

# Dimensions

Defense Logistics Agency

May/June 2001

## Armed Forces Day

**DLA – Supporting  
America's Warfighters  
Around the Clock,  
Around the World**

# 2001

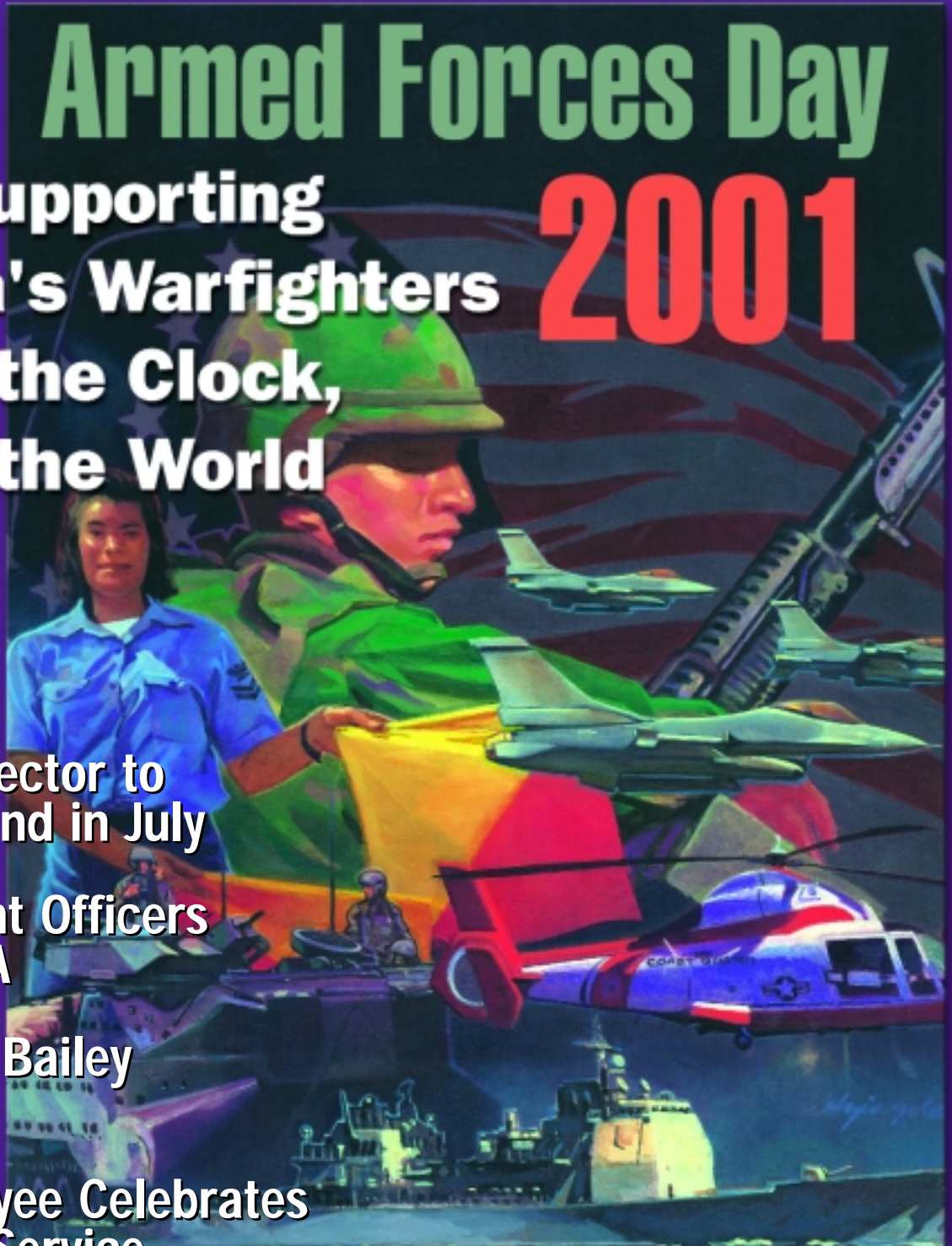
*Also inside:*

**New DLA Director to  
Take Command in July**

**Chief Warrant Officers  
Arrive at DLA**

**Dr. Marshall Bailey  
Leaves DLA**

**DSCR Employee Celebrates  
53 Years of Service**



---

# ★★★ From the Director

## DLA Celebrating and Supporting the Warfighter

As the summer begins to creep into Washington, it also ushers in a season of outdoor and commemorative events. One of the most symbolic for those of us in uniform is Armed Forces Day. While ceremonies, programs and airshows celebrate the military hardware, it is those of you who serve your country who are being honored.

Much of the Department of Defense as well as the federal government are made up of civilians. Public Service Recognition Week is a time to honor those who work at every level of government. The Defense Logistics Agency is honoring both by celebrating these events with a display of our corporate exhibit.

In keeping with the tradition of honoring those who serve daily, I am proud to announce the arrival of four Army Warrant Officers to DLA. This marks the first time Warrant Officers have been assigned to the Agency. They are the masters of their craft and epitomize experience and competence. The addition of these four individuals will add depth and field experience to the office environment.

At DLA, we continue to be involved in many other high profile events. The Defense Energy Support Center is working on ways to avoid future problems of utility deregulation like those that are plaguing California.

The Agency's Business System Modernization program is arriving to put us on a par with the most successful businesses and give DLA customers the same benefits as those in the private sector. This effort will replace legacy systems with state-of-the-art technology.

Not to lose sight of those that make all of this hi-technology work, DLA continues to strive to achieve a worldclass workforce. One of the most important elements in this plan is the DLA Diversity Program. The team was formed in 1994 and quickly realized that diversity had a much wider definition than just race and gender. It encompasses religion, ethnic backgrounds and the way different people deal with everyday situations. This issue of Dimensions features a first in series of articles on the DLA Diversity team and the ways they are working to use the vast array of people DLA employees in the best way possible to achieve DLA's missions and goals.



DLA's reliance on the reservist forces was recently acknowledged with the formation of a new J-code in the Agency. J-9 is now an official directorate known as DLA's Joint Reserve Forces and is being headed by Army Reserve Maj. Gen. Joseph Thompson. The formation of this office strengthens the relationship DLA enjoys with its over 500 reservists.

I would also like to say goodbye, for now, to Dr. Marshall Bailey, the director of DLA's Support Services and the Document Automation and Production Service. He is leaving DLA on an industries studies program with the Commonwealth of Virginia. He will be missed by all those who ever worked with him. In his place, I have appointed Mr. Richard Connelly, who will take over the daily duties of running DSS and also continue his duties as the administrator of the Defense National Stockpile Center.

And as always, I am proud of the many achievements and recognitions earned by our employees as featured in the Awards section of this issue. ♦

*Henry J. Gleason*

# Dimensions

## In this Issue:

**From the Director** .....2

### News

Continuing support despite downsizing	4
Director visits Pacific Theater	6
DRMO Hawaii relocates	7
DESC working to avoid problems in utilities deregulation	8
Agency takes first steps	10
DLA diversity team going strong	12
“Diversity Man” visits DSCC	14
Training complex opens at DDNV	15
PTAC's: A success story in business partnerships	16
DSCC commander receives second star	18
Overseas medical supplies ready	19
DSCC readiness academy has test run	20
Accident reporting– it's the law	21
DLA CSM's presence at the advisory board 2001	22
Bailey leaves DLA headquarters	23
DLA's joint reserve forces get new designation	26

### HQ Events

SOLE presents historic banner to DLA museum	28
Donations to Mondloch House	29

### People and Events

DLA outstanding reservist of the year	30
Son of employee plays for state championship	31
DLA Army warrant officers arrive	32
NISH appoints Chamberlin president and CEO	33
Stone assigned	35

### Awards

DSCC wins DoD packaging excellence award	36
Columbus captures Commander In Chief's installation award	37
DSCC associate receives presidential award	38
Defense standardization program presents awards	39



### Defense Logistics Agency

#### Director

Lt. Gen. Henry T. Glisson, USA

#### Staff Director,

#### Corporate Communications

Col. Sanford McLaurin Jr., USAF

#### Chief, Public Affairs Division

Gerda Parr

#### Editor

Christine Born

#### Assistant Editor

Mimi Schirmacher

*Dimensions* is an authorized publication for the Defense Logistics Agency's workforce of federal civilians, active-duty military and Joint Reserve Forces at agency activities worldwide. Contents of this publication are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense or the Defense Logistics Agency. *Dimensions* is prepared electronically, using desktop publishing application; no commercial typesetting costs are involved. Address correspondence to: ATTN: DSS-C, Defense Logistics Agency, 8725 John J. Kingman Road, Suite 2545, Fort Belvoir, Virginia 22060-6221. Fax: DSN – 427-6187; commercial–(703) 767-6187. Office: DSN – 427-6200; commercial–(703) 767-6200. Address email to: christine\_born@hq.dla.mil

# DLA Continuing Support to Warfighters Despite Downsizing

By Joshua A. Kutner  
*National Defense Magazine*

**D**efense Secretary Donald Rumsfeld is expected to take a close look at defense agencies to assess how well they contribute to the nation's military objectives. One of those agencies certain to be scrutinized is the Defense Logistics Agency.

DLA is responsible for ensuring that soldiers, sailors, airmen and Marines receive their weapons and supplies in a timely manner. Its mantra is "the right item, at the right place, at the right time, at the right price." The agency's director believes his organization will remain a key player in serving the warfighters, despite potential cutbacks.

"I don't know that anybody can rest on their laurels," said Army Lt. Gen. Henry T. Glisson, DLA director, during an interview at his office, in Fort Belvoir, Va. "Every administration, I think rightfully so, comes in and tries to find areas where you can become more efficient and more effective, and we'll be part of that."

But Glisson was quick to point out that DLA already is undergoing a major realignment and consolidation process. Since he was appointed director in 1997, he has watched the number of DLA employees drop significantly. In fact, from 1992 to present, DLA personnel have decreased from 62,000 to 28,600. That number is expected to fall to 20,000 over the next four years, said Glisson. The agency also faces the challenge of trying to maintain a competent staff as it faces a potential retirement crisis. With the average age of a DLA employee currently at 47, the agency expects to lose large

numbers of employees in an oncoming retirement wave.

"One of the issues we're facing is not unique to me. I think it resides throughout the Department of Defense," said Glisson. "It has to do with how do you take an aging workforce and refresh it? How do you recruit, how do you retain, and how do you retrain? You're doing it with fewer people. You've imported all of these new ideas and changes in the way that they do business, but you realize that the strength of our organization is people. Nothing happens without a world-class workforce. That's the bottom line."

To tackle this problem, DLA established its vision for the 21st century, or DLA-21. "We've tried to make a template and say 'what kind of workforce do we need to do this?' and we've gone back to our current workforce and said, 'resident within this workforce, how do you retain and retrain what you have?' Because clearly you're going to need less inventory-management skills, because business rules will take care of a lot of that resident in your new systems."

DLA is implementing business-systems modernization, under DLA-21, to institute a common supply-chain management system that will work across military-service lines. The system will run on commercial, off-the-shelf software that will automate the process, ultimately requiring less manpower than previous methods of tracking supplies.

"But you probably do need some people who understand the market sector, who can stay current with what's going on," Glisson acknowledged. "I know you probably do need some more customer representatives."

DLA recently has taken measures to address personnel shortfalls. First, the agency established two academies—one in Richmond, Va., the other in Columbus, Ohio—designed to train personnel with the necessary skills. The agency also set up an internship program to recruit younger people and what Glisson calls an "executive management plan,...an opportunity for our senior leaders to work in private industry for six months to a year." DLA has learned lessons in modernizing its business processes from the private sector. Its leaders have received valuable hands-on experience working in the commercial sector, said Glisson.

"The fourth thing we're trying to do [to fix the workforce problem] is we've chartered a group to take a look at the entire workforce issue and to come back with a series of initiatives on how we might be able to improve what we're doing," he said. "But the key for us is the internship program and making sure that we're recruiting the right people and allowing them to have the mobility to where they can move among the different parts of the business."

But even though DLA has had to downsize, it is working more efficiently, Glisson affirmed.

In fact, a recent report commissioned by the Joint Chiefs of Staff said, "that we served as a model for the other combat agencies," said Glisson. "I think that's a real tribute to the workforce that we have here. [Despite the personnel cuts], the mission of the workforce has probably increased 3,000 percent. You don't do that and support those kind of results, I don't believe, without a world-class workforce."

DLA has taken some flack from critics, who claim that the agency bases equipment-purchasing decisions on lessons learned from past conflicts. But Glisson defended his organization, saying that his people work directly with the military services to determine their future needs.

"I think we have a good focus on the future, on how to do that even better and leverage information technology and other technical solutions to our problem and to continue with reengineering," said Glisson. "We'll be part of the [Rumsfeld review] process, but I feel confident we can show the progress we've made, and show that we're an investment worth keeping around for the long term for the Department of Defense. I think we're value added."

Glisson was confident that DLA could demonstrate that business practices have become more efficient and will continue to improve.

"We've reduced our inventory at times," he said. Supply chain management techniques have been designed to eliminate excess inventory. The goal is to provide supplies on demand and avoid overstocking, he said.

"We've reduced our response times by over 50 percent on how fast we fill customer orders," said Glisson. "We've put into place some major prototypes, I think, for the department in terms of acquisition and supply-chain management." Although military operations such as Desert Shield/Storm and the NATO air campaign over Kosovo proved successful in a military sense, getting supplies to the battlefield in a timely fashion was not always achieved. A commercial-style supply-chain management system could provide a solution, said Glisson.

#### **'Mikey Likes It'**

"One of the pluses we have in DLA is we have become the prototype for the department when it wants to try new procedures and operational concepts," said Glisson. In cases such as these, DLA is Mikey, a character from a popular 1970s television commercial for Life cereal.

"When you don't know what to do with it, give it to Mikey, and let Mikey have it," he said.

"A good example," Glisson cited, "is the Department of Defense Electronic Mall," an online shopping center that brings many Pentagon vendors together for one-stop buying. The E-Mall is run by the Joint Electronic Commerce Program Office, which falls under the DLA umbrella and was formed in 1998, during Glisson's command. "We tried that out for the department. We were able to put that in place very, very fast. Because we are able to work every-day and look across all the military services, we are able to take the best business practices and procedures from all and blend them together for the department to allow things to occur much faster. If it works for DLA, then [the department] can export it to other parts within. I think that's one of the benefits we bring.

"So I think it's a value-added proposition that we provide. ...I think it would be impossible to separate DLA from the military services today. With the exception of ammunition, procurement of major weapon systems, repaired parts and major weapon-system assemblies, we virtually provide everything else to allow the military services to perform their mission today. So I don't know how you could separate that today. None of the logistics organizations in the Department of Defense today could do what they do alone. We've become really a team, and we leverage each other. So you've got to balance that, as you take a look at what the future holds."

DLA has a \$17 billion budget. This figure has remained relatively steady, said Glisson. Of that, \$13 to \$14 billion is spent on materiel acquisition or replacement. One percent of the budget goes to salaries. The rest is allocated to research and development, modernization of legacy systems and electronic commerce.

Glisson said he does not expect to take a major budget hit, because most of that money pays to restock sup-

plies that the military services need.

"From the standpoint at what my budget is, there's not necessarily a relationship between how cost effective I am and what my budget is, because most of my budget goes with buying what customers want," said Glisson. "So it's a replenishment, as opposed to an indicator of whether I'm more efficient or less efficient."

DLA is working directly with the military services to better serve them, Glisson said. "We've partnered very closely with the military services and warfighting CINCs (commanders-in-chief), trying to become an integral part of their team, so that we have a knowledge management base," he commented. "That's one of the things you'll hear us talk about: customer focus and knowledge. What that means is understanding what they do today, how they operate, and where they're going in the future. In order to do that, we've made an investment in people, and we've put customer-support representatives on site at most of our major customer locations, at all of our warfighting CINC locations."

#### **On Site**

In the past, Glisson said, it was not likely that DLA workers would be deployed to battle areas. Today, they can be found in Bosnia, and they also assisted in Albania.

"We've become an integral part of the warfighting team," Glisson asserted. "We don't want [the military services] to go to war without us. We hope that we have added enough value to their logistics base that they would not be able to go to war without us, and they'd want us there. And I think that's a major, major change for us.

"If you look at recent history over the last three years, if you asked somebody five years ago, 'would DLA ever be in a combat zone in Bosnia?' the answer would have been a resounding 'no,' but we were one of the first people in there. We've been there since the start. We're still there

*Continued on Page 9*

# Director Visits Pacific Theater

The Defense Logistics Agency Director Lt. Gen. Henry T. Glisson visited DLA activities and customers throughout the Pacific Theater in March. During the 8-day trip, Glisson visited DLA activities in Hawaii, Japan, and Korea, including Defense Reutilization and Marketing Service International, Defense Supply Center Philadelphia-Pacific, Document Automation and Production Service, DLA-Pacific, DLA Support Services-Pacific, Defense Energy Support Center-Pacific, Defense Distribution Depot Pearl Harbor, Hawaii and Defense Distribution Depot Yokosuka, Japan. He noted that the DLA activities in the Pacific are doing an excellent job supporting the forces.

Glisson said, "DLA Pacific continues to mature and provide extraordinary support to our Pacific customers. Everywhere I went the DLA-P Team received praise for their customer oriented focus, selfless and professional spirit, and value added support. I could not be more proud or pleased with their performance. They truly represent the ethos and vision of this Agency. To the entire DLA-Pacific Team, I say thank you and well done for what you've achieved. Keep charging." ♦

*(Photos by Maj. Donnie Walker, USA)*



*At the New Sagami Depot, Japan (from left to right) Jerry Williams, Lt. Gen. Henry T. Glisson, Wayne Tisdale and Robert Davis.*



*QM First Class Geoffery Morris receives a coin from Defense Logistics Agency Director Lt. Gen. Henry Glisson.*



*(From left to right) Robert Davis, Defense Reutilization and Marketing Office, Kim Huntley, director, DLA Director's Staff Group, Lt. Gen. Henry Glisson and Lt. Col. Dwayne Thomas tour an operation at the New Sagami Depot, Japan.*

# DRMO Hawaii Relocates

By Nanette Tamura  
Pacific Zone Service Manager

The relocation of DRMO Hawaii to Kalaeloa has taken many years of planning, but at last, the keys have been turned over and the lights turned on.

The relocation effort started in August of 1993, when the City and County of Honolulu bought a parcel of Navy land near Pearl Harbor. Under the sales agreement, part of the proceeds from the sale were to be used to relocate the tenants to other sites and one of the tenants just happened to be the DRMO.

The land sold to Honolulu's municipal government had to be vacated by June 2, 1996.



HICon2: The new DRMO Hawaii office, part of a nearly \$2.4 million relocation project funded by the U.S. Navy.

After a great deal of assistance from the Pacific Naval Facility Engineer Command, a new site was found for DRMO Hawaii at Kalaeloa, on land that was formerly part of Naval Air Station Barbers Point.

The second phase of the relocation is now nearly complete. During this phase, the DRMO received approximately 20 acres of additional land for use, primarily, as open storage area. This new phase of construction was developed and funded by the Navy, starting in October 1999, at a cost in the neighborhood of \$2.4 million.

On January 29, a final inspection was concluded and keys to the area were turned over to DRMO personnel. The contractor is still completing work on minor projects. ♦

## New Intranet Site Launched

The Defense Logistics Agency's Today and Tomorrow, <http://today.dla.mil/today>, is a web portal devoted to delivery of news and information on people, learning opportunities, employee life, mission and innovation in DLA activities. You must be on a .mil or a .gov computer to view the site. As the official news and information resource of DLA, it will strive to deliver the news people need and want. It will serve five basic purposes:

- Inform DLA employees in a timely manner on issues of concern impacting mission execution, employee well-being and personnel matters in general.
- Increase understanding of change initiatives being implemented within DLA.
- Provide an easy access entry point to DLA web based resources.
- Build awareness and understanding of the DLA core competencies, values, culture and corporate identity.
- Provide a conduit for innovation within the Agency.

**Bookmark it today.**

[today.dla.mil](http://today.dla.mil)

# DESC Working to Avoid Future Problems in Utilities Deregulation

By Major Ruth Larson, USAFR  
DLA Public Affairs

California's escalating power crisis has been grabbing national headlines on a daily basis. Rolling blackouts, skyrocketing prices, and the looming bankruptcies of the state's leading utility companies have combined to create a nightmarish situation for consumers and politicians alike.

Until recently, plans for utility deregulation have been proceeding with relatively little fanfare in many of the 50 states. The idea was to bring the benefits of marketplace competition to the monopoly previously enjoyed by utility companies, thereby reducing the price of electricity and natural gas paid by consumers. But, in a tribute to the law of unintended consequences, California has seen its power supplies dwindle and prices escalate, bringing an unwelcome spotlight on the state.

The Defense Energy Support Center has been thrust into the spotlight, as well. John Nelson, a contracting officer on DESC's Electricity Team, explained the background of the California situation, along with how DESC is responding to the challenge.

In recent years, DESC has taken the lead in helping deregulate the vast network of Defense Department utility systems. A 1997 Defense Department initiative directed DESC to begin a pilot project to examine the impact of utilities deregulation. Ironically, California was selected as the site for the pilot project, because it was scheduled to have the first functioning deregulated energy market, Nelson said.

A number of military installations were chosen to participate in the deregulation program. Most were Navy installations, but some Air Force and Army facilities also were included. Solicitations were issued for 45 months – May 1998 to March 2002 – and the contract was awarded to the firm New Energy. The multi-year contract was designed to give the company time to install meters to record essential data.

## California Deregulation Begins

Meanwhile, California's deregulation began on April 1, 1998. Initially, the plan was that electricity costs would be "capped" until March 2002, to provide a measure of stability in the system. But then, the marketplace provided the first of many surprises to energy officials.

"Part of the deregulation process required utilities to sell off their [power] generation facilities," Nelson explained. The surprise came when power plants valued at, say, \$200 million were sold on the open market for up to \$800 million. "They were getting three or four



times as much as they thought they'd get for their power plants," he said.

That windfall allowed utility companies to pay off their "stranded costs"—money invested in various assets that would not ordinarily have been recouped under deregulation. "When they implemented deregulation, the maximum amount each utility was allowed to pass along to its customers was engraved in stone," Nelson said. "But once the stranded costs were paid off, the amount that you could charge for generation went strictly to a market-based rate."

The difference in rates was stunning. Before deregulation, the price of electricity traditionally had remained at 2 to 3 cents per kilowatt-hour, on average. But in May 2000, everyone realized that there would not be enough power to go around, and the laws of supply and demand suddenly kicked in. "On the market, prices went sky-high," Nelson said. San Diego Gas and Electric customers were first to feel the effect, seeing electric prices escalate to double or triple their traditional rates. "For example, what cost \$50 in May cost \$125 in June, \$130 in July and \$150 in August," Nelson said.

Then the "Catch-22" element of California's deregulation began to surface. The state's deregulation was, in fact, only a partial deregulation. While wholesale energy prices are allowed to rise, energy producers were prohibited from passing the price increases along to customers. Thus, the state's two biggest utilities, Southern California Edison and Pacific Gas and Electric, are buying power on the open market at perhaps \$300 to \$500 per megawatt hour, yet



can charge customers no more than \$60 per megawatt-hour, Nelson said.

The widening price gap has forced some firms into bankruptcy. Their credit ratings in shambles, the firms have defaulted on their bonds, so they are unable to buy the power they need to provide to their customers. The state of California has had to step in to bail out the firms temporarily so that they can continue supplying customers with electricity. California's utility board recently voted to dramatically increase the rates consumers could be charged, in an effort to narrow the price discrepancy and to encourage conservation.

In June 2000, DESC's contractor, New Energy, asked that their contract be modified, because it would actually be cheaper for them not to deliver electricity to these military installations. If they were forced to deliver electricity purchased on the open market, they would not be compensated for what it cost them, and they would find themselves in the same cash-strapped straits as other utility companies in the state.

DESC reached a settlement agreement with the company under which all installations would revert to their pre-deregulation stance of being "bundled" utility customers, meaning that the utilities provide all services, from generation to power delivery. New Energy would then calculate what their discount to the installation would have been under the original contract, and make those payments to the installation for the remainder of the contract period.

Barring any major changes, these discount payments will continue to be paid through March 2002. The bottom line is, "We don't really have a viable contract for anything out there right now," Nelson said.

Defense Department installations throughout California have reduced utility usage wherever possible, to help limit the state's energy consumption. But in some cases, conservation measures haven't been enough. When the state's electrical reserves fall below 1.5 percent of peak demand levels, as they have on several occasions, utility officials declare a "Phase 3 emergency" and institute "rolling blackouts." Individual substations are shut down for 30 minutes to an hour, then brought back on-line, while another substation is shut down.

"What's happening to DoD installations is the same as what's happening to everyone else," Nelson said. Substations are being shut down on a rotating basis by California's Independent System Operator, or ISO, to keep the system functioning. "They can't afford a system-wide blackout," Nelson said.

### **Nationwide Impact**

"Deregulation is working in a lot of places, and will work in a lot of places, as long as California doesn't scare everybody off," Nelson said. And, in fact, California's problems are having an impact far beyond its borders. At least five states – Arkansas, Montana, Nevada, New Mexico and Oklahoma — have either delayed or recon-

sidered their deregulation plans. "A lot of people are running scared because of California," Nelson said.

DESC officials are continuing to monitor deregulation initiatives in all 50 states. "Deregulation works very well. It has achieved lots of savings," Nelson said. "But everybody focuses on the problems that have occurred in California, and not on the fact that deregulation is working elsewhere." For example, the states of Pennsylvania, New Jersey, and Maryland have thriving deregulation programs in place. DESC has issued solicitations in several more states, including Delaware, Connecticut, Maine, Illinois, Ohio, and Rhode Island, Nelson said.

But as hot summer months further escalate the demand for electricity, California seems destined to be the center of attention for DESC, along with the rest of the nation. ◆

*Glisson: DLA To Retain Clout...Continued from Page 5*

today. When the air campaign in Kosovo started, we supported that. We were one of the first people in Albania. So we're forward today and integrated today with the military services. ... We've created a way to keep that presence there and, I think, to improve on that presence."

During his tenure, Glisson said he has overseen changes in business processes such as the elimination of paper, the emergence of electronic commerce and the development of the supply-chain management system, which is required to be in place in four years. Glisson, whose term runs out in July, believes DLA will accomplish that goal.

"We're going to change the metric on how we determine response time, and we're going to do something called customer wait time," he said, "which is from the time a customer puts in a requirement to the time you deliver. We're going to go to time-definite delivery, which is analogous to FedEx. [This] means if the customer says he needs it in three days, you're going to get it there in three days, and you're going to measure your performance against that standard."

The supply-chain management system must take advantage of Internet capabilities and provide for "total asset visibility," he said. This means that system users should be able to keep track of items from raw materials to finished products at all times.

"I predict that four years from now, you're going to see all of that, and you're going to see this relationship [between DLA and the warfighter] that I think is essential for the department to provide focused logistics support." ◆

# Agency Takes First Steps Toward Business Modernization

By Jim Katzaman  
DSS Corporate Communications

Cast aside aged, outdated business systems, more than 200 people from Defense Logistics Agency headquarters and field activities are working together to transform modern systems throughout the organization.

Within four years, Business System Modernization managers hope to have in place the first set of new processes that will enhance DLA business and put the agency on par with the best commercial companies. This would give DLA customers the same benefits as those served in the private sector.

Known as BSM, this modernization effort will replace legacy material management systems such as the Standard Automated Materiel Management System, or SAMMS, and the Defense Integrated Subsistence Management System, or DISMS. In their place will be a state-of-the-art enterprise-wide commercial off-the-shelf information technology system.

The result, according to David Falvey, program manager, will benefit the agency as well as individual workers who will be trained on the latest commercial software. These outcomes hinge, he said, on the successful replacement of 40-year-old systems and putting in place reengineered business processes that take advantage of those systems.

Since the 1960s, he explained, while most of the business world has moved on to more customer-focused and interactive processes, DLA has continued to rely on increasingly aged and fragile government-developed systems such as the SAMMS and DISMS.

"SAMMS and DISMS are automated systems that were designed from

the ground up to satisfy our customers' requirements," Falvey said. "But these systems haven't kept up with commercial innovations in the last four decades, let alone changes in the last four years."

DLA is now turning to an enterprise resource planning system, known as SAP, to provide the integrated order fulfillment, procurement, planning and financial management capability now commonplace in the commercial world. With this system, supplemented with an advanced planning and scheduling system, called Manugistics, to enhance supply and demand planning, Falvey said, "we can meet service levels common throughout today's business world."

Business System Modernization has the added advantage, he said, of relying on the latest tested and proven products in information technology. DLA technicians will have the capability with these products to configure off-the-shelf software to the agency's special needs.

These and other changes will come none too soon, according to Jill Pettibone, executive director of business modernization, who offered a blunt assessment of DLA's current practices. She was referring to the effort now under way to reengineer DLA's business process to fit best practices.

"The systems we use to conduct our business need to be replaced," she said, adding that the need to change also affords DLA a tremendous opportunity. "As long as we're going to replace these systems, why not modernize our practices as well?"

Pettibone said customers and DLA employees alike would reap the rewards of a modern system built with the best commercial practices and software.

"We need to manage supply chains the way industry leaders do — from production through consumption," she said, adding that one goal is to introduce demand planning. "This involves collaborating with customers to get a handle on what their requirements are. Then we'll be in a position to give them all the support they need."

"If we know our customers' needs, we'll have a better opportunity to get our products to them in ways that are most effective and efficient." Ultimately, Pettibone said, "This will give us a better chance to anticipate what future support our customers will want."

For DLA employees, change will be gradual, but Pettibone had no doubt that the future holds great promise for workers who will be more fulfilled and happy in their jobs, thanks in part to a better use of information technology.

"Regardless of how we conduct our business," she said, "we owe it to our people — as well as our customers, the warfighters — to provide the best process we can."

DLA leaders, she added, are committed to give workers "new tools to help them do their job. The average person will also get new training and increased skills in learning to do things commercially. That translates into increased marketability for each person."

Pettibone is certain that when workers see what awaits them, they will welcome the change. She said she also understands if people are hesitant. "If someone asked me to change, I'd want to know why. We need to do a good job explaining this program to our workforce and answering their questions."

In any event, she added, the shift

to full Business System Modernization, urgently as it's needed, will not come overnight. DLA is starting by replacing SAMMS and DISMS — all its supply mission except for energy — by 2005. Other systems will be modernized after that.

"It will take that long to do the process incrementally, to test and make sure we're right," Pettibone said, adding a crisp perspective: "I have a sense of urgency, but I want to make sure this is done right."

That right approach, as she described it, includes putting a portion of Business System Modernization in place in 2002. Meanwhile, DLA workers will receive the training and investment needed to give people the skills and confidence to do their jobs using the new system.

For the immediate future, Business System Modernization's business partner, Accenture, will deliver its "100 percent solution" to DLA's needs in April. These are blueprints of the new business processes of BSM. The next steps include putting in place the technical structure to support the solution and starting worker training.

As DLA moves ahead with its modernization the agency will have plenty of company. The Navy has started four enterprise resource planning pilot programs, or ERPs, and the Army is doing ERP in its wholesale logistics modernization program. DLA has been meeting with those groups to build awareness and share information on internal efforts and overlaps.

"We're working on where these other programs meet with ours so that we'll get all system connections working together," Pettibone said. It's just one more example, she said, of how DLA must and will step into the future. ♦

## DCST Relocates

The DLA Contingency Support Team moved closer to its customers in April. The new location is Camp Comanche, Bosnia-Herzegovina, near the Multi-National Division – North in Tuzla. Previously the DCST had been in Taszar, Hungary since 1995.

The move was made to "optimize theater resources and individual workload," said the DCST commander, Marine Corps Major James Rubino. He cited the theater's maturity as enabling the move.

The new location centralizes the DCST command structure, Rubino explained. He is now closer to the fuel operations of Defense Energy Support Center – Europe in Split, Croatia, and to food delivery operations of Defense Supply Center Philadelphia in Zagreb, Croatia. The move also enhances the DCST's coordination with the logistics planners of the NATO Stabilization Force headquarters in Sarajevo, Bosnia, and of the U.S. Task Force Eagle, also in Sarajevo. The only DLA element remaining in Taszar is a small Defense Reutilization and Marketing Office.

The Multi-National Division – North is converting to an Army Support Group structure, similar to that found in Germany. With the activation of the ASG in Bosnia, the camp at Taszar will become an Army Support Team subordinate to the ASG and will reduce in size. This reflects a maturation of the theater's support concept and the ability to support operations from within Bosnia-Herzegovina.

"The National Support Element and then the newly formed USASET (United States Army Support Element, Taszar) literally treated the DCST members on the camp as one of their own," said Rubino.

He was highly complimentary of the support that the DCST received, saying, "We were provided first rate support from vehicles and billeting to force protection. Likewise, we provided all classes of supply support to the joint forces on Taszar in the same superb fashion we provided that support to the other organizations in the Operation Joint Forge AOR (area of responsibility)."

As for the working relationship, Rubino added, "Anytime you have the opportunity to live and work with dedicated, professional personnel in a deployed environment, friendships are formed that will never be forgotten."

The DCST is responsible for coordinating DLA support to U.S. and NATO forces in Bosnia-Herzegovina. It can reach back to its higher headquarters, Defense Logistics Agency Europe, for assistance or directly to the other primary level field organizations in the United States.

As DLA's face to the front-line customers in Bosnia, the DCST provides a storefront where Stabilization Force commanders can come to resolve logistics issues. DLA provides the deployed forces in the Balkans with food, fuel, spare parts and other supplies and is a partner in maintaining the units' readiness posture. ♦

# DLA Diversity Team Going Strong

*This article is the first in a continuing series on the DLA Corporate Diversity Team and covers the team's history. Subsequent articles will focus on initiatives and goals.*

The DLA Corporate Diversity Team has been going strong in DLA for the past seven years. The team began in early 1994 in response to a request from DLA's director (Vice Adm. Edward Straw) to look at DLA's statistics for discharges of minority males. Straw had seen a national newspaper article that stated discharge rates for newly-hired minority males in the government were much higher than for non-minorities, and asked for a comparison of DLA's statistics.

In order to delve deeper into the DLA statistics, which were comparable to the overall government rates, the DLA deputy director of Human Resources requested that the Equal Employment Office assemble a group of black males and senior leaders to discuss why the DLA discharge rates were at their levels.

The group was made up of Senior Executive Service employees and other senior-level employees from throughout DLA headquarters. They represented different backgrounds and perspectives. At their initial meeting, they realized that the DLA discharge rates were due in part to the fact that supervisors were not communicating with new employees during the probationary period to find out what the employees' anticipated in their new jobs, as well as the newly hired employees not clearly knowing what their supervisors expected of them. But the group also felt that the problem was more than just discharge rates, that it was also about how to deal with people within the organization.

"The group started talking about diversity, that is, our similarities and our differences, and how we can look at them and start to manage," said Walter

Thomas, associate General Counsel at DLA headquarters, and an original member of the group. "We started talking about the fact that diversity within the agency was probably one of its best assets. We realized at that first meeting that we had a bigger concern — that how we deal with our people was also important in terms of accomplishing DLA's mission and goals."

"We reported back to the director with our concerns that there was a need to create a team to explore issues concerning diversity within DLA. The director agreed, and authorized our group to create a vision and a charter. Our group then became the DLA Diversity Team," Thomas said.

As the group began dealing with the issue of diversity, they also started to jell internally into a team. They used typical team forming strategies: forming, brainstorming and creating norms. "One of the biggest benefits to the group was that we decided at the beginning to leave the egos at the door," Thomas said. "We were able to voice our concerns and opinions candidly. There was a free exchange of ideas among the team members. We also had a philosophy that no one would send substitutes to meetings. This was not to keep anyone from coming in, but it was to keep our momentum going with the members we already had. We had built up a rapport, and we didn't want to go back to ground zero."



*Members of the DLA Corporate Diversity Team visited Defense Supply Center Columbus in February. From left are DSCC Deputy Commander Steven R. Bernett; Jacqueline Bryant; Karla Hendry; Fania Magana; Joyce Williams; Brig. Gen. (Maj. Gen. Select) Mary L. Saunders, USAF, DSCC Commander; Billy Owens; Walter Thomas; Steven Patrick and Mary Ann Skocik. (Photo by C. Moffett)*

In the beginning “it was a learning process for everyone on the team,” Thomas noted. “We had to form, and come together to succeed. It was a growing process for us, and we found that we all had our own definition of what diversity was, and what it wasn’t.” The team members worked methodically and with commitment, and produced a diversity vision and charter, which were quickly approved by the DLA director.

“When we started the team, we realized that diversity is a whole lot of things,” Thomas continued. “It wasn’t just about race or gender. We had to recognize that we don’t hire employees, we hire people – and people come from all kinds of backgrounds. They bring a lot of values and opinions with them, and when they come to work, we have to deal with those kinds of things. We have to recognize and understand the differences in people.”

The team decided to promote understanding by increasing diversity awareness within the agency. They sought the assistance of Dr. Roosevelt Thomas, the author of “Beyond Race and Gender,” and a pioneer in the area of corporate workforce diversity. “We contracted with him to conduct initial diversity awareness training across the agency,” Thomas said. “Our plan was for Dr. Thomas to conduct training at DLA headquarters, then set out across the country to DLA ICPs and depots.”

“Those that attended the training came away with a totally different perspective,” Thomas added. “Everyone had some misconceptions about what diversity really is — the first thing that came to mind was equal opportunity or discrimination. They did not realize until the training, that diversity meant dealing with and managing the differences and similarities in all employees in order to make the organization flourish.”

The feedback from the employees who attended the awareness training was invaluable to the diversity team according to Thomas. Those employees who were initially skeptical about diversity became more positive once they learned that the intent of the program was to promote the concept of valuing our people and using the resources of all employees. “This was a way to create an environment and culture in DLA where we respect and value the differences and similarities in our employees,” Thomas said.

This culture has remained constant, even though the DLA organization itself has changed dramatically since the diversity team was formed. “We are committed to creating a sense of community for all employees, and to recognize that we depend on the talented people in the agency to keep the organization alive and working,” Thomas said. “We have come a long way since 1994. Our organization is changing. We don’t look like we did seven years ago, and we won’t look this way in seven years.”

## Diversity Vision

Achieve organization excellence through an environment where people and their individual differences and contributions are valued.

## Diversity Team Charter

Develop and promote the Agency’s diversity vision by accomplishing the following:

- Develop a statement of principles that identifies the concept and provides a shared understanding of the meaning of diversity.
- Develop a programmatic approach to continually educate and raise the consciousness of all DLA employees about workforce diversity.
- Establish recommendations to develop workforce diversity into an Agency asset.

### Specifically:

- Identify methods to overcome barriers (e.g., policies, cultures, and processes) to workforce diversity.
- Develop tools for management to fully empower all employees (e.g., education and training).
- Focus on finding ways to promote acceptance, respect, and value for the differences, as well as the similarities among people and groups.

The members of the original team have changed as well, with retirements and relocations taking three-fourths of the first members. However the mission of the team has not changed. “We have a new cadre of folks on the corporate team. To that extent, we have new perspectives from them, but this hasn’t hindered our ability to accomplish things we set out to do in our original plan. We have a different focus on our objectives, but that is a part of evolution.”

“We still have a lot to do,” Thomas said. “Hopefully workforce diversity will be seamless within DLA as a part of our organization, and remain important to the way we do business. In today’s environment of global markets and competition, the way DLA will survive is through the people we have here. It’s a cliché – people are your greatest asset – but it is the truth. Without the people, the organization can’t make it. We have some great people in DLA that we have to embrace, and harness and manage those differences and similarities to make our organization succeed.” ♦

# “Diversity Man” Visits DSCC

By John F. Foreman  
DSCC Public Affairs Office

**D**iversity does not equal affirmative action! Diversity must never be labeled as the act of counting heads rather than making heads count,” said Samuel Betances to the DSCC workforce March 28.

A leading expert on diversity education to the corporate world, Betances used his unique, animated style to make his presentation about diversity issues to two fully-packed auditorium audiences.

He likened himself to a super-hero he called “Diversity Man,” considering his ethnic family background and his work with numerous organizations and countries concerning diversity issues.

Having the audience vocally repeat themes important to his presentation, Betances said, “Strong diversity initiatives can eliminate dysfunctional personal and organizational behaviors that frustrate the development of quality workplace relationships.” He pointed out that the key to diversity was welcoming the pluralism of values, experiences and perspectives that comes with inclusion.

Betances pointed out that the major factor impacting diversity today is the change in demographic trends. Those he discussed are:

- A shrinking workforce — U.S. population growth is decreasing;
- Fewer white males;
- More women in the workplace;
- Escalating work and family issues;
- More ethnic diversity — ethnic groups formerly known as minorities are now 30 percent of the total U.S. population;

- More foreign born workers;
- More older workers; and,
- More physically and mentally challenged workers

“Creating a workplace climate in which diverse interest group members feel respected, empowered and rewarded is important,” said Betances. He presented use of the term “EPIC” as a way to remember the key practices for diversity in an organization. EPIC is an acronym for Empowered, Productive, Inclusive and Collaborative. Betances says these four components are the building blocks of any diversity initiative.

Near the end of his presentation Betances pointed out 10 mistakes, or games as he called them, that organizations play that defeat diversity initiatives. They are:

- Pre-selection of job candidates;
- Claiming that differences equal diversity;
- Believing that managing diversity is possible without providing leadership to make it happen;
- Confusing diversity for compliance and vice-versa;
- Patterns of individual grievances are never connected to structural reform proposals;
- Viewing diversity as a “floppy disk” event rather than a “hard drive” response to the quest of making inclusive systems;
- Focusing on the culture of under-represented groups rather than on the culture of the organization – which keeps certain groups under-represented;
- Accepting a resume pile that does not reflect a qualified, diverse and balanced talent pool from which to promote;
- Identifying a diversity event as a process; and
- Failing to understand that while recruiters recruit, it is the organizational culture that retains an employee. ◆

## Lippert Named Next DLA Director

**I**n March, Rear Adm. Keith W. Lippert, SC, USN, was nominated to the grade of Vice Admiral with assignment as Director, Defense Logistics Agency. Lippert will relieve Lt. Gen. Henry T. Glisson on July 20. Lippert is currently serving as commander, Naval Supply Systems Command and chief of Supply Corps, Mechanicsburg, Pa.

Lippert is a native of Chicago, Ill., and graduated from Scotch Plains-Fanwood High School in Fanwood, N.J. He earned his commission through the regular Navy ROTC Program, graduating from Miami University,



Rear Adm. Keith W. Lippert

Oxford, Ohio, with a B.A. in mathematics in 1968. Additionally, he holds master's degrees from the Naval Postgraduate School; Management in 1969, and Operations Research (with distinction) in 1975. In 1994, Lippert attended the Senior Executive Program in National and International Security at the John F. Kennedy School of Government, Harvard University.

Among his duty tours, Lippert was the commander of the Defense Supply Center Richmond from July 1993 to July 1995. His personal awards include the Defense Superior Service Medal, two Legion of Merits, four Meritorious Service Medals, two Navy Commendation Medals, Navy Achievement Medal, and Submarine Supply Dolphins. He is the recipient of the Society of Logistics Engineers 1992 International Award for outstanding performance in financial management/inventory control. ◆

# State-of-the-Art: Training Complex Opens at DDNV

The Defense Distribution Depot Norfolk unveiled its new training complex on Feb. 22 with a ribbon cutting ceremony. The complex is named in honor of Capt. Philip S. Hannaford, Supply Corps, U.S. Navy (retired), DDNV's first commander.

The Hannaford Training Complex is a state-of-the-art learning center with two computer labs and one large distance-learning center. The complex seats 14 in each computer lab and 35 in the DLC.

The new center provides DDNV with downlink capability for live satellite training. The Defense Logistics Agency has six origination sites (uplinks) capable of transmitting live training to outlying depots. Training designed for satellite delivery is being developed by DLA to reduce travel costs associated with training. It can also provide customization and availability 7 days a week, 24 hours a day.

DDNV capitalized on the investment made by DLA in providing the satellite equipment by expanding the satellite capability into all three training rooms. By purchasing additional keypads and microphones and connecting the equipment to a projection system, the expansion provided the capability of training 64 students



One of the computer rooms shows the modern pop-up monitor type furniture used to allow greater flexibility of the rooms.

via satellite at once. Satellite capability consists of one-way video and two-way audio with live voice and data transmission and large screen projection. Each room may also be used independently of the satellite communications equipment if necessary. All computer workstations feature pop-up monitors to allow maximum flexibility of the training rooms.

Every training room is equipped with Smart Board technology. A Smart Board is a touch sensitive and interactive white board that allows control of the computer by touching the screen. It functions as a standard white board, paperless flip chart, and projection screen. It also has the capability of translating handwriting into computer type. Documents or notes can be edited or created on screen and then printed for distribution.

DDNV's training vision is to be able to download training via satellite to local servers. Students will then be able to access that stored computer based training in the training complex or via the Internet through individual PCs. This would provide expanded training opportunities to DDNV's increasingly multifunctional workforce and facilitate the 24-hour, 7 days a week operating schedule of DDNV. ♦



Betty Moose (2nd from left) and retired Navy Capt. Philip Hannaford, DDNV's first commander, cut the ribbon to open the new state-of-the-art DDNV Hannaford Training Complex. Also participating in the ribbon cutting was current DDNV commander Capt. Dick Trowbridge, Sharon Forrest from DDC and Al Know from DDNV's facilities.

# PTACs: A Success Story in Business Partnerships

By Major Ruth Larson, USAFR  
DLA Public Affairs

Doing business with the federal government can be a challenging proposition for many businesses. The volume of acquisition regulations and paperwork can slow even the most enthusiastic bidders.

That's where PTACs come in. Procurement Technical Assistance Centers, located around the country, can help businesses in developing contracts with the military and other federal agencies, as well as with state and local governments. They offer training to businesses in how to research and bid on contracts, and assist them in registering and using electronic commerce.

Grants officers Diana Maykowskyj and Anthony Kuders manage the program for DLA's Small and Disadvantaged Business Utilization Office. "The bureaucratic system can be frightening to these people, and lots of vendors might not normally be willing to do all the paperwork," Maykowskyj said. "But the PTACs can alleviate a lot of the fears and concerns of doing business with the government."

The program involves cooperative agreements with eligible groups such as colleges and universities, state and local governments, nonprofit organizations, and economic development groups such as chambers of commerce. While the centers are open to help businesses of

all sizes, Maykowskyj acknowledged that small businesses get "the lion's share" of their attention.

Still, the centers do offer a valuable service to mammoth companies like Boeing and Lockheed-Martin. By law, all major contractors are required to develop a sub-contracting plan to distribute portions of the work to small or disadvantaged businesses, Kuders said.

"Sometimes it's hard for them to find qualified small businesses," he explained. "But the PTACs can help, because they know what's out there. They might know somebody who can machine green widgets, and Boeing just happens to be looking for somebody to machine green widgets."

## Government-wide Access

Congress established the Procurement Technical Assistance Cooperative Agreement Program in 1985 as a way to help generate employment and improve local economies. Initially, the service was meant to help companies gain access to defense contracts, but it has since been expanded to contracts in all federal agencies, as well as state and local governments. "So PTACs can help a firm do business with the Air Force, DLA, the Department of Commerce, Fairfax County, or the Commonwealth of Virginia," Maykowskyj said.

It is important to note that the program involves cooperative agreements, not contracts, Kuders said. Some mistakenly consider the program to be "free grants" to businesses, which is simply not the case, he stressed. Under the cost-sharing arrangement, DLA pays up to 50 percent of the costs, but the remainder must come from the centers themselves. By law, DLA can fund up to \$300,000 annually to PTACs that serve an entire state, and up to \$150,000 annually for centers that serve less than a statewide area. Last year, DLA funded nearly \$18 million to 91 centers in 45 states and Puerto Rico, Kuders said.

Most of the cooperative agreements are managed by the Defense Contract Management Agency, except for those involving colleges or universities, which are administered by the Office of Naval Research. No federal employees work in the PTACs themselves, although many of



Anthony Kuders and Diana Maykowskyj, of the DLA Small and Disadvantaged Business Utilization Office. (Photo by Thomas Wilkins)



---

them employ former government contracting officials, because of their extensive knowledge of federal acquisition regulations.

Some have asked whether the PTAC program is similar to those run by the Small Business Administration. A 1998 DoD study concluded that PTACs and the SBA's Small Business Development Centers have "significantly different missions," Kuders said. In a sense, there is a logical progression between the programs. Small Business Development Centers are geared more toward helping small businesses get started or helping them write business plans to attract investors.

Later, when a business is established and expresses an interest in marketing goods or services to the federal government, that's when PTACs can help, he said. And, in fact, the centers do collaborate with Small Business Development Centers, Maykowskyj said. For example, Virginia's George Mason University operates both a PTAC and a Small Business Development Center.

### Electronic Commerce

The centers provide computer systems, reference libraries with regulations and specifications, and even offer bid-matching services. For example, suppose a business owner is interested in selling belt buckles to the military, Kuders said. The centers could help the business owner locate the appropriate government office that buys belt buckles, identify the current requirements for belt buckles and the points of contact for them, and even provide information on previous successful bids to aid in crafting an appropriate bid for a particular contract.

The growth of electronic commerce has been a major feature in the continuing PTAC success story, Maykowskyj said. For instance, any contractor doing business with the federal government is required to be registered in the Central Contractor Registration system, or CCR, which is run by DLA's Joint Electronic Commerce Program Office (JECPO). "A lot of small businesses are intimidated by on-line commerce," she said. As a result, the PTACs have had to get up to speed on E-commerce and the CCR. "That is a major [responsibility] for them, and they have really earned their keep," she said. In fact, PTACs often bring in JECPO specialists to help train their client businesses in electronic commerce techniques.

The Swanson Boat Oar Company, Inc., is a classic PTAC success story. The Albion, Pa., company has manufactured canoe paddles and boat oars for five generations, including supplying the U.S. Navy during World War II. But when the government went to electronic contracting, the company began missing out on contracting opportunities. Their expertise was in crafting paddles and oars, not electronic bidding on the Internet. So, the company turned to the Northwest

Pennsylvania Regional Planning and Development Commission. The commission's PTAC helped Swanson get the computer equipment they needed, and then taught them how to research and submit bids over the Internet. A new world of electronic commerce has been opened to Swanson. They have already been awarded one government contract, and have bid on two others.

### Program Beginnings

The PTAC program has evolved considerably since its early years. When the program began in 1985, defense spending in some regions of the country was at an all-time high. But other parts of the country—the so-called "Rust Belt"—had been hit hard by cutbacks in the auto, steel, gas and oil industries, Kuders said. "A number of members of Congress said, we need to see to it that these companies can participate in this defense market," he said. "That was the genesis of (PTAC)."

DLA was initially given responsibility for the program, since it managed more generic military products such as combat boots or uniforms that could be produced around the country, particularly in areas of high unemployment, he said. More than 15 years later, the program continues to grow, helping companies explore potential new markets throughout federal, state, and local governments.

Ironically, the PTACs can also help avoid potential contracting problems, Kuders said. For instance, take the case of the small clothing company that had successfully manufactured Little League uniforms. Because the demand for these uniforms was seasonal, the company decided it could produce military uniforms, thereby generating a year-round demand. Their local PTAC briefed company officials on the required delivery schedules, the quantities involved, the rigorous quality control requirements, and the accounting system requirements.

PTAC officials showed the manufacturer just what he would be asked to provide, and ultimately, he decided not to produce the military uniforms. "The manufacturer said, 'Boy, am I glad I didn't bid,'" Kuders recalled. "But that's a success story, too." By giving them a realistic idea of contract requirements, the PTAC may have averted a contracting nightmare, he said.

"The people who run these centers are people who are very serious about the program," Maykowskyj said. They have even formed their own group, the Association of Government Marketing Assistance Specialists, to help strengthen their ranks and stay abreast of the latest contracting issues. They also track the numbers of jobs created in their local communities as a result of the centers' assistance.

Perhaps the ultimate benefit of the PTAC program is the broadening of the nation's industrial base, Maykowskyj said. "If we are actually getting more companies to do business with the federal government, then it has enhanced the nation's industrial base." ♦

# DSCC Commander Receives Second Star

Air Force Brig. Gen. Mary L. Saunders was promoted to the grade of major general June 5 at a ceremony in the Andrew T. McNamara HQ Complex. Currently, Saunders is commander of Defense Supply Center Columbus.



Maj. Gen. Mary L. Saunders

As DSCC's commander, Saunders oversees an operating budget of more than \$1.8 billion, and directs the functions of more than 2,600 employees involved in purchasing materiel, monitoring inventory levels, maintaining technical data, and assuring quality conformance of more than 2.2 million spare parts used by over 20,000 customers in the military services and civilian federal agencies. The inventory control point had sales of over \$1.9 billion in 1998 with procurements in excess of \$1.3 billion.

Saunders was born in Nacogdoches, Texas, and grew up in Houston. She earned a bachelor of science degree in social work from the Texas Woman's University, and a master's degree in Guidance and Counseling from Rider College in Lawrenceville, N.J.

She is also a graduate of the National Security Leadership Course, Air War College, and Squadron Officer School.

Saunders began her military career through the Officer Training School at Lackland Air Force Base, Texas. She was commissioned a Second Lieutenant and entered active duty in 1971. She rose to the rank of Colonel in November 1992, and to the rank of Brigadier General in August 1997.

Among her military decorations and awards are the Legion of Merit with oak leaf cluster, Defense Meritorious Service Medal with oak leaf cluster, Meritorious Service Medal with two oak leaf clusters, Joint Service Commendation Medal with oak leaf cluster, Air Force Commendation Medal with oak leaf cluster, Joint Service Achievement Medal, Air Force Achievement Medal, and the National Defense Service Medal with service star.

She is a member of the Air Force Association, National Defense Transportation Association, American Association of University Women, and the National Association for Female Executives. ♦

## DAPS Ribbon Cutting Ceremony Held

Dr. Marshall H. Bailey, the former director, Document Automation & Production Service and Maj. Gen. Barry Bates, commanding general, 19th Theater Support Command, conducted a ribbon cutting ceremony on February 28, to signify the transfer of six U.S. Army printing and duplicating facilities in South Korea to DAPS. The official transfer of the facilities was effective March 1.

In addition to operating the facilities, DAPS will manage and upgrade 860 analog copiers to multi-function devices, digitize existing publications and forms, warehouse and provide combat, contingency and mobilization support to front line commanders.

The decision to transfer the facilities resulted from a joint DAPS – U.S. Army review of Army printing facilities in South Korea to see if document automation and production services could be provided to our Armed Forces there. A joint team studied production equipment, in-house printing capabilities, commercially procured items, publications and forms and document automation products and services. The joint report summarizing the details was briefed to senior DLA officials and the administrative assistant to the Secretary of the Army. The study revealed DAPS could provide equal or superior services for less than the Army's operational costs and realize a cost avoidance in specific areas such as the elimination of the need for a warehouse. The overall savings to the Army was estimated to be approximately \$648,000.



Dr. Marshall Bailey former Director, Document Automation & Production Service and Maj. Gen. Barry Bates, Commanding General, 19th Theater Support Command cut the ribbon at a ceremony held February 28, 2001 signifying the transfer of six U.S. Army printing and duplicating facilities in South Korea to DAPS.

continued on page 19

# Overseas Medical Supplies Ready at a Moments Notice

The Defense Supply Center Philadelphia European Region's employees are involved in yet another business initiative that's destined to set new standards in providing support to America's warfighters.

In March, DSCPE, in partnership with the Defense Supply Center Philadelphia's medical directorate, awarded its first long-term Overseas Support Initiative contingency contract for intravenous and irrigation solutions to Baxter Healthcare Int. Under terms of the contract, Baxter will manage 20 different intravenous and irrigation solutions in support of contingency operations in the European and Southwest Asia theaters. The materiel will be stored in the United Kingdom.

"One of eight health service pillar recommendations from the Focused Logistics War game is to use foreign commercial sources for medical supplies and materials during contingencies," said Navy Lt. Cdr. Jose Ramos. "The Services' vision is to shorten the supply chain and bring material as close to the theater of support as possible." Ramos is the project officer. Contingency operations include providing logistical support to military operations and humanitarian and emergency or urgent relief efforts performed under the authority of the military.

"Baxter will maintain the inventory and guarantee the freshness of the materiel," said Michael Brywka. "They have six business days after receipt of a routine order to have the materiel at United States Medical Materiel Center Europe in Pirmasens, Germany. When necessary, Baxter will also provide urgent deliveries for pickup by government carriers in 24 hours after receipt of order." Brywka is a contractor working in DSCP's medical directorate's readiness commodity business unit. He works for Information Network Systems, Inc.

Although similar to other vendor-managed inventory

type programs OSI is designed to partner with foreign manufacturers/distributors to provide guaranteed availability for shelf-life pharmaceutical and medical/surgical readiness items during contingencies.

Intravenous and irrigation solutions were selected because when shipped from the continental United States it occupies a large amount of weight and cube space and places a significant transportation burden on the transport system. Both intravenous and irrigation solutions made overseas are safe and meet all local regulatory rules.

Ramos said it's a tremendous advantage to have these solutions prepositioned in Europe.

"Moving this amount of materiel by ship will take 10-14 days," he said. "Operationally, it reduces Europe's order ship time from 18 to 30 days to six business days or less for these items."

Brywka said this initiative is geared toward high weight/cube items. As an example, the amount of materiel covered under this contract equals 3.7 million pounds, and occupies 287,845 Euro-pallets. Transportation costs to ship that amount of materiel from the continental United States to Europe is approximately \$3.4 million.

"This initiative provides the Defense Logistics Agency with a huge readiness capability that can be accessed and used at a moments notice," he said. "This award pushed DSCP into the next level of supply chain management, moving from a national base to an international globalization commercial base."

DSCP's medical directorate annually buys about \$1.7 billion worth of medicines and medical equipment for America's fighting forces and their eligible dependents worldwide. DSCPE is headquartered in Mainz-Kastel, Germany. DSCP's medical directorate is located in Philadelphia. ♦

*DAPS Ribbon Ceremony continued from page 18*

Among the other benefits of the transfer is the establishment of the use of the DAPS DocAccess Online system. U.S. Armed Forces in South Korea can now use the online system for sending documents to DAPS for printing, distribution and document automation products and services.

A joint DAPS - Army team has drafted a mobilization and contingency plan to support forward-deployed units in Korea. The team will develop a prototype high-tech mobile operational printing and reproduction unit that

includes the capability to produce maps, documents and CD-ROMs on demand.

Before the official transfer, DAPS deployed a seven-person transition team to South Korea from its Western Region office in California. Its purpose was to provide training and guidance on operating a working capital funded facility to U.S. Army civilian personnel transferring to DAPS and Korean Nationals to be working for DAPS. The team included financial, marketing and sales, administrative and information technology experts.

Seminars and classes for Eighth U.S. Army personnel on utilizing DAPS services are also on-going. ♦

# DSCC Readiness Academy Has Test Run

By John F. Foreman  
DSCC Public Affairs Office

**K**ey to the mission of the Defense Logistics Agency is keeping the warfighter ready for any contingency anywhere in the world. That readiness is defined by being able to provide the warfighter the right item, at the right time, at the right cost, every time it's requested.

To emphasize readiness, the Defense Supply Center Columbus Workforce Development Office, and numerous DSCC Inventory Control Point associates worked together to develop and create the DSCC Readiness Academy. The Readiness Academy pilot course had its test run with the DSCC Command group, January 16-18.

DSCC Commander, then Brig. Gen. Mary L. Saunders; Deputy Commander Steven R. Bennett, the ICP directors, and key critical thinkers went through the class with a sense of review and improvement in mind. The commanders and directors reviewed the entire class, pointing out areas where the material could be clarified, improved, or enhanced. Their input was used to re-work the course material for the first academy held in February.

"The academy reviews our basic operations with an eye toward adapting and improving our focus for the



DSCC Commodities Director Ann Bradway, standing at right, leads her team of experts in "Readiness Jeopardy" during the DSCC Readiness Academy's pilot class on Jan. 18. The modified television game-show format tests the participants on the skills and knowledge required to support the readiness needs of the warfighter. DSCC Readiness and Business Office chief Air Force Col. Craig Jarvis plays the role of judge behind the lectern.

future," said Bennett. "It touches every core process we must excel in to meet the warfighter's needs. It emphasizes the meaning of warfighter readiness and it reinforces our commitment to 'The DSCC Way.'"

For more information about the Readiness Academy, see the DSCC Web site under Training/DSCC Readiness Academy, or contact June Ankenbrandt of the DSCC Workforce Development Office at (614) 692-2365, or DSN 850-2365. ◆

## Funding Approved for Okinawa Pilot Project

### JEMMS program no longer a diamond in the rough

By Joe Murphy  
DRMSI Public Affairs Office

**T**he Defense Logistics Agency Vice Director Rear Adm. Raymond A. Archer, III, signed a funding decision document on February 1 that provides nearly \$4.4 million in funding for the Joint Environmental Material Management Services 18-month Okinawa pilot project.

"We now have the resources to move forward on our plan and implementation, and make JEMMS a reality," said Dannette Taylor, JEMMS program manager, "The DLA team really came together to find the resources for the prototype. The headquarters, Business Resource Board, and several field activities worked hard and used creativity to make it happen for DRMS International."

The JEMMS initiative will provide outsourced life cycle management of hazardous materials and wastes to military customers in a specific region, with Okinawa serving as the prototype. JEMMS is a partnership between DLA, the military services, and private industry with a focus on moving information, not material. Environmental risk and program costs will both be reduced by the program, which has a proven track record in the private sector. JEMMS is true supply chain integration, bringing innovative supply and asset visibility technology together with reutilization and disposal capability and expertise. ◆

# Accident Reporting – It's the Law

It's a rainy day. An employee walks quickly across the parking lot and dashes inside her office building to stay dry. Suddenly, she slips and falls on the wet floor, breaking her leg.

Across town, several employees are on TDY, driving in the same rainstorm to get to work. While stopped at a light, their car is rear-ended. All are injured and taken to a local hospital. The rental car is damaged.

After getting medical assistance, what is the next thing an employee should do? Report every accident to your supervisor. Accidents must be reported as soon as possible after they occur.

Why report accidents? It's the law! Federal regulations require that all accidents be reported as soon as possible to the employee's supervisor. The law requires that supervisors complete a Supervisory Mishap Report (DLA 1591) and send it to the safety office. OSHA, the Occupational Safety and Health Administration, allows a maximum of 6 working days from the time the supervisor learns of the accident until the time the safety office enters the accident report onto their electronic accident log. Many DLA locations allow a supervisor less time to get the report in. For example, the Defense Supply Center Columbus requires their supervisors to report accidents to their safety office within 5 days.

Another reason to report an accident is to prevent another accident. Reporting both the accident and the hazard that caused the accident allows the hazard to be corrected or interim protection to be provided while a permanent fix is underway.

Employees must let their supervisor know of any accident. Supervisors are responsible for reporting the accident to the safety office and for correcting hazards.

What accidents are reportable? Report any mishap, which is an unplanned event or series of events, that results in:

- Injury to on-duty civilian personnel;
- Occupational illness to DLA military or civilian personnel;
- Injury to DLA military on or off duty;
- Damage to DLA property;
- Damage to public and private property caused by DLA operations;
- Injury or illness to non-DLA personnel caused by DLA operations.

How do you report an accident? Using a DLA 1591, be prepared to provide the following information:

- Employee's social security number.
- Description of what happened that caused the accident.

## Report fraud, waste, abuse

To report instances of alleged fraud, waste, abuse, or mismanagement, in DLA or DoD programs or operations, contact one of the following:

- the DLA Complaint Program web site at [www.dla.mil/dss/dss-s](http://www.dla.mil/dss/dss-s)
- the DLA Complaint Program at 1-800-411-9127, or DSN 427-5447
- the DLA Complaint Program:  
ATTN: Mr. Stephen M. Keefer (DSS-S)  
8725 John J. Kingman Road, Suite 2533  
Fort Belvoir, VA 22060-6221
- the DoD Defense Hotline Program web site at [www.dodig.osd.mil/hotline](http://www.dodig.osd.mil/hotline)
- the DoD Defense Hotline Program at 1-800-424-1900
- the Defense Hotline:  
The Pentagon, Washington, DC 20301-1900
- the DoD Defense Hotline email at [hotline@dodig.osd.mil](mailto:hotline@dodig.osd.mil)

- Source of the injury, illness, or property damage.
- Physical characteristics of the injury or illness.
- Part(s) of body affected.

Turning in the DLA 1591 to your safety office allows them to enter the accident information in the Safety and Health Information Reporting Systems (SHIRS). It also allows the safety office to produce a CA-1 for the supervisor. This CA-1 contains the accident information as well as personnel information and the hourly wage rate (often difficult to find). It saves time and prevents duplication for the supervisor.

Remember to report all accidents to your supervisor. Within 6 working days, supervisors must submit a DLA 1591 to the safety office and the safety office must enter it on their log. ♦

# DLA CSM's Presence at the Professional Advisory Board 2001 – Korea

By Sgt. 1st Class Michelle R. Talley USA

The Defense Logistics Agency's Command Sergeant Major Archie L. Turner attended the 11th annual Professional Advisory Board (PAB) 2001 recently held in Pusan, Korea. Command Sergeant Major Benjamin C. Palacios, Command Sergeant Major, United Nations Command, Combined Forces Command U.S. Forces Korea, Eighth United States Army hosted this important event.

The key focus of PAB 2001 was to unite all Major Army Command (MACOM) Command Sergeants Major and over 250 top enlisted leaders from all services to discuss new initiatives to improve quality of life (QOL) for service members serving in the Korean peninsula.

CONUS leaders were able to gain in-depth knowledge of positive improvements in infrastructure and housing. The hope is senior leaders will pass their knowledge of the aggressive improvements taking place to soldiers stateside, enhancing and encouraging assignments to Korea.

Lieutenant General Daniel R. Zanini, Commanding General, Eighth United States Army and Chief of Staff, United Nations Command, Combined Forces Command U.S. Forces Korea passed on the message from General Thomas A. Schwartz, Commander in Chief, United Nations Command, Combined Forces Command U.S. Forces Korea that military readiness is based on training, infrastructure and quality of life. Gen. Schwartz recently requested

Congress approve special duty pay and tax-exempt status for soldiers, sailors, airmen and Marines while serving in Korea. He also wants to ensure service members are given hardship tour credit to prevent inadvertent back-to-back hardship assignments.

QOL initiatives are targeted at relieving hardships service members face while serving in Korea. The realignment and downsizing of Army installations in Korea created "hubs" that centralize and increase support for service members. Gen. Schwartz has plans to replace more than 3,000 Korean War-era Quonset huts and Vietnam-era buildings where service members currently live and work. Barracks, dining facilities and power and water systems will also be replaced or upgraded.

Other QOL initiatives include a program where Korean citizens invite U.S. service members into their homes to share a meal and visit with Korean families. This popular program offers service members the opportunity to experience the culture of their host nation first hand.

Command Sergeant Major William E. Hoffer, Headquarters, U.S. Total Army Personnel Command briefed that all Command Sergeants Major assigned to Korea will serve at least 2 years and are granted command sponsorship of family members. Palacios assured participants the infrastructure (housing, medical facilities, exchanges, schools and day care facilities, etc.) is in place to support this requirement.

Command Sergeant Major Turner's objective was to educate participants in DLA's role in supporting the warfighter. Turner presented an overview briefing of the DLA mission and



DLA Command Sgt. Maj. Archie L. Turner (left) with Mrs. Palacios and Command Sgt. Maj. Palacios, during recent Professional Advisory Board 2001.

---

purpose, its organization and credence to the motto "Right Item, Right Time, Right Place, Right Price, Every Time... Best Value Solutions for America's Warfighters." Turner highlighted the Integrated Combat Logistics Solutions, Enterprise Services and Supply Chain Management. Participants were particularly interested in soldier issues such as military clothing, equipment, food, and medical; repair parts, requisition and fuel; and the E-mall initiative. Turner's overview brief met with positive feedback.

Participants were reminded that Korea is the only host nation who provides augmentees to the U.S. Army. The Korean Augmentation to the United States Army, KATUSA as they are known, is an invaluable resource to commanders and soldiers serving in Korea. This augmentation program provides quality, educated and skilled military personnel to units enabling U.S. soldiers and KATUSAs to live and work side by side.

Approximately 35,000 U.S. service members and

3,000 DoD civilians serve in the Korean peninsula. Nearly 91 percent of the service members assigned to Korea serve one-year unaccompanied tours with the turnover rate at nearly 95 percent annually. Turner echoes the sentiments of Palacios to continue conducting the PAB annually due to the large turnover of personnel and the rapid pace of change.

Turner expressed that participants are pleased with the support DLA provides to the warfighter in Korea. The services DLA provides fits well into the transformation of the Korean peninsula. Turner stated that Command Sgt. Maj. Palacios hosted an extremely valuable, informative and well-supported conference and is anxious to get the word out about the positive changes taking place. He is confident that the information gained from the PAB will have positive effects in reducing the number of service members who retire or terminate military service upon notification of assignment to Korea. ♦

---

# Bailey Leaves DLA Headquarters to Work with State Government

By Jim Katzaman  
DLA Corporate Communications

**M**arshall H. Bailey III was hardly a novice when he entered federal service in 1967. Yet, it took a gentle nudge from his bride, Holly, to get him to fill out the application form. He and Holly and logistics have been a team ever since.

Through the years, Marshall Bailey served in a variety of senior management positions at Defense Logistics Agency Headquarters, the Defense Personnel Support Center and Defense General Supply Center. He came to DLA Headquarters in 1987 as a strategic planner. He later was named deputy commander of the Defense Energy Support Center and associate executive director for policy, systems and engineering in the former Material Management Directorate.

For almost four years he directed the Document Automation and Production Service, and a year ago donned a second hat as director of Defense Logistics Agency Support Services. This put him in charge of two separate departments in two separate states: DAPS based at Mechanicsburg, Pa., and DSS at DLA Headquarters.

Bailey earned a bachelor's degree in business from

American University and two master's degrees from George Washington University — one in business administration and one in public administration. He is also a graduate of the Industrial College of the Armed Forces and has a doctorate in public policy from George Mason University. During 1990, he was a senior executive fellow at Harvard University.

Now, Bailey has taken his federal government experience and begun a project with the Commonwealth of Virginia, putting in motion his plan to link county governments throughout the commonwealth in an unprecedented network of business innovation and growth. The outgoing director is intimately familiar with this new venture, as well he should be.

"I created this particular project," he said. "I called around. I knew the need existed. I'm in the community myself; I'm a citizen in Virginia, and I could see [networking] was not going on. I checked out offices that were interested, and I created the program, brought it forward, and I got support."

Sending top-flight managers into private-sector training

*Continued on next page*

programs is nothing new for DLA, as Bailey explained.

“DLA has a very powerful industry studies program,” Bailey said. “[Lt.] General [Henry T.] Glisson [DLA director] created this brand-new program through which two or three people every year go off to work with industry. DLA is looking at the opportunity for me and others to gain new knowledge.

“They’re also looking at the opportunity for public service. We exist in a public framework, and we’re making a public service to the county governments of Virginia. This outreach is important, too.”

Shifting from federal government management to liaison between state and county government also represents a significant change of pace and mindset for Bailey, a change he said he is anxious to make.

“Once I decided this would be something I would like to do, based on my situation in life and my feelings

about things, I went forward,” he said. “I’m moving from an executive stance, which I’ve been at since I was 31, into a mentorship role. I want to develop leaders of the future while I’ve still got the energy to put into that.”

To that end, Bailey looks forward to a vigorous schedule working with the counties and putting the experience he gains into immediate good use.

“I’ll be more interested in mentoring, sharing knowledge and working with leaders of the future than being an executive,” he said. “As I move forward and go into classrooms, I want to look for leaders in other parts of government such as agriculture and other things.”

In many ways, Bailey’s new quest is just another step in a career that saw him buck the establishment to forge a more responsive and efficient workforce. He naturally ranks as the highlight of his career a project that consumed years of thankless effort before bearing fruit.



From left to right: Lt. Gen. Henry Glisson, DLA Director, Holly Bailey and Dr. Marshall Bailey at Bailey’s ice cream social. (Photo by Charles Turner)



“My greatest achievement was DLA 2, which nobody reading this article has probably heard about,” he said. “DLA 2 was the precursor of reshaping the organization just prior to [Vice] Admiral [Edward] Straw’s reorganization. We did not get that approved. It would have reshaped DLA away from functional processes — the functional fiefdoms — to business folks. We got rid of contract management and created things like a depot system and a supply command and a contract management command. We did that in DLA 2, and it didn’t go anywhere.”

Yet, as usual, Bailey pushed forward.

“When [Air Force Lt.] General Farrell came in as the deputy, I briefed him on DLA 2, and he thought it was good. That was the basic input to the Straw reorganization. It took me five years to get that to the attention of management, that we needed to shift away from functional into business.

“A lot of people helped in doing that reorganization, but I certainly had no enhancement of my career because I lost all of my patron support,” Bailey said, with a smile borne of success. “It took me five years’ trying to get that done. It did get done; a lot of people helped get it done. If I were going to look back to see if I did anything right, that was it. The reorganization didn’t do me any good, but hopefully the agency’s thriving.”

Bailey now moves to his next challenge, somewhat knowing what lies ahead but always prepared for surprises.

“I’m sort of nervous,” he admitted. “Any time you do something new, it’s OK to feel a little nervous. It’s part of your self-protective mechanism.

“My general plan for the program is to apply the lessons DLA has learned in building commercial practices. We do supply-chain management, best-value selection and performance-based contracting. All of these are vehicles and opportunities for state and local government to enjoy.”

Bailey also talked about intangibles he can deliver.

“The DLA experience is what I want to bring to the state,” he said. “We do have some unique ways, and it’s a way of thinking. It’s not that, ‘These commercial practices are good. Here they are.’ The idea is to search in an orchestrated way for the best commercial practices and apply them.

“I want to create the same climate in the counties that we have in DLA in applying best commercial practices. It’s not nuclear science. It seemed like it when we started back in 1993. It seemed like an uphill battle, but once you really get going, it’s magical. I think we can bring that spirit to the state.”

Likewise, he said, this project might really open

his eyes.

“I expect to encounter stuff there and say, ‘Holy cow! Why didn’t DLA do that?’ Or, ‘Why didn’t we know about that. They’re leagues ahead of us.’ It might be in some of these commercial practices. One county may be different from another.”

His goal, Bailey said, will be to seek common bonds and build on best business practices that might already exist between federal, state and local governments.

“The most useful economic advancement in our economy has been the supply system in the commercial sector — commercial logistics,” he said. “The private sector is ahead of military logistics today. I have studied it as much as I can, and DLA already is aggressively applying these new ideas that the private sector brings.”

Likewise, he hopes to show the state and county governments how they can benefit from DLA’s continuing adaptation of modern management principles.

“There are several benefits, for instance, with Balanced Scorecard,” Bailey said. “I don’t know whether the counties have any idea how a good planning system like that would work for them. I think the whole idea of looking at Balanced Scorecard and applying it is a deliverable to them.

“The other thing the counties can benefit from is coming up with single driving strategies. This is something other than goals, other than objectives, other than visions. These strategies are a quantifiable, significant change that engages a critical success factor in the environment.”

With his sights set on state and county governments, Bailey is confident that the DLA he leaves today is in good hands at every level.

“[Rear] Admiral [Raymond] Archer [DLA vice director] is doing a magnificent job driving innovation throughout the agency,” Bailey said. “And both DAPS and DSS have the leadership and talent with Dick Connelly and Steve Sherman taking over. They have the capacity and drive to make the achievements that will help them meet their destiny.”

Brimming with confidence and assurance of a job well done at DLA, Bailey bid adieu to his DLA family May 4, already reciting a growing list of goals for the next year.

“I just want to go in and help by cross feeding all the counties of Virginia through our web site, holding conferences and doing benchmarking, creating a center of gravity around this particular issue.”

Then he peered ahead to the world that might be: “In terms of applying commercial practices and use of the private sector there hasn’t been this kind of cross-sharing. I’m going to create that.” ♦

# DLA's Joint Reserve Forces get New Designation

By Major Ruth Larson, USAFR  
DLA Public Affairs

The leadership of DLA's Joint Reserve Forces has a new high-profile designation, in keeping with the Agency's growing integration of the Reserves to achieve its worldwide mission. The new Joint Reserve Forces mission area designator, J-9, took effect April 1.

Maj. Gen. Joseph Thompson, USAR, becomes the director of Joint Reserve Forces under the new arrangement. "J-9 comes on board for one reason: to support the DLA mission," he said. The establishment of J-9 strengthens and balances the integration of Reservists into DLA's team not only at the ground level, but also at the top of the chain of command.

The move became necessary for several reasons; among the most important were the changes that have taken place in the Agency itself. The DLA 21 initiative, for example, has significantly altered the Agency's focus and its corporate structure. That, in turn, had prompted some major changes in how the Agency employs its assigned Reserve assets. When Lt. Gen. Henry T. Glisson, DLA's director, brought DLA forward into Unified Commanders' Areas of Responsibility, DLA called upon and integrated their Reservists as part of that support element solution.

However, it is important to note that the new J-9 designation will have little or no organizational impact on the estimated 575 Reservists assigned to DLA billets. "This is a top line change," Capt. Brian Haller, USNR, Chief of the Reserve Readiness division said. "Reservists haven't moved. ... They are still assigned to the commands they were assigned to, doing the jobs they were assigned to do."

## Times, Needs Change

Historically, Reservists were assigned to supplement DLA's workforce in the next major war, with a balance between readiness for war and peacetime contributory support. But with the end of the Cold War, the Military Services are preparing for Major Theater Wars, Operations Other than War, Humanitarian and other Contingency operations. And the Reservists of DLA are clearly supporting America's Contingency Operations.

The numbers tell the story. Reservists make up just 3 percent of the DLA workforce, with Active Duty military members representing another 2 percent. The remaining 95 percent of the workforce is civilian, Thompson said. Yet Reservists are manning DLA deployments in big numbers. Since 1996, a total of 240 Reservists have deployed for DLA contingency operations. Last year, in fact, Reservists represented fully 78 percent of all deployed DLA personnel, Thompson said.

Thompson visited Kosovo's Camp Bondsteel early last

year. At the time, 29 of the 31 deployed DLA representatives were Reservists. "It became apparent that Reservists were being used extensively for these deployments, and it also became apparent that we needed to change the way we did business," he said.

The result was a new structure for DLA's Reservists with increased visibility and direct General Officer leadership to ensure that our Reservists are fully enabled and engaged to support DLA's mission.

As the concept was being developed, the focus was on how best to provide contingency support, Thompson said. "We need to be trained, ready, and available for contingency operations. The Director said he needed us for contingency operations, and that's what we're doing."

The key to successfully supporting DLA's mission is to have Reservists who are trained for their duties. "Before our people head out to trouble spots around the world, I want to know that they are ready, that they have the training they need to deploy," Thompson said.

## New Organizational Structure

The new J-9 organization capitalizes on the existing working relationships of the J-3 Logistics Operations organization, specifically the highly successful integration of Reservists into DLA's contingency operations, as well as bringing General Officer leadership directly to the PLFAs on Reserve matters. J-9 is divided into two divisions, one focused on readiness, and one on mobilization. The two divisions are the Reserve Readiness Division, or J-91; and the Reserve Mobilization Division, or J-92. (See organizational chart).

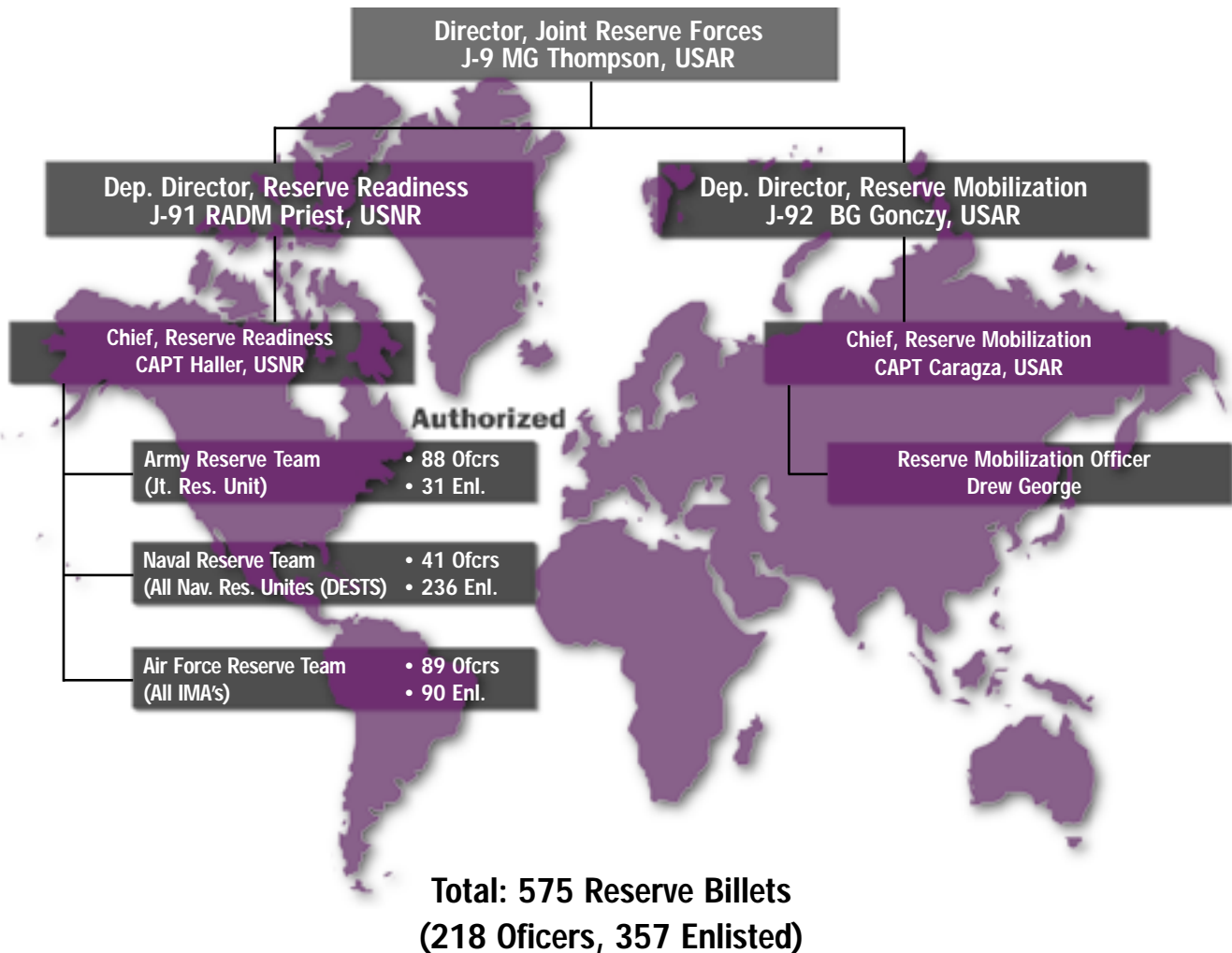
The J-91 Reserve Readiness Division, directed by Rear Adm. Fenton Priest, SC, USNR, will manage all reserve administration, budget, manpower, personnel and readiness. The division will act as DLA's representative to coordinate these issues with the military services, DLA field activities, and joint team leaders throughout the agency.

The J-92 Reserve Mobilization Division, directed by Brig. Gen. Stephen Gonczy, USAR, will manage Reserve mobility issues, including Reserve participation in deployment team manning, as well as team planning, equipping, and training. The division, now co-located with the Contingency Plans and Operations division (J-341), also will coordinate mobility field activities with the military services, DLA field activities, and joint team leaders.

"General Gonczy's focus is on mobilization and on planning to ensure that our soldiers are prepared to deploy," Thompson said.

Col. Peter Carozza, USA, Chief of Mobilization, said, "This will strengthen our ability to support J-3's contingency operations. Certainly, we've been doing that all along, but from an operational perspective, this gives a better avenue for implementing it."

# Joint Reserve Forces (J9) Organization Chart



As of: 13 Mar 01

The new leadership arrangement consolidates DLA's three Reserve flag officers into a single functional area. Nevertheless, creation of the J-9 division does not affect the mobility assignments of these three senior officers. For example, while Thompson is now DLA's Director of Joint Reserve Forces, he will also continue to be the Mobilization Assistant to Glisson. "We're going to wear two hats," Thompson said.

Haller said, "We [DLA's Joint Reserve Forces] don't have a separate mission. We're part of DLA, and our mission is to support DLA." As DLA's roles and responsibilities evolve, the Joint Reserve Forces must evolve along with them. "We support DLA by providing trained and ready people across the spectrum, from the current situation all the way up to two near-simultaneous Major Theater Wars." ♦

# SOLE Presents Historic Banner to DLA Museum

On April 23, the Fort Belvoir Chapter of the Society of Logistics Engineers donated a special memento to the Defense Logistics Agency Museum in the Andrew T. McNamara Building, Fort Belvoir, Va. The memento was a SOLE banner that had been at Cameron Station, Va., the previous home of DLA, since the early 1980s, when the DLA chapter of SOLE was formed.

Barbara Anderson of HQ DLA, the current Chapter Chair of the Fort Belvoir SOLE chapter, presented the banner to DLA Director Lt. Gen. Henry T. Glisson during a brief ceremony attended by members of the original Cameron Station chapter, the Fort Belvoir Chapter and members of the DLA Corporate Board.

In accepting the banner, Glisson, a SOLE member, recalled the dedication of the people associated with the Cameron Station chapter. "You did a lot of hard work, and you have a lot of great memories," he said. "I think the contributions you made are still as valid today as they were in the '80s."

The International Society of Logistics Engineers is a non-profit international professional society with over 90 chapters in more than 50 countries throughout the world. SOLE was founded in 1966 as the Society of Logistics Engineers "to engage in educational, scientific and literary endeavors to advance the art of logistics technology and management." SOLE chapters conduct technical meetings, symposia and workshops to provide their members with opportunities for professional advancement.

Following the presentation, Gary Arnette, the first Chair of the Cameron Station chapter, reminisced about the early years when that chapter was formed. "We have done a great job over the years," he said.

For information about joining SOLE, call Anderson at 703-767-4322 or DSN 425-4322. You can also find membership information on the Society's website at <http://www.sole.org>. ♦



Barbara Anderson, a SOLE member from DLA headquarters, presents a banner to DLA Director Lt. Gen. Henry T. Glisson for the DLA museum. (Photo by Charles Turner)

## DLA Sends Shoes to Kosovo

On January 29, approximately 50 boxes of shoes and school supplies donated by employees of the Defense Logistics Agency at the Andrew T. McNamara Headquarters Complex were sent to the Ali Hadri School in Kosovo. The school, which includes approximately 200 students, is sponsored by the DLA Contingency Support Team deployed to the area.

The shoe and school supplies drive was started by Vicki Christensen, who works with the Customer Communications Team, DLA Readiness and Customer Support, in Logistics Operations at headquarters. Christensen worked with Joelle Cortese of the DCST and DLA's Chaplain (Col.) Ralph Benson to coordinate the project. Christensen and her team collected nearly 50 boxes of shoes and supplies in a month-long time period. ♦



Vicki Christensen from J-3 among some of the 50 boxes of donated shoes. (Photo by Darrell Sears)

# DLA Employees Help Homeless Shelter

The DLA headquarters Equal Employment Opportunity Office recently held its 5th Annual Donation drive for the Mondloch House, an Alexandria, Va., homeless shelter for families.

The Mondloch House, part of New Hope Housing (formerly Route One Corridor Housing, Inc.) currently houses approximately 20 adults and 35 children. Mondloch House is a community-based organization that provides homeless families and individuals shelter and opportunities to seek a better life.

Over the past five years, DLA employees have donated both large and small home furnishings, small appliances, baby strollers, educational learning toys/games for children, and clothing to assist homeless families, as well as volunteering to run support groups at the shelter. This year DLA collected over 75 large boxes of clothing, canned goods, small appliances, pots and pans, towels and sheets.

“Each year since 1997, during DLA Women’s History Month, I have been more impressed with the display of generous giving,” said Fran Williams, EEO specialist at DLA headquarters, and coordinator of the donation drive. “Almost all used items are in perfect condition. I can’t believe how many clothing donations come in with the dry cleaners’ tags still on them; and children’s clothing with brand new price tags attached. Truly awesome!”

There are logistics involved with making the donation drive happen, before and after. There are several regular



volunteers who help make it all go smoothly – the warehouse staff who supply the boxes for packing and flatbeds for moving the donations out of the building; the facilities staff who supply the space to hold the donation drive; volunteers who assist with folding and sorting the donations; and most importantly, the support of management. ♦

*(Photos by Thomas Wilkins)*



# DLA Outstanding Reservist of the Year

**M**aster Sgt. Peter F. Calnan, USAR, has been selected as DLA Reservist of the Year 2000 in the Army Senior Non-commissioned Officer category. Since 1997, Calnan was assigned to the DLA Joint Reserve Unit as an Emergency Supply Operations Center (ESOC) Class IX expeditor. He is presently deployed as a Class IX expeditor with the DLA Contingency Support Team supporting Task Force Falcon at Camp Bondsteel, Operation Joint Guardian.

## Travel with Ease with DLA's Travel Webpage

**D**LA employees who need information on TDY travel regulations, policy, airlines, overseas travel, and much more, can access the DLA Travel Webpage at <http://www.dla.mil/dss/travel>.

"The travel arena is continually changing and to ensure our employees are well informed about travel issues from policies, per diem rates, airline information to traveling overseas, it is vital that all DLA employees have access to the travel web page," said Deborah L. Beckner, the point of contact for the page, who works in the Business Management Office in DLA Support Services at headquarters.

"By using the travel web page, DLA travelers can stay in compliance with DLA and DoD policies and ensure the agency mission is met in the most cost effective manner," she added. "The page was designed to help out busy employees cut back on the time it would take for them to search out travel information on their own. Travelers need to check out the web page on a regular basis because I'm always adding new information like the new mileage rate, per diem rates, sites for disabled travelers, airline strikes, etc."

With one click of a computer mouse, employees can get information on the latest travel news, weather, passport, money matters and even maps on how to get around. Training information for all of those employees who handle travel can also be found on this web site. So stop by and get all your travel needs at one site. ♦

Calnan has served in the U.S. Army Reserve since 1974. His assignments have included contracting and financial auditing duties with the U.S. Army Audit Agency, Defense Contract Management Agency and the Army Corp of Engineers. Prior to 1974, he served on active duty with assignments in unit/battalion level supply management at Fort Lee, Fort Polk and Fort Devens.

Calnan was born in Amesbury, Mass., and studied business administration at Bentley College. He has served in the military for 31 years. While in the military, he received additional training in unit supply, supply administration and environmental compliance. He also attended USAR Auditor School, USAR Internal Review School and Recruiter School.

Calnan particularly enjoys the challenge of working with the joint service deployments with DLA. He notes that, "Every service has unique qualities that enhance the performance of the contingency support team's mission."

Calnan and his wife, Pauline, reside in Methuen, Mass. ♦



Master Sgt. Peter F. Calnan, USAR

# Take Your Child to Work Day

## Kids in the Halls

**O**n April 26, the halls of the Andrew T. McNamara Building were filled with the sounds of children. They were participating in the DLA headquarters "Take Your Child to Work Day" program, which was intended to expose children to various career fields and teach children what their parents do while at work. More than 60 children in kindergarten through 12th grade were registered for the program. Their day began with a tour of the building, then they visited the workstations of their family members.



*(Photo by Thomas Wilkins)*

Each child received a certificate for their participation in the program. ♦

## Son of Employee Plays for State Championship

**W**hile the national media is contemplating a Michael Jordan comeback, a local high school team was busy making its own history.

Garfield High School, in Woodbridge, Va., recently advanced to the Virginia AAA State Championship basketball finals for the first time in 20 years. The son of Juanita Shanks, the Defense Logistics Agency's J-1 (Human Resources) executive assistant, was a starting member of the team.

Q.J. Melchoir, a senior point guard, scored 33 points in Garfield's loss to Salem High School 64-57 in the state championship game.

The Indians cut an 11-point halftime lead and went up by one, but in the end fell short of surprising the state's top-ranked team for the championship.

"I'm very proud of Q.J.," Shanks said. "He played to the best of his ability and so did the entire team. They can be proud to say they placed second in the state of Virginia." ♦



*Q.J. Melchoir*

# DLA Army Warrant Officers Arrive

By Major Ruth Larson, USAFR  
DLA Public Affairs

**F**our Army warrant officers are bringing their years of logistics experience to the Defense Logistics Agency, thanks to a new initiative by the Director of DLA. Their arrival marks the first time that Army warrant officers have been assigned to the agency.

CW3 Ronald S. Mailhiot (rhymes with "Hyatt"), a supply systems technician, arrived at the Defense Logistics Information Service in Battle Creek, in March. "We bring our field perspective to DLA, and make a 'reality check' on whether the products and services DLA provides are in line with what we need in the field," he said.



CW4 Edwin Murphy at DLA headquarters, J-3.

In addition to Mailhiot, DLA's other warrant officers are:

- CW4 Edwin Murphy, Readiness Officer Army Support Team, assigned to Headquarters DLA's logistics (J-3) division;
- CW4 Steven Fergus, a supply systems technician assigned to the Defense Supply Center Columbus;
- CW4 Richard Goodman, Jr., Food Service Technician, due to arrive in June at the Defense Supply Center Philadelphia.

Murphy, who arrived at his Headquarters post in mid-March, said, "I'm sure I speak for my counterparts at DSCC, DLIS, and DSCP in saying that along with this honor comes an equally distinct and new challenge that we gladly accept." He added, "As the first warrant officers to be assigned here, we have an immense responsibility to get this right and develop effective duties and responsibilities for the guys that follow us."

Their arrival culminates a two-year effort by Lt. Gen. Henry T. Glisson, director, DLA, to bring warrant officers to the agency. Col. Jeffrey Earley, executive officer to the director, said, "It wasn't until Gen. Glisson arrived that he foresaw the need for the kind of expertise that Army warrant officers could bring to DLA in the areas of supply management, logistics, and especially their ability to interface with our customers and assess their problems."

"Gen. Glisson's vision was to capitalize on the great talents and experience these individuals have in logistics, materiel management, and customer relations management," Earley said. Because of their extensive experience in the supply field, they bring a wealth of information on what customers need and what unique challenges they face."

Murphy agreed. "As we move from the traditional 'stovepipe' logistics systems that we currently have to a Web-based DoD-type logistics system, it's key that we're involved at this level," he said. "If you look at our ability to fight on a joint battlefield – the Air Force, Marines, Navy, and Army – we've got to have a single system that each of us can access and get what we want," he said.

CW4 Steven Fergus said, "I'm glad Gen. Glisson identified the need for technicians to bring the field perspective to DLA. I think we can do a lot to bring a touch of reality to what the organization is providing to the field."

Fergus, who expects to work at Columbus' Emergency Operations Center, said he would have direct contact with the services, to assist them with their dilemmas. "My job will be to handle the 'hot ones' from the field, to resolve their issues and attempt to expedite their requirements," he said.

Once the warrant officers complete their tours at DLA, they will return to the Army, armed with a broader understanding of DLA's role and its technologies. Glisson envisions them becoming DLA's ambassadors in the field, helping to spread the word about the important role DLA plays in achieving the Army's mission, Earley said.

"After serving here for three years, and we go back to the Army, we take a wealth of information back that's going to benefit the Army," Murphy said. "We also have a direct link to every quartermaster warrant officer in the field, which we plan to capitalize on."

One of the areas Murphy hopes to influence is to ensure that DLA's important role is being taught in each of the Army's training programs, such as the quartermaster school. He believes it is essential that officers, warrant officers and enlisted soldiers all understand how DLA can help them achieve their critical missions.

"What this agency does is amazing," Murphy said. "There are a lot of resources at DLA that could benefit



CW3 Ronald S. Mailhiot



logisticians in the field. But if they don't know they're there, then they're not going to use them." For instance, Murphy said, "I've seen situations where DLA actually has the commodities on the shelf, and (yet) we have units out in the field that are going out to local vendors and buying those same items! That's not cost effective for the Army or for DoD."

It appears that Glisson's vision is already taking shape. After just one month on the job at DLIS's "Information Fusion Division," Mailhiot is helping design new logistics applications that will better respond to customers' needs.



CW4 Steven Fergus

System designers are often "a bit removed" from the needs of the user in the field, he explained. By contrast, Mailhiot's many years of supplying parts in the field enable him to determine what requirements users need. "I use my field logic to say, 'If I could get something that would give me a list like this, that would help me,'" he said. He then turns those requirements over to computer specialists to

design software that meets those needs.

Mailhiot also tests the resulting products before they go to the field, to ensure they meet customer needs. For instance, he helped test the Logistics Information Network Link International, a system being designed for working with foreign countries.

The Army's warrant officer corps provides a valuable resource for commanders, serving as the bridge between the officer and enlisted corps. They are considered a commander's resident expert in a particular field, based on their unique blend of field experience and professional education. Most begin their careers as Army enlisted soldiers in specific career fields. When individuals become non-commissioned officers, they have the opportunity to apply for a commission as a warrant officer, based on their proven record of specialized career knowledge and superior military performance.

Once selected to join the warrant officer corps, they attend a six-week warrant officer entry course, followed by the warrant officer basic course in their specialty. The supply systems course, for example, lasts 10 weeks. The warrant officers then return to the field to apply their specialized knowledge in their chosen field.

Fergus said, "Our particular niche is that we have a great deal of expertise in this one career field. We're the 'doers' – the technicians who make things happen." Fergus comes to DLA from the 101st Airborne Division at Fort Campbell, Ky., where he was the senior supply systems technician for the division and supervised 18 other technicians.

Murphy revealed that he had served with Glisson before – of course, he was Major Glisson then, at the Direct Material Management Center at Fort Riley, Kansas. "We thought we really had our stuff together before he arrived," he recalled. "But he set the bar a lot higher."

All three of the warrant officers now on board at DLA said they had been well received by their new colleagues, and were looking forward to the challenges ahead. "It's going to be an exciting adventure," Fergus said. ♦

## NISH Appoints Chamberlin President and CEO

Robert "Bob" Chamberlin, the former deputy director, Defense Logistics Agency, has been appointed the new President and CEO of NISH, effective March 23. Prior to this, Chamberlin had been serving as interim President and CEO since August 2000. Chamberlin joined NISH in December 1999 as Vice President of Operations.



Robert Chamberlin

NISH (formerly known as National Industries for the Severely Handicapped) is a nonprofit organization headquartered in the Washington, D.C. area, whose primary mission is developing job opportunities for people with severe disabilities under the Javits-Wagner-O'Day Act. NISH has six regional offices supporting over 1,900 community employment programs and numerous federal procurement agencies throughout the United States. NISH works with these community programs and government agencies to satisfy the needs of the federal government for a wide array of products and services ranging from custodial and food service management to call centers and facility maintenance.

Chamberlin acknowledged his appointment by saying, "I am honored, humbled and excited at the opportunity to serve as President and CEO of NISH. We have several new initiatives in place all geared to increase employment opportunities for people with disabilities in the most effective and efficient way possible. The chance to pursue these, and other new initiatives, is a once in a lifetime opportunity for me."

Patricia A. Szervo, NISH Board Chairman, said "The (NISH) Board could not be more pleased and proud of

*Continued on page 35*

# No Retirement Plans for DSCR Employee Jeanne Moore, Even After 53 Years

Most people can't wait for that golden number "55" so they can hang it up, joining the ranks of the retired . . . putting away the neckties, business suits, pumps and so forth, setting the alarm clock just so they can cut it off and roll back over.

That, however, is definitely not the case for Defense Supply Center Richmond's Jeanne Moore, who was recently honored for achieving a milestone that few of us ever will. Moore, a management assistant in the Business Operations Directorate, celebrated her 53rd anniversary as a civil service employee.

Starting out as a secretary at the Columbus Quartermaster Depot in Ohio, in 1945, Moore's more than five decades of service to the nation have carried her across the nation and around the globe, from Ohio to Japan, to Texas and then all around the state of Virginia. She's called "Bellwood" her home away from home for 39 of those 53 years. She's served the installation under three names, the Military General Supply Agency, the Defense General Supply Center, and now Defense Supply Center Richmond.

There are a lot of adjectives that could be used to describe her: petite, feisty, dedicated, hard charger, caring, selfless, conscientious and more. A lot of things could be written about her, but none would be better than the words she uses to describe herself and her work philosophy.

The main reason Moore keeps active in the work force is to keep the body moving and the mind working.

"I love my job and I love being with people," she says. "I've worked since I graduated from high school and have always had a very strong work ethic. I grew up during the depression and watched my Dad do all kinds of menial things to feed his seven kids.

"I guess it made an impression on me and I guess that somewhere in the back of my mind I am terrified of being hungry again . . . sort of like Scarlett O'Hara when she stood up in her tattered clothes in that war-torn field and vowed 'With God as my judge, I will never be hungry again' or something like that. I never forgot that scene - I could relate to it."

She cares about her fellow workers as well, donating up to 25 percent of her annual leave to others each year.

"I have been doing this since the program started," she says. "Prior to that, I just lost the leave. I try to donate to someone who is really in need, having a hard time, etc. It's a random act of kindness and the right thing to do.

"The one achievement of which I am especially proud is that I was instrumental in establishing the bone marrow testing program here at the center. It had never been

done here before. At the time we were looking for a bone marrow donor for my son, Mark, who had been diagnosed with leukemia in mid 1989.

"Back then, there were only about 20,000 people in the National Bone Marrow Registry, where you go to look for a donor. My family was sponsoring (and paying for) bone

marrow testing in various locations in the Richmond area. The folks from Bethesda came here and did testing of employees for three days - and we did not have to pay for these tests, so we were especially happy.

"As I recall, over 300 people were tested here, and although Mark lost his fight at the age of 34, there have been several people who were marrow donors from the testing here at the center. Our family was responsible for putting over 1,000 people in the registry, over and above those tested at DSCR.

"Donor testing is much more popular now than it was in the early 90s when we were looking for a match for Mark. I believe that the registry today has somewhere between three and four million donors in it and I am especially proud that in a small way, we were a part of the tremendous gains that have been made."

Moore gives this recipe for a successful career.

"Just always do the very best that you can," she says, "be loyal to your supervisors even though you might not think them the best in the world. Be kind and considerate to your co-workers, don't approach your job with the idea that the government or the world owes you something. Give more than you expect in return.

"Just look around you - your job is not the worst one or the most boring, and always remember that we are serving our country in our own way."

Work isn't the only thing in her life, though. She says she likes to read and does lots of puzzles.

"When the weather is nice I work outside - I love being outside. I also like to spend time with my kids and grandkids - on Saturday and Sunday evenings I usually fix dinner for some of them."

But on Monday, when the alarm goes off, she won't cut it off and roll back over for an extra 40 winks. She'll be back to Bellwood, back at her desk, doing the work she loves. There are no plans for retirement in her future. ♦



Jeanne Moore

# Stone Assigned to the Commander in Chief, United States Pacific Fleet

Rear Adm. Daniel H. Stone has been selected for reassignment as the Deputy Chief of Staff for Logistics, Fleet Supply and Ordnance (N4), U.S. Pacific Fleet, Pearl Harbor, Hawaii. He will assume his new duties at CINCPACFLT in June. Stone was previously the Commander, Defense Logistics Support Command (DLSC) and subsequently became the first Director of Logistics Operations (J-3), Defense Logistics Agency headquarters, following the DLA 21 reorganization in August 1999. Prior to his assignment as the DLSC commander, Stone was assigned as the Commander, Defense Supply Center Richmond, from 1997 to 1999.

Stone received his United States Navy commission upon graduation from Villanova University in 1971. At sea, he has served as supply officer of the aircraft carrier, USS RANGER (CV 61), 1987-89, and the nuclear guided missile cruiser, USS LONG BEACH (CGN 9) from 1982-84; and as the aviation supply officer aboard the aircraft carrier, USS CONSTELLATION (CV 64) from 1976-78. He is qualified as a naval aviation supply officer.

Stone's previous shore assignments have included deputy commander for Fleet Logistics Operations, Naval Supply Systems Command, Mechanicsburg, Pa., 1995-1997; force supply officer, Commander, Naval Air Force, U. S. Pacific Fleet, San Diego, Calif., 1993-95; director, Supply Policy and Financial Management, Naval Air Systems Command, Washington, D.C., 1991-93; director, Navy Stock Fund, Naval Supply Systems Command, Washington, D.C., 1989-91; director, Inventory Control, Naval Supply Center, San Diego, Calif., 1984-87; material officer, Naval Air Rework Facility, North Island, Calif., 1980-82; F-14 weapons manager, Aviation Supply



Rear Adm. Daniel H. Stone

Office, Philadelphia, Pa., 1974-76; and aviation support officer, Naval Air Station, Cubi Point, Republic of the Philippines, 1972-74.

Stone holds a Master of Science in business administration from the University of Florida. His decorations include the Defense Superior Service Medal, the Legion of Merit with Gold Star, and the Navy Meritorious Service Medal with three gold stars. ◆

*NISH continued from page 33*

our selection and we look forward to working with Bob and all of the NISH team as we move forward. On a personal note, as someone who has had the chance to closely observe Bob on our many trips to the (NISH) regions, I could not be happier with the Board's choice."

In 1998, Chamberlin was appointed by former President Clinton to serve as the Department of Defense's representative on the President's Committee for Purchase From People Who Are Blind or Severely Disabled - the organization responsible for oversight of the Javits-Wagner-O'Day Act.

Recognized as an expert in logistics, best commer-

cial practices and modernization of business systems, Chamberlin had a distinguished career in the United States Navy and held numerous key assignments both domestic and overseas.

He is a native of Westwood, Mass., and a graduate of the University of Wisconsin. He holds an MBA from Harvard University and completed the Senior Executive Program in National and International Security at the John F. Kennedy School of Government, Harvard University. He has numerous decorations and awards including the Defense Distinguished Service, the Defense Superior Service, and the Legion of Merit Awards. He is listed in Who's Who in America. ◆

# DSCC Wins DoD Packaging Excellence Award

The Defense Supply Center Columbus Packaging Team is the winner of the 2001 DoD Packaging Excellence Award. Members of the team were recognized in an award ceremony at the Pentagon in March.

This award recognizes and honors those outstanding individuals or organizations in the DoD packaging community who have contributed significantly to the packaging effort. The DSCC Packaging Team won the award over similar nominations from each of the Military Services.

In his letter notifying DSCC of their selection, James T. Eccleston, the assistant deputy under secretary of defense for Supply Chain Integration stated, "On behalf of the Deputy Under Secretary of Defense for

Logistics, and the Defense Packaging Policy Group, I want to congratulate the DSCC-VSP, Packaging Team, for being selected as this year's recipient." ♦



DSCC Packaging Team recipients of the DoD Packaging Excellence Award for 2000, are (front row) James T. Eccleston, presenter of the award, Samuel E. Merrit, Shermaine E. Hill, Camille A. Cary, Barbara J. Massey, Tracey L. Landers, Herman D. Hill, and (back row) Steven R. Bennett, DSCC deputy, Mable D. Seldon, Melissa J. Canan, Dale R. Mirise, Maria A. Kreml, Deborah D. Thompson, Norman Giolitto, Hance L. Barnett, Mike Dawson. Not pictured are Louis A. Comer, Patrick F. Davis, and Freddie McKnight.

## DAPS Achievements

The Document Automation and Production Service recently established a display at DLA Headquarters of awards and accomplishments. On display was the E-Gov Pioneer Award, recognizing best practices for providing electronic government services. The award was for Procurement Gateway, a website providing information on submitting contract bids. Also on the display is the Computerworld/Smithsonian Award, which was presented to DAPS for Phantom Clerk, which digitized thousands of documents at Fort Hood, Texas, and provides a means to access, fill in, and print forms online; plus recognition of achievements by DAPS in the transfer of six Army printing and duplicating facilities in South Korea to DAPS. ♦



From left to right: Tony Tatum, staff member of Administrative Assistant to the Secretary of the Army; David Osborn, U.S. Army Printing and Publishing Agency, Michele Spiro, program manager, HQ DAPS; and former DAPS director, Dr. Marshall Bailey. Tatum and Spiro received the Superior Civilian Service Medal. (Photo by Thomas Wilkins)

# Columbus Captures Commander In Chief's Installation Award

The Defense Supply Center Columbus received the prestigious Commander-in-Chief's Award for Installation Excellence, during an award ceremony at the Pentagon on May 4. The award recognizes the outstanding and innovative efforts of the people who operate and maintain U.S. military installations.

DSCC was selected for this highly competitive award based on exemplary support of the DoD mission. DSCC, as well as each of the winning installations, succeeded in providing excellent working, housing, and recreational conditions.

DSCC manages nearly half of DLA's 4 million consumable items in providing missile, commodity, aerospace, land-based and maritime weapon systems support to nearly 24,000 customers throughout the Army, Navy, Air Force, Marine Corps, Coast Guard, civil agencies and other organizations in the Department of Defense.

A watershed event in fiscal 2000 was DSCC's adoption of the Harvard University congruence-based problem solving approach. It suggests the alignment, or congruence, between strategy and four key organizational blocks — critical processes, organization, people and culture — drives successful organizational performance.

As a result, DSCC adopted specific strategies to improve culture, diversity and a heightened sense of individual and collective responsibility and accountability.

With the emphasis on customer satisfaction, its award-winning Customer Call Center reduced its response-to-answer time on emergency requests from 29 to 21 seconds; its abandonment rate from 3.5 to 1.8 percent, and increased its first call resolution rate from 83 to 88 percent. During the Kosovo crisis, DSCC received over 55,000 requisitions valued at more than \$4 million and responded with an 87 percent fill rate.

To ensure its people are aligned

with critical tasks and work processes, each associate is provided the knowledge, skills and abilities to do his or her jobs. In fiscal 2000, associates completed over 100,000 training hours, averaging about 40 hours per employee. DSCC is an agency leader in distributive/distance learning.

DSCC associates truly make a difference

in the surrounding communities. More than 60 associates participated in an at-risk elementary school mentoring program, contributing over 1,800 volunteer hours last year. In 2000, DSCC donated more than 34 tons of food to Ohio's Operation Feed Campaign; over \$239,000 to the Central Ohio United Way Campaign; and more than 900 units of blood.

DSCC demonstrated the ability to



From left to right: Former Under Secretary of Defense for Acquisition, Technology and Logistics Hon. David R. Oliver congratulates Brig. Gen. Mary L. Saunders, commander, Defense Supply Center Columbus and Lt. Gen. Henry T. Glisson, Defense Logistics Agency director on DSCC's win.

lead and manage simultaneously for today and tomorrow, while maintaining congruence among processes, organization, people and culture. Its associates understand that this is the key to long term organizational success and excellence. In fiscal 2000 DSCC achieved giant strides toward becoming DoD's premier customer driven organization, exemplifying the DLA vision of "One Team...One Focus." ♦

## DLA Receives Lifetime Achievement Award

On May 25, the Defense Logistics Agency received a Lifetime Achievement Award from National Image Incorporated, a Hispanic-American organization. National Image, which has chapters throughout the United States, Europe and Puerto Rico, is concerned with issues of employment, education and civil rights for Hispanic Americans.

DLA received the award for its support of National Image during the past 20 years. DLA has sent managers and employees to attend training at the organization's annual conferences and expositions. In addition, employees from the Defense Supply Center

Philadelphia have chaired National Image's conferences and job fairs and served as instructors to train managers and employees in the areas of federal employment and issues relative to equal employment opportunities.

In announcing the award, Alberto S. Rocha, Chairman of the Board of National Image, praised DLA for "partnering with Image for the past 20 years" and for "providing exceptional support ...to the mission and goals of National Image." Rocha expressed particular gratitude toward Brig. Gen. J.A. Mangual, commander of DSCP, and to DSCP employees Carlos O. Reyes and Ruben A. Filomeno for their continual support. ♦

# DSCC Associate Receives Presidential Award

By John F. Foreman  
DSCC Public Affairs Office

Lucinda Whittaker, a Defense Supply Center Columbus associate assigned to the Commodity-Based Application Group, challenges all federal associates to join the Presidential Sports Award Challenge and get fit.

She did, and she has an award signed by former President Bill Clinton to prove it.

The President's Council on Physical Fitness & Sports developed the award in 1972 in conjunction with national and international sports organizations.

Whittaker joined, and received her award for Tae Kwon Do, signed by Clinton in June 2000.

"The challenge of the Presidential Sports Award is to make a commitment to fitness through active and regular participation in sports and fitness activities. Earning the award

means that you have put in time and effort to meet the challenge of personal fitness," said Whittaker.

"The award recognizes this achievement, and the fact that you are part of a nationwide effort toward a healthier, more vital America. Anyone ages six or older is eligible to participate in the Presidential Sports Award Program," said Whittaker.

The award consists of a certificate of achievement from the President of the United States that is personalized with the name of the recipient, a letter of congratulations from the leadership of the President's Council on Physical Fitness and Sports, an embroidered emblem blazer patch, signifying the sport or fitness activity in which the award was earned, and a magnetic memo board.

The purpose of the award is to motivate all Americans to become



Lucinda Whittaker receives Presidential Sports Award from Brig. Gen. Mary L. Saunders.

more physically active throughout life, and emphasize regular exercise rather than outstanding performance.

Individuals can receive the award for participation in 68 different sporting activities. To learn more about each of these activities and the program visit the Presidential Fitness Award Web site at [www.fitness.gov/sports/sports.html](http://www.fitness.gov/sports/sports.html).

# Equipment Manager Wins GSA Conservation Award

By John F. Foreman  
DSCC Public Affairs Office

Clarence "Ed" Boyd has really done it this time. His methods of conserving fuel and use of alternatively fueled vehicles has won the EPACT award for his efforts from the Government Services Administration.

Boyd, an equipment manager assigned to Defense Supply Center Columbus' Installation Services was nominated for the award by the Defense Logistics Agency and the Department of Defense for his conservation efforts. He received the award at an April 4 ceremony in San Antonio, Texas.

The EPACT (Energy Policy Act of 1992) award recognizes federal employees who demonstrate a strong commitment for the use of alternative fuels and fuel conservation in federal motor vehicles.

According to DSCC Base Maintenance Division Chief Ron

Dashner, since Boyd's assignment in June 1999, "he has downsized the DSCC motor vehicle fleet, which resulted in saving energy, petroleum products and taxpayer dollars. The



Clarence "Ed" Boyd checks the seal of the natural gas refueling cap on one of the 45 alternative fueled vehicles in DSCC's vehicle fleet. (DSCC photo by David Benzing)

DSCC motor vehicle fleet has been reduced from 225 vehicles in 1999 to 127 vehicles, a 44 percent reduction."

While downsizing the DSCC vehicle fleet, Boyd also helped to evolve it. More than one third of the fleet, 45 vehicles, is now alternatively fueled. When he began in 1999, there were none. This exceeded the target acquisition of alternatively fueled vehicles required.

Boyd is continually looking for additional ways to conserve. According to Dashner, "Boyd monitors the alternative fuel manufacturing industry to include local, state and federal agencies, searching for any alternative fueled vehicles which may be utilized to enhance DSCC's mission in conservation of energy." Boyd is currently reviewing prototype electric powered vehicles for applicable uses at DSCC. ♦

## Defense Standardization Program Presents Awards

During a ceremony at the Pentagon on May 4th, one individual and six teams received awards from the Defense Standardization Program for outstanding contributions to the Department of Defense last year. Since 1986, DSP has recognized significant achievements in quality, reliability, readiness, cost reduction, and interoperability through standardization.

The DSP mission is to identify, influence, develop, manage, and provide access to standardization processes, products and services for warfighters and the acquisition and logistics communities. In addition, the program promotes interoperability, and assists in reducing total ownership cost and in sustaining readiness.

Following are Defense Standardization Program award recipients from the Defense Logistics Agency for the year 2000:

DLA—The Specifications Development Team, Defense Supply Center Philadelphia, Pa. This team succeeded in completing more than 3,000 standardization actions including development of 868 non-government standards to replace military counterpart documents and the cancellation, or inactivation, of more than 2,000 military specifications. Members of the winning team who attended the ceremony were Harry Frost, Emelia Altomari, John Dressel, and Wallace Goode

Additional information on DSP, awardees and their accomplishments may be obtained by visiting <http://www.dsp.dla.mil>. ♦

## DSCC Employee Named Woman of the Year



Debra Hobbs receives Woman of the Year Award from Brig. Gen. Mary L. Saunders.

Debra Hobbs, a management and program analyst at the Defense Supply Center Columbus, was recently named Woman of the Year at the installation. Hobbs, who works in the DSCC Quality of Life office and who is active in her church and community, received the award presented annually in conjunction with National Women's History Month.

In addition to her regular duties, Hobbs serves as an Equal Employment Opportunity counselor, was active last year in DSCC's successful Combined Federal Campaign, and is a member of the Federal Community Choir and DSCC Women's Choir. She is also a past secretary of DSCC's Civilian Welfare Council. ♦



Front Row - left to right:  
Bill Lee (DLA Departmental Standardization Officer); Thomas Ridgway (DLA Standardization Executive); Wallace Goode (holding the plaque) with Emelia Altomari; Frank Ciccarone, Chief, Engineering and Technical Support Office (accompanying the team)

Back row - left to right:  
Albert Cappiella, Chief, Design and Special Projects (accompanying the team); Harry Frost; Eugene Maisano, Chief, Engineering Support (accompanying the team); John Dressel; and Col. Phillip M. Liller, USAF, representing Brig. Gen. J. A. Mangual, Commander, Defense Supply Center Philadelphia



## Safe landing

Crowd cheers as DDMP Commander Col. Robert C. Barrett makes a safe landing on the depot's golf course.  
(Photo by Al Horn)

DIMENSIONS -  
AUGUST 1981

