals who have made significant contributions toward improving the recruitment, promotion and advancement of Asian-Pacific Americans within DoD.

Yin, who has worked for the federal government since 1968, has been an active component for Equal Employment Opportunity and has kept an interest in encouraging Asian-Pacific employees to participate in local EEO and Asian-Pacific American activities. At DSCC he has worked to promote Asian-Pacific American heritage and cultural activities and bridge diversity barriers by helping to promote understanding among those of different ethnic backgrounds. ♦



Connelly is New DSS Director

Richard J. Connelly became the second director of Defense Logistics Agency Support Services at DLA headquarters, in May. Connelly will concurrently serve as the DSS Director and the Administrator of the Defense National Stockpile Center.

Connelly is a Boston, Mass., native. He graduated from Boston College in 1968 and entered the military service as an enlisted man. He later became an officer in the United States Army and served until 1971. Connelly served one year in Vietnam.

In 1972, Connelly came to DLA as a management intern in the budget office. He held various positions with increasing responsibility. In August 1986, he was appointed to the Senior Executive Service and was named the chief of the budget division. He served in that position for the next three years. In September 1989, Connelly was named Deputy



Comptroller of DLA. He was appointed the DLA Comptroller in January 1990.

Connelly attended Stanford University Graduate School of Business and received a master of science degree in management in 1978. ♦

DNSC Receives Award from Geological Survey

In April, the Defense National Stockpile Center was presented the Ambassador of Science Award by the Department of the Interior's U.S. Geological Survey. The presentation was made in recognition of DNSC's 'Leadership in Promoting Science and its use in Sound Decision-making.' DNSC maintains close collaboration with U.S. Geological Survey mineral commodity specialists and statisticians to ensure that reliable and accurate data is used in DNSC sales program and requirement studies. ♦

Three DLA Depot Employees Receive MTMC Awards

Personnel from Defense Distribution Depots in Utah, Florida, and Oklahoma were honored recently during the Military Traffic Management Command's Transportation Symposium in Dallas, with MTMC's "Find the Freight" Awards. The awards, presented annually, recognize the state Astray Freight personnel who find the most lost or misplaced freight.

John Wojciechowski, Defense Distribution Depot Hill, Utah, received the "Value of Freight Found" award, for \$4 million found. Eric Bell of Defense Distribution Depot Jacksonville, Fla., received the "Most Improved Committee" award for finding \$2 million in freight and 720 pieces of freight. Ron Neeley of the Defense Distribution Depot Oklahoma City, Okla., received the "Best Overall" Committee award for \$3.5 million found freight and 351 pieces of freight. The state committees are responsible for the complete coverage of all commercial carrier freight terminals and warehouses located within the geographical boundaries of the state, and the recovery and return of every astray or misrouted U.S. Government shipment being held within those terminals which the commercial carrier is unable to identify.

The Astray Freight or Government Cargo Recovery Effort (GOCARE) Worldwide Guidelines Program, is an integral part of the Transportation Discrepancy Reporting system, monitored by MTMC headquarters and the General Services Administration, and promulgated by the military services and DoD activities. The success of the GOCARE depends on maintaining a strong, cooperative

link between the government and the carrier industry.

DoD shipped more than \$33 billion worth of material last year, costing more than \$507 million in transportation costs for approximately 1.8 million shipments. During the year 2000, more than \$12.3 million in astray freight, was found through the skillful eyes of the Astray Freight Committee members. ♦



Sandy Arnow of the Defense Distribution Depot Hill, UT accepts the award from Maj. Gen. Kenneth L. Privratsky, Commander, Military Traffic Management Command.



Eric Bell of the Defense Distribution Depot Jacksonville, Fla., accepts the award from Maj. Gen. Kenneth L. Privratsky, Commander, Military Traffic Management Command.



Shelley Alford of the Defense Distribution Depot Oklahoma City, Okla., accepts the award from Maj. Gen. Kenneth L. Privratsky, Commander, Military Traffic Management command

DSCC Associates get Excellence in Government Award

By Tony D'Elia
DSCC Public Affairs

Three Defense Supply Center, Columbus employees were recently honored with the prestigious Excellence in Government Awards from the Federal Executive Association of Central Ohio.

The awards recognize the valuable contributions of public servants throughout the central Ohio community. The Excellence in Government Awards were announced during Public Service Recognition Week at the Federal Executive Association's annual awards ceremony.

Ivan K. Hall, DSCC's deputy director of the Land-Based Weapon Systems Group received the Excellence in Customer Service Award for an individual in a large agency. Hall is credited with leading

his group to outstanding support of DSCC's military customers by dramatic improvements in supply availability and major reductions of overall backorders. For the supply of spare parts termed as critical to military readiness, Hall's group has recorded an impressive 74 percent reduction of administrative lead time to ensure that our Armed Forces get the parts they need on schedule.

John Shaw received the Outstanding Quality Improvement Award for an individual in a large agency. A unit logistics officer in DSCC's Maritime Weapon Systems Group, Shaw is credited with coordinating the development and execution of a new and innovative recognition plan linking business outcomes to the employee performance awards process.

Shaw not only was pivotal in the

development of the new system of rewards, incentives and recognition, but also designed new written guidelines for harmonizing them with business plan management. A retired Army Reserve lieutenant colonel, Shaw has been a civil servant for 20 years.

Bonnie Patrick is one of the busiest item managers in DSCC's Maritime Weapons Systems Group. Patrick is a member of the Carrier Team which handles repair parts associated with the Nimitz class aircraft carriers. Although her workload is the second largest of any of Maritime journeyman item manager, her stock availability figure of 93.4 percent leads her division, and is fifth overall. Despite having only one arm, Patrick can type at 45 words per minute, and has efficiently and effectively handled every task expected of an inventory management specialist. ♦

DLA Wins Four Honorable Mentions in DoD Environmental Awards Competition

By Liz Moore
DLA Public Affairs

The Secretary of Defense annually honors installations, teams and individuals for outstanding work within Department of Defense environmental programs. The four Defense Logistics Agency nominations submitted for the fiscal year 2000 Secretary of Defense Environmental Security Awards received honorable mention recognition during a ceremony at the Pentagon in May. Acting Secretary of the Army Joseph Westphal presided over the ceremony.

The Defense Supply Center Richmond was recognized for the Cultural Resources Management Installation award. Some of the accomplishments achieved by Richmond personnel included a cultural survey of the 611-acre installation, archaeological surveys of

a Native American encampment site, exhumation of six previously unknown and unmarked African American graves dating from 1840 to 1920, and their re-internment and identification in a new cemetery.

Richmond personnel were also recognized for the Pollution Prevention Team Award. They served as the DoD representative on high-level national and international panels, committees and boards, regarding a variety of global Ozone Depleting Substances (ODS) related issues. The ODS Reserve located at Richmond has gained considerable attention and has become a model for both foreign governments and commercial activities worldwide.

The Defense Supply Center Philadelphia earned recognition for the Environmental Restoration - Installation award. DSCP personnel successfully closed out 48 of 49 Installation Restoration Program sites

at their South Philadelphia location. These were sites that state and federal environmental regulators had identified as possibly contaminated with hazardous waste which could potentially pose environmental and health concerns to facility occupants and the surrounding community.

Steven Harris from the Defense Logistics Information Service was recognized for the Pollution Prevention Individual award. He was responsible for the concept, design and installation of key environmental program cornerstones such as the familiar "Green Tree" icon to designate environmentally preferable products. He initiated the Agency's first standardized Environmental Products guide on the World Wide Web, encouraging vendors and suppliers to sell "green" products through DLA. ♦

DLA Employees Earn Awards for Value Engineering Achievement

By Mimi Schirmacher
DLA Public Affairs

Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics David R. Oliver, Jr., presented the annual Department of Defense Value Engineering Achievement Awards during a ceremony held June 6 at the Pentagon. The Defense Logistics Agency received five awards.

In his opening remarks to the winners of the VE awards, Oliver said, "What you have here is a room full of people who, because of their talents, have done extraordinary work, and we intend to recognize them today."

Value engineering is a systematic function analysis leading to actions or recommendations to reduce the production or operations cost of systems, equipment, facilities, services, and supplies. Its objective is to retain required system performance and quality while reducing cost.

The awards are intended to recognize significant achievements in value engineering during the past fiscal year and to further the use of value engineering by DoD personnel and its contractors.

The value engineering awards program has eight award categories: (1) DoD Contractor; (2) Field Command; (3) DoD Individual; (4) VE Professional; (5) DoD Program or Project Manager; (6) Installation; (7) Procurement/Contract Administration; and (8) Special, given to recognize innovative applications or approaches that expanded the traditional scope of value engineering use.

DLA's Value Management (VM) Program is aimed at reducing cost of material while retaining the same or better quality, reliability, and function. During fiscal 2000, DLA saved \$114.3 million through VM.

DLA Executive Director Phillip Steely assisted Oliver in presenting the awards to DLA personnel. "Since I have spent a number of years as a recipient of DLA products and services, I feel I can state unequivocally that for the military service customer, the savings created by Value Engineering programs are vital to allow warfighters, maintainers, and logisticians to concentrate resources on core mission activities," Steely said. "I salute these organizations and individuals for their exemplary efforts and urge them to keep up the good work. Their innovations benefit the Department of Defense and ultimately, the American taxpayer."

The DLA recipients for the 2001 DoD VE Honorary Awards are as follows:

Field Command

Defense Supply Center Richmond. The DSCR Value Engineering Office has been proactive in teaming with the military services as well as the private sector to reduce weapon system life cycle cost and provide new sources to customers while eliminating backorders. The center's integration of the VE methodology with other cost reduction initiatives has proven successful with savings of more than \$45 million realized during fiscal 2000.

Professional

David C. Winyard, Defense Supply Center Richmond. Winyard has done an outstanding job as a mechanical engineer working with the military service engineering support activities and pursuing partnerships with emerging reduction in total ownership cost projects. His expertise in the research and application of the value engineering methodology has spearheaded efforts to eliminate carbon-zinc batteries in favor of alkaline chemistry batteries and apply current casting technology to existing aircraft. His special projects have produced net savings of \$3 million to date.

Individual

James Lecollier, Defense Supply Center Philadelphia. Lecollier, who works in the subsistence directorate at DSCP, has done an outstanding job representing the agency as the Joint Operational Rations Forum and his value engineering studies have consistently avoided costly changes that would have provided little nutritional value to the troops. He has achieved a total net three-year cost avoidance exceeding \$21.9 million, with a return on investment ratio of 338 to 1.

Program Management:

Tim Ratliff, Defense Supply Center Columbus. Ratliff, who is in the Value Management Office at DSCC, teamed

with the military services in support of numerous weapon systems to reduce cost and improve reliability and maintainability. The most noteworthy of these projects include electronic relays used in the fire protection panel on all models of the C-141 aircraft and an antenna used on the U.S. Marine Corps AV8-B Harrier aircraft. Ratliff's VE projects have realized a net three-year acquisition savings of \$27.9 million, with a return on investment ratio exceeding 93 to 1.

Special

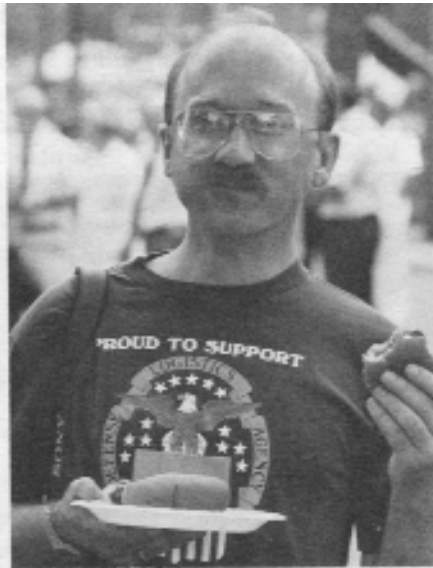
Ernest Reid, Defense Supply Center Columbus. Reid served as the Value Management Program Manager at

both the Defense Electronics Supply Center and the Defense Supply Center Columbus from 1993 to 2001. While serving in this capacity, reported VE savings and cost avoidance exceeded \$284 million, with a return on investment ratio of 15 to 1. During the same timeframe, DSCC received several DoD VE achievement awards for outstanding program management in support of various military service weapon systems.

The DoD VE Awards Program was initiated by the Office of the Assistant Secretary of Defense (Acquisition and Logistics) in fiscal 1982 to encourage additional projects and improve in-house and contractor productivity. ♦



Phillip Steely (far left), DLA executive director, presented DoD Value Engineering Awards to DLA recipients during the award ceremony at the Pentagon. The DLA winners are (from left): David Winyard, Defense Supply Center Richmond; Tim Ratliff, Defense Supply Center Columbus; James Lecollier, Defense Supply Center Philadelphia; Jim Bailey, Defense Supply Center Richmond deputy commander; and Ernest Reid, Defense Supply Center Columbus. (Photo by Thomas Wilkins)



Melting Pot
*Celebrating Multicultural
 Heritage Month*

Clockwise from top left: Swirling European folk dancers, munching hearty American food and sampling spicy flavors of ethnic cooking and the sauntering rhythms of mariachi music were among the treats enjoyed by DLA personnel attending the Multicultural Heritage fair at Cameron Station in Alexandria, Va., July 24. Even the burgermeister himself, DLA's new director, Vice Admiral Edward M. Straw, wearing a special three-star chef's hat, demonstrated his skill at flipping hamburgers until the charcoal was doused by a deluge.

Photos by John Fike
 and
 Frank Slevin, DASC

