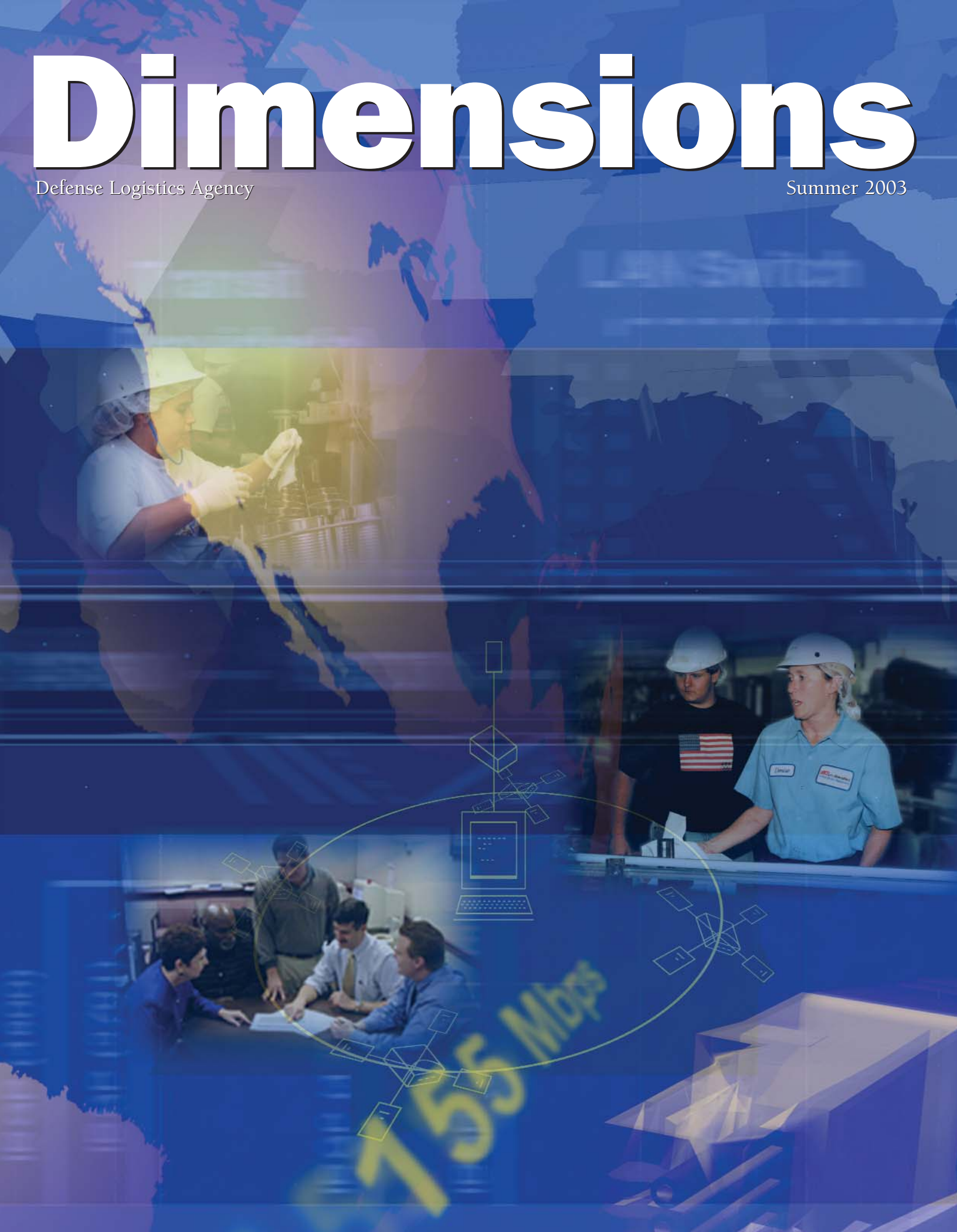


Dimensions

Defense Logistics Agency

Summer 2003



★★★ From the Director

Our Nation embarked on Operation IRAQI FREEDOM on March 20, 2003.

America's Armed Forces halfway around the world began their mission well-supplied. The efforts of the Defense Logistics Agency (DLA) work force ensured that our warfighters had enough food, fuel, spare parts, and medical supplies to perform their duties.

During the following weeks, you continued to sustain the supply chain as well. Whether working at a lead center, distribution depot, or in a contingency support team, DLA employees ensured the uninterrupted flow of materiel to our forces. Our personnel literally moved mountains of supplies around-the-clock to keep up with demand. Thousands upon thousands of items were sent by truck, rail, ship or air to locations scattered throughout the Middle East.

While you met these additional challenges, you also kept pace with the continuing requirements of Operation ENDURING FREEDOM. Those requirements are still very critical and large. As just one example, each day DLA provides approximately 22,000 pounds of fresh fruits and vegetables to forces in Afghanistan. That amount of produce is about the same as a medium-size grocery store has on display.

In recognition of your support to Operation ENDURING FREEDOM, the Secretary of Defense awarded the Agency the Joint Meritorious Unit Award. This award belongs to each one of you: the warehouse worker who picks the product, the worker who loads the truck, the demand planners and procurement agents, the catalogers and reutilization and environmental experts, the contingency planners, and our staff and management personnel.



Remember that all of you contribute to the success of America's warfighters. The brave men and women who continually defend our Nation, at home and abroad, depend on you for their logistical support. They deserve your very best effort, and I know you will not let them down. Your commitment, combined with the spirit and determination of America's Armed Forces, is a shining example of our Nation's resolution to let freedom ring. ♦

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

Dimensions

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Small Business Reinvention is Ongoing Initiative at DLA

By Master Sgt. Patrick Clarke, USAFR
DLA Public Affairs

Only half of new small businesses remain open for longer than four years, according to the U.S. Small Business Administration.

As if those odds weren't daunting enough, the Department of Defense has been unable to meet small business statutory goals. As a result of this, a Rapid Improvement Team was established in August 2000 by the Office of the Secretary of Defense to develop an improvement plan for accelerating small business utilization in defense acquisition.

The team was comprised of representatives from the military services and DoD agencies.

First, the team determined what some of the issues blocking improvement in small business goals were. Issues included:

- ❑ Small business utilization, despite statutory goals and programs, does not receive consistent attention and have ownership at the senior leadership and acquisition team level – it remains staff driven.
- ❑ The existing system and process for evaluating and improving performance on a timely basis across military departments and agencies is limited.
- ❑ Many DoD acquisition professionals don't understand the opportunities for small business utilization and are reluctant to pursue them.
- ❑ Many small businesses are confused and frustrated in understanding the rules and processes (red tape) for working with DoD purchasing activities and are reluctant to pursue business opportunities.
- ❑ Acquisition streamlining and efficiency programs – such as consolidation of purchasing commands – have created the

impression that small business utilization opportunities are diminishing.

The team adopted eight key initiatives to accelerate small business utilization such as, increase senior leadership accountability for executing small business utilization improvement plans.

The Under Secretary of Defense for Acquisition, Technology and Logistics established semi-annual dates on which written reports addressing accomplishments toward meeting small business performance improvement initiatives would be submitted and evaluated based on the Agency's ability to meet their small business performance targets.

Some of the Defense Logistics Agency's initiatives include:

- ❑ Identification of groups of competitive items which could be manufactured by 8(a), Historically Underutilized Business Zone (HUBZone) companies or for Total Small Business Set-Asides.

"The fact that a manufacturer is in a HUBZone doesn't limit it to certain items," said Tom Ray, director of the DLA Small and Disadvantaged Business Utilization office (DB). He continued, "And in fact, when you look at a list of contracts awarded to HUBZone firms, they cover the full range of products and services bought by DLA—JP8 fuel, natural gas, clothing and individual equipment items, industrial equipment, medical supplies, road wheels, storage batteries, cable assemblies, and hazardous waste disposal are examples. By definition, there aren't a lot of businesses in a given HUBZone, but looking at all the HUBZones across the country you see a diverse population of industries."

- ❑ To develop and implement a train-

ing course for small businesses new to doing business with the federal government. The course will educate small businesses on doing business with the federal government, specifically DLA, and facilitate their competing more effectively in the new environment of long-term contracts, prime vendor contracts and other new business practices.

A pilot class for the "Doing Business with DLA, for Small Businesses" course was held at the Defense Training Center in Columbus, Ohio in late January this year to accomplish this objective.

"The course is set at an overview level and is not specific to any one DLA commodity group or activity," explained Peggy Glasheen, program manager of DLA's Small Business Reinvention Program.

The pilot class had 50 attendees that included representatives from DB, DLA's Acquisition, Technical and Supply Directorate (J-33), Defense Supply Center Columbus contracting, DLA's Small and Disadvantaged Business Utilization (SADBU) Offices, 25 representatives from DLA's Procurement Technical Assistance Centers (PTACs), the Small Business Administration, and one small business.

- ❑ Develop universal small business training for DLA's acquisition work force, which includes about 2,400 contracting people, according to Glasheen.

Most DLA activities have a small business training course. Our sites trained 1,309 of DLA's contracting personnel in fiscal 2002, according to Glasheen. "Our office is consolidating the different training courses used by each of the activities into one DLA small business training course for

acquisition personnel,” said Glasheen. Each activity will have the option to include any additional information peculiar to their own activity to the final course.

□ Take a more focused approach to locate, inform, educate, and increase the participation of small business firms in DLA acquisitions. Specifically, targeted groups would include: small disadvantaged businesses (SDB), women-owned small businesses, HUBZone, Native American, and service-disabled veteran-owned small business firms.

Small Business Reinvention has provided focus in a couple of ways, according to Ray. “First, focus is provided by means of the small business report card,” said Ray. There are five small business programs—the overall category of all small businesses, then the four subsets of small disadvan-

tagged business, women-owned small business, HUBZone small business, and service disabled veteran-owned small business. “Before the report card, if somebody asked, ‘How are you doing in small business?’ it was hard to answer in a meaningful way,” said Ray. “We would answer, ‘We did x percent in program a, y percent in program b, and so on.’ Or, we met the goal in program a and didn’t in program....” The report card gives a letter grade, based on progress in meeting statutory goals, in each category, and also permits calculation of a “grade point average.” This provides a way to evaluate overall performance in the program, and identify which specific subprograms are pulling down overall performance, according to Ray. He added, “Reinvention also provides focus by requiring specific initiatives to improve performance. You can’t just say, ‘We’ll try harder.’

You have to look at the weak areas on your report card, and say, ‘Here are the specific steps I’m going to take to improve my grade in this program.’”

- More closely ensure that data collected by the DLA Contract Action Reporting System (DCARS) accurately reflects our small business program performance.
- Analyze the reasons for the decline in small business performance for certain high dollar value commodities where small business performance is poor.

DoD has not issued final grades for fiscal 2002 yet. “Based on data we have now, DLA earned an overall grade point average of B for the year,” said Ray. He concluded, “Not bad for the first year, but we are pushing harder in 2003 to get an A.”

A specific date as to when DoD will issue final grades has not yet been set. ♦

Small Business Partnerships Bolster America’s Warriors

By Jim Katzaman
DLA Public Affairs

Whether the contract calls for maintenance, fabrication or military apparel, a small, trusty group of small businesses have teamed with Defense Supply Center Philadelphia to deliver the goods.

Each year, DSCP -- part of the Defense Logistics Agency -- buys more than \$7.8 billion worth of food, clothing and textiles, pharmaceuticals, medical supplies, general and industrial items to support America’s warfighters and their families around the world. Little, if any, of its mission could be met without its partnership with America’s small businesses.

Companies such as SupplyCore Inc, AC Fabricated Products, Terry Manufacturing and

Tennessee Apparel are typical of the vast network of small businesses DLA and DSCP rely on to deliver the right item, at the right time, to the right place, at the right price, every time, giving best-value solutions for America’s warfighters.

SupplyCore Inc., has developed a reputation for reliability and is considered the next thing to a sure bet for American fighting men and women who need maintenance, repair and operation products. In October, SupplyCore received its third prime vendor contract.

More commonly called MRO, the maintenance, repair and operations prime vendor initiative was designed to improve the way federally funded agencies buy these materials. Instead of managing

potentially thousands of contracts and purchase requisitions, purchases are delegated to a single supplier, or prime vendor. Products covered by this prime vendor agreement include electrical items, chillers, generators, landscaping and grounds materials, dry wall, cement, asphalt, paint and plumbing, heating, ventilation and air-conditioning materials.

“SupplyCore has a good ordering system and gets consistent excellent customer service ratings on DSCP’s customer feedback questionnaire,” said Teri Ferrante, a contracting officer in DSCP’s general and industrial directorate. “This is a strategic alliance in which we take great pride.”

AC Fabricated Products each month makes up to 1,000 expandable tents with frames. The

See *Small Business Partnerships*, page 6

company, a division of AC Incorporated of Huntsville, Ala., is one of America's leading tent producers. AC Manufacturing, a division of AC Inc., makes and supplies the tent frames; AC Fabricated Products supplies the tents.

The contract with AC Fabricated Products, which is for one year with four option years, is potentially worth \$59.1 million over five years, making it the largest HUBZone Empowerment Contracting program award ever made by the U.S. Defense Department.

The HUBZone empowerment contracting program encourages economic development in historically underutilized business zones by providing federal contracting opportunities for qualified small businesses located in distressed areas.

"The HUBZone program is a relatively new subset of the small business program," said Michael McCall, associate director of DSCP's small business program. "This was an opportunity to support the intent of the HUBZone program while ensuring our customers get the tents and tent frames that they need."

"It's a good mix for the company because we now supply both the tent frames and the tents," said George Smith, president of AC Incorporated. "We're a proud partner of both the Defense Logistics Agency and DSCP, and we're pleased to be playing a major role in supporting America's military."

Long before these partnerships between government and industry became commonplace, Terry Manufacturing was developing a shared production initiative between DSCP and a fast-food giant. Some of Terry's workers were cross-trained to make battle-dress uniform coats under contract with DSCP and crew uniforms for McDonald's.

In the event of a national emergency or mobilization, McDonald's agreed to allow the cross-trained workers to shift to making battle-dress coats full time. This made McDonald's the first non-government corporation to endorse DSCP's efforts to help cut costs while keeping a strong industrial base for battle-dress coats. The company also supported the Department of Defense's objective of integrating commercial and defense industrial bases.

A few years later a similar partnership between DSCP, Champion and Terry was started when Terry became the first African-American company to be granted a direct Olympic license.

As president and chief executive officer of one of the nation's leading African-American-owned and operated apparel manufacturing businesses, Roy Terry has learned the meaning of calculated risk. "Just being in business this long tells you volumes about our company," he said. "It hasn't been without encountering a few bumps in the road, but we're managing to compete in the very competitive apparel marketplace."

Contracts with DSCP's clothing and textile directorate account for about 30 percent of the company's annual sales. Cotina Terry, Roy's daughter and program manager for the company's account with McDonald's, said DSCP knows it has a business partner that's innovative, flexible and one that will deliver quality products on time.

"We would have survived," she said, "but we never could have reached our long-term vision of being one of the nation's leading apparel manufacturers had it not been for the partnership with DSCP. We value our business with DSCP, and we understand the importance of making and delivering quality products for America's warfighters."

"DSCP has a passion for innovation and a commitment to

performance, and so do we," Roy Terry said. "We take calculated risks in coming up with big ideas, but we have the ability to make them work. It's been a good partnership with DSCP."

Enhancing such partnerships is an entire apparel network set up through DSCP. Known as the Virtual Item Manager-Apparel Research Network Supply-chain Automated Processing, or VIM-ASAP, its goal is to improve item management throughout DoD. By making significant improvements to the U.S. apparel industry's ability to meet DoD requirements, ARN strengthens the industrial base for clothing and textile contractors doing work for the government. The network identifies a potential problem, researches a process for improvement, plans how it will be implemented and forecasts what benefits can be expected after implementation.

VIM-ASAP, the product of much research and planning, is a collection of Web functions used by apparel manufacturers to access contract information, track production status, correct data quality problems and facilitate payment of their electronically transmitted invoices. Clothing and textile manufacturers also benefit from the money-saving aspect of VIM-ASAP's automated labeling program that eliminates the need for outsourcing label production.

All documents and electronic transactions are generated, transmitted and monitored from a single source with minimal data entry required. This alleviates the need to type a separate invoice, shipping label and container label for every item being shipped. This reduction in administrative tasks also increases data consistency, reduces payment problems, expedites the manufacturing process and saves the manufacturer time and money.

The results of the free, down-

loadable VIM-ASAP program are particularly important to small businesses, many of whom depend on government contracts for the majority, if not all, of their business. Before VIM-ASAP, the repetitive manual entry of data increased the chance for errors on the shipping and invoice documents that could result in delayed payment to the contractor. With 68 percent of DoD clothing and textile contract awards going to small businesses, this is big news.

It's also welcome news for Tennessee Apparel, a small business which manufactures dress trousers, slacks and parkas for the military and has been using VIM since November 2001.

Rick Francis, vice president of administration at Tennessee Apparel, thinks the new way of doing things has shown a marked improvement on his outstanding balances. "When our company shares the same data with DSCP and the Defense Finance and Accounting Service," he said, "the chance for errors goes down. That's where the real benefit comes into play."

The Defense Finance and Accounting Service pays contractors and commercial partners who support the armed forces. In this paperless environment, mistakes or discrepancies, which could have postponed payment from DFAS for weeks or months, now

get rectified immediately.

Col. Robert "Tim" Kleppinger, USA, director of DSCP's Clothing and Textiles directorate, is proud to support the program. "We recognize the significance of cash flow to our small business contractors," he said, "and nothing pleases me more than being stopped by one of our VIM-ASAP contractors who recounts a good news story about their constant, accurate and prompt payments."

The Small Business Administration and DoD have taken the first step toward completing the Business Partner Network for government contractors. SBA integrated its small business database, PRO-Net, with DoD's Central Contractor Registration system, enabling small businesses to enter their information in both databases simultaneously.

Joann Gatica, small business specialist with Defense Supply Center Philadelphia, said, "This integration definitely benefits our Small Business Program."

She said that "to get information regarding different vendors, you would have to go back and forth between the databases. SBA's integration of their PRO-net database with the CCR can help to alleviate mistakes."

Before this merger, Gatica explained, the vendors had to make sure they updated informa-

tion in both places. Now they just have to update or make changes in one place.

The PRO-net database and CCR are used for various reasons. For instance, when contracting officers initiate a buy, they refer to these databases to see if there are any vendors located in a HUBZone area or any 8(a) vendors who can supply the items to the government. "So," Gatica said, "it's important that the information is current and preferably in one place."

Vendors also use the information in these databases for subcontracting opportunities. "With the increase of prime vendor contracts being awarded," Gatica said, "the large business can refer to these databases to easily find small businesses, small disadvantaged businesses, women-owned small businesses, HUBZone, veteran-owned small businesses and others to subcontract to."

Whether through its vast apparel-management network or individual contacts, Defense Logistics Agency, through Defense Supply Center Philadelphia, counts more than ever on America's small businesses. In a multi-billion dollar industry built for America's warfighters, every successful partnership is a priceless asset for the nation's homeland security. ♦



DESC Workforce Development Team Provides Customer-Focused Training

By Sheryl Miglio, Ruth Hinshaw, DESC Resources Management
Jim Smith, DESC Facilities Management
Mike Hooth, Petroleum Management Consultant

The Defense Energy Support Center's training vision is to skillfully plan, manage and implement training program improvements. The Workforce Development Team takes that vision one step further by providing timely, responsive, and consistent customer-focused training program assistance with motivation and teamwork. The strategy is to identify and deliver the proper training needs and methods using various lessons learned, multiple-delivery modes and corporate leadership support.

Strategic Workforce Development Team staff roles and responsibilities are taking on new dimensions. As they continue to form, new training goals and strategies will emerge. The drive behind all these emerging demands and leadership initiatives is largely due to the anticipated corporate culture changes ahead. The Workforce Development Team staff is posturing itself to identify, deliver and sustain first class employee career development. The anticipated benefit is a more systematic approach to processes, learning and personal growth. All future office goals and objectives will mirror the 2002-2007 Defense Logistics Agency Strategic Plan and the Balanced Scorecard framework. Workforce Development staff recommendations regarding new DESC-wide processes to deliver customer outcomes effectively and efficiently still need to be proposed up the chain of command. Suggestions for new roles and responsibilities include: identify training strategies with high

payoff from training investments to maximize each trainee/learning event; promote training techniques and results to benefit employees immediately and frequently; help trainees and supervisors overcome barriers to transfer of training on the jobs; support effective training delivery and learning methods that motivate and trigger immediate rewards such as achievement, recognition and career growth.

According to a 1990 American Society for Training and Development (AST) study designed to collect data on how training is structured, managed, budgeted and integrated with organizational strategy, decisions to expand or curtail training opportunities and funding are dependent on the following criteria:

- Expertise - highly specialized
- Timeliness - time needed to develop and deliver
- Demand - larger audiences are a better investment, one-time in-house training has little return on investment
- Sensitivity of the mission - resources available to deliver in-house training for a sensitive training mission
- Cost - a secondary consideration to other criteria
- Local needs and resources - depending upon office size, expertise, budget or timeline suitable to meet the need
- Outside training sources - degree of contracting out needed to implement new training techniques and strategies that motivate employees to learn.

Clearly, if we keep these criteria in mind, we are all strategic planning game winners! Even more, as

strategic planning policies are filtered down from the executive policy makers, training operations, managers, supervisors and the work force as a whole will begin to recognize the benefits of addressing important strategic training and development issues such as performance goals needed to liaison with DLA headquarters and internal customers; strategic training requirements needed to accomplish the goals; and training alternatives be explored and validated using a business model such as costs/benefits, savings, improved quality.

All three performance issues are beginning to shape the future of DESC Workforce Development goals and objectives.

Where Are We Now?

The Workforce Development Team has new leadership and staff with fresh ideas, caring attitudes, and plans to continue putting customers first. Our main goal is to deliver consistent training and administrative support wherever and whenever it is needed. We like to use the phrase "we make training needs happen" and strive to do it all through TEAMWORK.

DATS 2.0!

On Dec. 29, 2002, the DESC Workforce Development Team deployed DATS 2.0. All DESC personnel rely on DATS 2.0 to plan, request, approve, track, register, and pay for all business related training. Most employees have found DATS 2.0 easier to learn, available 24/7 and DATS 2.0 even has the potential to interface with other systems. However, DATS 2.0 is best experienced if you learn how to follow the system step-by-step. The following recipe is sure to make you a DATS 2.0 believer:

Recipe for using DATS 2.0 successfully:

- 1 DATS 2.0 login account
- 1-2 training discussions with your supervisor
- 1 Individual Development Plan (IDP) approved yearly
- 30 processing days for approving before course start date
- 1 Quick Reference Guide (supervisor or employee)
- 1 Designated point of contact per Commodity Business Unit/region
- 1 DD-1556 for each event/course (cost and no-cost)
- 1 Criteria-based course objective (especially for college courses)
- 1 supervisor e-mail notification for IDP or 1556 approval (Monday & Thursday)
- 1 registration confirmation in vendor approval status (RLW Office use only)
- 1 purchase card payment (pre/post paid)
- 1 vendor fax and vendor telephone number
- 1 set of registration details for point of contact typed into employee comments section or faxed to the point of contact

Mix all ingredients consistently for at least 20-30 days. DATS 2.0 is guaranteed to prepare any DESC employee to attend training events/courses anywhere in the world.

Yield: Satisfied customers!

For additional information about DATS 2.0 training and e-learning opportunities, be sure to contact the proper CBU representative: Sheryl Miglio, CBU DESC-C, G, S and Ninth House; James Charter, CBU DESC-B, F, M, P, Europe, Americas and Ninth House; Shondrea Tillett, CBU DESC-A, D, E, N, R, Pacific and Mid-East; Ruth Hinshaw-DAU/DAWIA.

Doing More On A Broader Scale
According to the e-learning

research community, 70 percent of what employees need to learn about their business environment is learned outside of formal training. The Workforce Development Team staff is actively looking into ways to link classroom training, the DLA/DESC Web-based Ninth House Network initiative, and informal on-the-job training before and after courses end.

This kind of an approach is one way to respond to customers who are missing out on basic procedural guidance and DATS related processes due to technical, operational and/or geographic barriers.

Our long-range goal is to better identify ways to communicate training policies, procedures and opportunities, both informal and formal. Workforce Development Team experience has shown that using e-mail to learn about and retain training related updates and procedures is inadequate. Consequently, we are focusing our energies on building a cohesive "community of best practices." Ideally, employees would benefit from a collaborative learning environment with their peers. Knowledge sharing over a sustained period of time is

what is needed. In fact, Knowledge Management has already taken off with events like the DLA Communication Day and the DLA Customer Relations Road Show. In the end, the ultimate strategy is to link real Knowledge Management thinking and business strategies with organizational learning goals.

New Defense Acquisition University Policy

Even external business strategies have impacted the DESC work force. For instance, the traditional Defense Acquisition University (DAU) classroom format will continue to evolve from instructor-led courses to Web-based learning modules. Additionally, DAU is under significant pressure to control travel costs associated with training. In fact, just this year, the Defense Acquisition University initiated a new "cost effective" policy to try sending attendees to DAU campuses located closer to attendees' residences.

DESC Mentoring Program

The Mentoring Program is another strategic planning initia-

See DESC Training, page 10



Workforce Development Team members from left to right: Sheryl Miglio, Beth Johnson, Ruth Hinshaw, Shondrea Tillett and James Carter.

tive that continues to change and grow. The Mentoring Program is used to ensure leadership continuity, and to positively impact recruitment, hiring, motivation and retention of the DESC workforce. The DESC Mentoring Program has opened doors for personal and career growth in such areas as leadership, learning skills, sharing of knowledge, experience and individual values. Over the past year, membership has grown to approximately 50 participants and growing. The program provides a formal and informal sharing of how DESC functions on a day-to-day basis and where in DESC a mentee can find answers to a variety of questions about the mission. In fact, the program has great potential for becoming the first online “community of practice” given its

natural tendencies for building community groups of subject matter experts on a variety of workforce topics.

DESC Corporate Level Training Efforts

The Workforce Development Team offers 26 internal Business Process, Environmental and Safety Courses. These courses are taught by a small cadre of personnel that have extensive experience in the Petroleum, Energy and Environmental business at DESC and the military services. A description of the courses and schedules can be found in the DATS system and at the DESC homepage. New courses that are currently being developed and available soon include: Missile Fuels, Electricity, and Procurement

Policy. In addition to internal courses development, procedural support documentation has been developed for all aspects of the Fuels Automated System (FAS). This documentation can be found in “Coach.” The “Coach” is an online environment, Web-based system, displaying step-by-step guides designed to “coach” the user in applying their professional knowledge to specific FAS applications. Information can be found on areas such as Requirements Manager, Fuels Control Center (FCC), FAS Enterprise Server (FES), Energy Downstream, and Oracle Government Financials. The “Coach” is located at <http://ports2.desc.dla.mil/manuals/REF1111D.htm>. ♦

DSCC Establishing Strategic Supplier Alliances

*By Mike Ward
Defense Supply Center Columbus
Public Affairs Office*

For more than two years now, the Defense Logistics Agency has been working with contractors to create and develop Strategic Supplier Alliances in hopes of improving the “return of relationship” between DLA and key suppliers. Now the Defense Supply Center Columbus has joined the effort.

The goals of the SSA Program are to reduce total cost to the end user, improve product supplier quality, expedite delivery to the end user, reduce total cost of ownership and reduce inventory for DoD and suppliers.

The establishment of an SSA is primarily intended for high volume, sole-source, large dollar value critical suppliers who serve as a vital link in our national security. Priority for participation in the SSA Program is given to suppliers currently providing products and support to several of the military services – Air Force, Army, Navy, Marine Corps and Coast Guard or defense agencies with annual sales to DoD in excess of \$100 million per year.

“[Defense Supply Center] Richmond established the first SSA in 2000 with Honeywell,” said Lori Spang, a contracting officer in the DSCC Land Based Weapon Systems Group. “We are in the process of establishing our first one here in the Land directorate. We’ve been partnering with U.S. Army Tank Automotive and Armaments Command, Defense Contract Management Agency and Defense Contract Audit Agency and working with AM General since August 2002. AM General supports us with about 3,500 national stock numbered items associated with the High Mobility Multipurpose Wheeled Vehicle, better known as the HUMVEE, as well as several other weapon systems, including the M915 series trucks.”

“We’re working on completing the initial charter agreement. This agreement helps to ensure continual open lines of communications between DLA, TACOM and AM General. This tool will enable us to tell the contractor how we can help him to help us. We’re hoping to have an SSA signed in June with them.”

Spang said the SSA basically is a tool that will break down some barriers between DLA, DSCC and AM General. She said it’s also a living agreement that will grow and change during the years as requirements change.



AM General's HUMVEE is one of the primary vehicles that an SSA will focus on in getting parts in a timely manner. (Photo courtesy of AM General)

"We feel it will open communications between us and the contractors to let them know we're just as interested in helping them as they are helping us," she said.

Spang said that DSCC isn't going alone in this initiative. "And whenever we, or Richmond or Philadelphia, are working on an SSA with a contractor, the other two DLA activities are included in the planning and coordination," said Spang.

One of DLA's primary goals is to get the customer the right items at the lowest price in the quickest time possible. "To assure that we're doing all the right things and getting the customer exactly what he wants, we have included the U.S. Army Tank Automotive and Armaments Command. It's important to get the customer's input," said Spang.

Spang said DSCC and DLA feel this is an innovative agreement between the contractor and the government. "It's certainly a win-win situation for all of us. The contractor can reduce the production lead-time; it will allow the contractor to be creative in his demand planning; the contractor will find sources for any obsolete parts that are no longer produced and may have been a sole source; and, more importantly, the military customer will get quality parts faster and at the lowest price."

Since the Honeywell prototype, DLA has initiated one additional SSA with Hamilton-Sundstrand. The DSCC Land Directorate is currently in the beginning stages of establishing SSAs with four other contractors, Oshkosh Truck, Stewart and Stevenson Services, General Dynamics and United Defense. ♦

Columbus Helps Develop Bright Idea for Vehicle Switch

By Tony D'Elia
Defense Supply Center Columbus
Public Affairs Office

For years, a simple vehicle light switch had been giving the military big problems. But thanks to some hard work and ingenuity, a contract was recently awarded for a completely redesigned, new and improved model.

The military version of the vehicle light switch includes a blackout mode that ensures that a convoy can stay intact at night, but give little or no lighting for the enemy to detect. It also has a lockout so that the headlights aren't accidentally turned on.

The old switch, used on more than 85 different military vehicles, consists of three levers - one for panel lights, one for the service drive lights and

blackout lights, and one for the lockout. Designed in the 1950s, the switch can't be seen at night without a flashlight, and there's always that possibility of accidental turn on during nighttime operations.

The switch also posed a problem for Defense Supply Center Columbus, which was responsible for buying and supplying the item to the military. Occasionally, one of the elongated levers would break off, but electrical failure was the major concern.

Keith Jenkins, a DSCC quality assurance specialist, and Duane Gross, a DSCC technician, became involved in trying to solve the problem. Jenkins, who had worked with the switch since 1988, had complaints and quality deficiency reports concerning it. Jenkins had even visited Army and Marine Corps units and heard various complaints and suggestions on improving the part, which is not only used on trucks but on tanks, earth

See Switch, page 12

movers and cranes. It's even used on aerospace and maritime systems.

Armed with field complaints, DSCC officials approached U.S. Army Tank Automotive and Armaments Command personnel to see about redesigning the switch. There had actually been a number of attempts to do so, but in the end each attempt was viewed as merely "re-inventing the wheel."

"TACOM asked for our input because of the research and background we had in dealing with the field activities," said Jenkins. "We agreed and went to the manufacturer and provided information and various documentation. We were actually involved with the design teams."

Mike Ellis, a TACOM engineer, decided to try a different approach. He favored a user-friendly switch that still provided the same safeguards. A concept was developed and a solicitation was

issued for a research and development contract.

The result is a fully electronic new switch (NSN 5930-01-491-9893) featuring backlit push buttons that are completely visible to the operator at night. For added security, special filters prevent infrared light from escaping. The new switch is also designed to last past the life of the vehicle, having been tested for one million cycles.

DSCC technician Dave Jenkins and contract specialist Susan Tinapple also worked on the project. Tinapple did market surveys that led to the \$10.9 million contract being awarded to Advanced Input Devices of Coeure D'Arlene, Idaho, a subsidiary of Esterline Technologies.

In addition to installing the new switch on new vehicles coming off assembly lines, some 224,000 vehicles already in use will eventually have to be fitted with the new switch. ♦



DSCC quality assurance specialist Keith Jenkins (center) compares the old and new military vehicle light switches as contract specialist Susan Tinapple and technician Dave Jenkins look on. (DSCC photo)

System Shares Information About Suspect Defective Spare Parts

By Scott Andraae
Defense Supply Center Richmond
Public Affairs Office

Getting the word out more quickly and effectively about potentially defective spare parts is the goal of a new effort at Defense Supply Center Richmond.

As a way of coordinating and communicating about so-called suspect parts, the center's technical oversight and product assurance division is developing a database that will be a central focal point to track reports, tests and investigations of such parts. DSCR is the lead center for aviation within the Defense Logistics Agency, serving as the primary source of supply for more than 900,000 repair parts and operating supply items.

The focal point will collect and relay information to and from the many sources that both find out about and need to know about suspect parts, including the military services, other DLA supply centers, the Defense Criminal Investigative Service, government legal offices, manufacturers and vendors, weapon system support managers and DLA employees who buy parts.

"We've had various examples come out in the past where there wasn't a set protocol or procedure to centralize this information and distribute it effectively," said Karron Small, the division chief. "What we've attempted to do is identify the key areas that are portals for this information, internally and externally, and develop a process so that we can establish a centralized database with contract numbers, vendors and share the data."

A suspect part is not necessarily defective. Naming a part as suspect

is one of the first steps in an investigation and testing process that could find the part is faulty, can be repaired or has no defects.

"There are various scenarios," Small said. "A suspect part could be the result of misrepresentations, fraud or material defects."

"There's something in the process that's an unknown that we need to investigate. It could go into all kinds of areas—contractual, quality, research, investigative, legal. Right now it's coming in at different angles, and different people who are the portals for this type of information have not had a centralized place to communicate the data so we can do an assessment internally as to whether allegations need to be further distributed."

Among the other DSCR employees with a role in suspect part investigations are Etta B. Neal, fraud monitor; Gerald W. Gliebe, fraud counsel; Rick Herpel, product verification manager; Marsha M. Johnson, technical oversight branch chief; and Jeffery C. Taylor, quality assurance specialist. Taylor will administer the database.

Current tools used to coordinate the various groups that investigate suspect parts are the nationwide Government Industry Data Exchange Program (GIDEP) and the locally-based Counterfeit Material/Unauthorized Product Substitution Program. GIDEP members are the U.S. military services, DLA, Canadian military, National Aeronautics and Space Administration, Federal Aviation Administration, Department of Energy and 1,200 industry participants. In the second program,

monthly meetings are conducted with representatives from the legal office, fraud office, product development directorate, DCIS and Defense Distribution Depot Richmond Virginia.

The new focal point is expected to help identify the extent of reported problems in terms of how many parts, product centers or inventory control points are involved.

"It will give us a better, more comprehensive answer to a situation when we do think we may have some nonconforming goods," Gliebe said. "Is this a safety concern? Is this a readiness concern? How big of a concern is it? What actions do we need to do? I think we'll more efficiently be able to handle those questions and we'll have a better answer to the questions."

Johnson said, "You also want to see how large the problem is. The GIDEP helps identify the scope of the problem. It allows you to find out if other government agencies and private industry have identified the same problem or problems. GIDEP is a tool that allows members to share information but can also limit the information shared to only government agencies if necessary."

"The one thing we want is for everyone involved to know what everyone else is doing. This program coordinates all the efforts and gives visibility to everyone involved in the investigation. The database will show what has been completed, such as required testing, freezing stock or canceling contracts. It ensures that all steps have been taken and quickly identifies when the actions were completed." ♦

Small Businesses Find Big Opportunities at DoD Electronic Mall

By Timothy Hoyle
Defense Reutilization and Marketing
Service

Retailers expect any good shopping mall – virtual or otherwise – to open doors for new customers to enter. Vendors who have added their storefronts to the Department of Defense site known as DoD EMALL seem pleased with the way electronic commerce is attracting government customers to their businesses.

“The DoD EMALL has been a real benefit to my business. I have sold various items to the military over the past few years, and the paperwork and other red tape has always been somewhat of an obstacle,” said Wayne Doyle of Remington Express Enterprises, Inc. “With the DoD EMALL, my customer's order comes to my e-mail box and is paid by a credit card. It makes the transactions smoother, and I have acquired new business because of it.”

Unlike Doyle, many small business operators think all government supplies come from a large warehouse that is only

stocked by major suppliers, but government purchasing options today provide increased opportunities for small businesses to support their country with their goods as well as their patriotism.

The DoD EMALL provides an electronic marketplace where military and government customers can purchase “off-the-shelf” items. Customers currently have 143 commercial catalogs to shop from at the mall, 81 of those are small businesses.

The mall offers small businesses an avenue to sell to the military and government customer without any additional overhead costs. A variety of contractual vehicles are available for the small businesses. Products are purchased at the mall using a government purchase card or fund code depending on the contract type. Besides a large, ready-made customer base, the mall provides a supportive, knowledgeable team to help guide small businesses in developing, hosting and maintaining their catalogs.

“Since I have had my catalog on DoD EMALL, my business has quadrupled what I usually do in a

year,” said Eddie Slocum of Creative Sales, a small business owner. “The technical support is excellent and the process is really simple. The only investment I have made is hiring sales people to deal with the orders.”

The mall can host regional, nation-wide, or worldwide catalogs. The suppliers may use the National Stock Number, commercial part number or Universal Product Code to identify their catalog items. The catalogs can be designed so that when a customer inputs their zip code or Department of Defense Automatic Address Code the regional pricing feature adjusts the shipping price according to the customer's location. Catalogs may also be set up for tiered pricing for volume discounts.

To help the military and government customers become aware of a new supplier, the mall's “Welcome” page provides a “Supplier of the Week” feature that offers information about a supplier and the firm's products. A “Supplier Support” page contains items of interest to the supplier such as information about upcoming supplier conferences, how suppliers may enhance their catalogs with illustrations, and highlighting the environmentally friendly products in their catalog. Additionally, a world-class help desk provides assistance to suppliers and customers.

For information, contact the DoD EMALL Help Desk at (888) 352-9333 and enter Option 2 or visit www.emall.dla.mil on the World Wide Web. ♦



DLA Has One-Source Ordering Service

In December 2002, DLA initiated an ordering service that provides U.S. government customers who prefer to pay by government credit card the capability to order any DLA National Stock Number item, except those managed by the Defense Energy Support Center, by dialing 1.877.DLA.CALL and pressing number 8 on their telephone keypad when the call is answered.

This new service is called the Credit Card Ordering System, C-COS. It is available to U.S. government customers worldwide. After the caller presses 8, they are immediately connected with an order taker from Available Communications Inc. of St. Louis, Mo. The order takers are trained to interrogate the DLA supply system through DoD EMALL for the NSN/NSNs that the caller specifies.

Although customer orders are entered into the DLA system through DoD EMALL it is not necessary for these customers to be registered in DoD EMALL in order to be able to use this telephone entry service. If the materiel the customer requires is available, the order taker will prompt the caller to provide the data needed to complete the order. In addition to the NSN, the caller should at the very least, be prepared to provide such information as the quantity they require, the ship to location including zip code/DoDAAC, and the credit card payment data.

In the event assets required by the customer are not available or that an NSN is designated as not orderable through DoD EMALL, the caller will be provided with the telephone number of a point of contact at the appropriate DLA Inventory Control Point who will provide further assistance. ♦

Electronic Tools Make Map Ordering Easier

Navigating your way through a collection of nearly 60,000 maps, charts and digital images can be frustrating unless you have powerful tools to aid your search.

Catalogers at the Defense Logistics Information Service are using their expertise to ensure customers do not lose their way while trying to find the right navigational aid. Their efforts have brought "point and click" technology to the Defense Logistics Agency's electronic catalog of maps, charts, and related products (e-catalog). This catalog features products produced primarily by the National Imagery and Mapping Agency and distributed by the Defense Supply Center Richmond. Catalogers at DLIS assign National Stock Numbers to each item to make them easier to find and order.

The e-catalog has a limited distribution that is circulated to approximately 8,000 customers on a monthly basis. A classified e-catalog was introduced into the production cycle in January, resulting in bi-monthly production of each. The first classified e-catalog was offered to customers in February and was followed by the limited distribution version in March. The two catalogs will continue to be provided in alternate months.

For the past five years, DLIS has produced map catalogs that have consolidated each of the mapping agency's four product line catalogs (aeronautical, digital, hydrographic, and topographic) together on a single compact disc that eliminated hardcopy catalogs. The latest improvement to the e-catalog is two-fold: the addition of an automated ordering process using Military Standard Requisitioning and Issue Procedures,



Maj. Michelle Moore, USAF, deputy of DLIS-V, looks at NIMA products.

and the ability of the e-catalog to be updated through the DLIS Web site.

Additionally, simplified query tools allow users to locate, identify, and order maps as easily as they may use an Internet map service to get directions. With the close partnership between DLIS and DSCR, users typically receive their maps within one week of ordering.

To use the e-catalog, users must have a

Department of Defense Activity Address Code (DoDAAC), an account with DSCR, and a WEB REQ account from the Defense Automated Addressing Service – Columbus (DAASC). The e-catalog is available from DSCR by calling (DSN) 695-6500, (804) 279-6500, or toll-free (800) 826-0342. To order, use NSN 7644 01 4784783. Questions about the e-catalog may be directed to the Battle Creek Customer Contact Center at (877) DLA.CALL. ♦

New Software Helps Automate Export Requirements

By Timothy Hoyle
Defense Logistics Information Service

Sending goods overseas should be easier thanks to a new tool that Defense Logistics Information Service employees helped tailor for use by the Defense Logistics Agency.

Employees at DLA's Transportation (Policy) office will be assisted in complying with new rules for shipping export documents requirements thanks to collaborative efforts between DLIS employees; members of the XSB Corporation, Inc., and employees at the DLA Office of Operations Research and Resource Analysis. Previously, transportation officials at DLA were not required to submit export documents when the recipient was another government entity.

The change in requirements means all export shipments will require the document. The new tool will help this process by making it easier to find the required codes to clearly identify all the items included in the shipment.

"Currently, these numbers are being looked up by hand," explained Richard Hansen, leader of DLIS' Taxonomy Team. Hansen's team was formed in May 2002 to begin studying different numerical standards and how they could be related to government stock numbers. The goal was to make logistics information more useful.

Schedule B coding is the first example of how DLIS employees hope to match the millions of government stock numbers managed in the Federal Logistics Information System with commercial numbers that are also used by many of DLIS' customers. The codes are the numerical references used to identify the thousands of items exported from the United States.

The team's discovery of a company developing a software program to relate different sets of numbers allowed for a collaborative effort that took advantage of the company's earlier development. The teamwork allowed XSB's Classifier Tool to be refined to support the new Schedule B requirements.

The tool features an artificial intelligence that can "map" numbers like Schedule B codes by associating them with the corresponding portion of the government stock number that is



Richard Hansen (left), Jim Ferrari and Jeff Wiker (right) discuss the recent release of the Taxonomy Team's first main effort that mapped Schedule B codes for Shipping Export Documents to Item Name Codes contained in National Stock Numbers. Not pictured are team members Lyle Stokes, Julie Frisosky, Vickie Mingus as well as supervisor Anna Sharpe.

known as the Item Name Code. The system allows batches of numbers to be entered for cross-referencing. Once numbers have been mapped they must be manually checked to ensure good matches were made.

"You can tell the tool to disregard how it mapped a number and tell it to map to another number," Hansen explained. "From then on the system remembers how you want those relationships made."

Linking five-digit item name codes to the Schedule B codes should allow the preparation of shipping documents to be automated, which is expected to make the process faster and more accurate.

"The more you map with it, the smarter the software gets," said team member Jim Ferrari. "It's a powerful tool, but complex."

Now that Schedule B codes have been mapped, the team plans to look at other codes. Some of the other codes that could be mapped include the United Nations Special Products and Services Code and the Census Bureau's North American Industry Classification System.

"Eventually we hope to cross-reference between all of the government's stock numbers and those provided by the manufacturers," Hansen said. ♦

Working Relationship at DSCC Saves Government Money

By Debi Hybert
Defense Supply Center Columbus
Public Affairs Office

The relationship between the Defense Supply Center Columbus branch of the Defense Logistics Agency Value Management Program Unit and DSCC inventory control point associates has helped to save the government millions of dollars once again.

In fiscal 2001, the Value Management Program Unit, assisted by tips from DSCC contract specialists, saved the government more than \$40 million, which was an increase from previous years. In fiscal 2002, the unit surpassed its goal and saved the government more than \$55 million.

The unit's objective is to identify and implement actions that would reduce the production or operations cost of systems, facilities, equipment, services or supplies. In short, it saves the government money by targeting and avoiding undue cost.

DSCC's team is continuously researching ways to reduce DSCC and customer costs. It responds when someone in value engineering or the DSCC inventory control point identifies that there may be an opportunity to improve the acquisition process by lowering costs, developing competition or reducing production lead times and taking action to implement it, said Brian McNicholl, DSCC Value Management Program manager.

As an example, associates in the unit develop price data and the Should Cost Team can provide a "should cost estimate," based on material and labor costs, including overhead rates, general and administrative costs, and profit. They may also use assistance from the Navy Price Fighters of the Fitting Out Supply Support Assistance Center, in Norfolk, Va., to develop costs and work larger cases. As for the teaming relationship between ICP associates and the VMPU, it's a vital component of the entire process, said Mitchell McElroy, a DSCC Operations Support Group supervisory equipment specialist. "We are here to support them (the ICP), and it does pay off," McElroy said. "It couldn't be done without them."

For example, in fiscal 2002, a DSCC contract specialist noticed that the center was paying premium prices to the original equipment manufacturer for a connecting link that was to be used for the F-100 jet engine. The associate asked the Should Cost Team to develop price data on the connecting link.

It was determined that the link was priced high because it was being supplied by the original equipment manufacturer. The team identified who the actual manufacturers

were by analyzing a sample of the item, and determined that having the link produced by the original manufacturer did not add value to the link.

The specifications and drawings were obtained, and now the connecting link is being provided by other manufacturers at a much lower cost.

From the time this process was implemented in fiscal 2002, it has saved the government more than \$3.3 million.

Also in fiscal 2002, DSCC had requirements to procure 141 electromagnetic relays used on the Phantom F4S aircraft, with an acquisition unit cost of \$5,050 each and sole source. The sole source was offering a last time minimum quantity of 250 each and a \$10,000 set-up charge.

The Value Management Program Unit obtained the required drawing and specifications and supplied this data to manufacturers of similar type items. A potential new source submitted an alternate proposal and received approval from the Engineering Support Activity. The last-time buy was canceled, a continuing source was approved and produced a cost avoidance of \$913,410.

In addition to continued savings, the value engineering team looks forward to new initiatives, one of which is the implementation of a virtual display room — an online capability where internal and external customers can see the items and their National Stock Number before placing an order.

Also new is the Production Lead Time (PLT) Savings Initiative, which is authorized by Defense Logistics Agency headquarters. This initiative will improve the process by reducing the time it takes to receive items after receipt of orders by the suppliers. ♦



DLA Recognized at the 2002 Defense Manufacturing Conference

More than 900 representatives from government, industry and academia met at the annual Defense Manufacturing Conference in Dallas to discuss initiatives involved with Department of Defense manufacturing technology and sustainment needs.

DLA Vice Director Maj. Gen. Mary L. Saunders, USAF, was the featured speaker for the DoD Sustainment Leadership Perspective. She spoke about the transformation of DLA during the last several years and emphasized the Agency's critical role in sustaining troops and weapons systems in a global environment.

Following her presentation, one of the DoD Manufacturing Technology (ManTech) programs managed by the DLA Research and Development Enterprise received the prestigious Mantech Achievement Award.

The Apparel Research Network received the 2002 Defense Manufacturing Technology Achievement Award for the ARN Supply Chain System. The award recognizes defense and private sector individuals responsible

for developing innovative manufacturing processes that improve the affordability, cycle time, readiness, and availability of defense weapon systems or components that meet the needs of the warfighters.

ARN was established by the DLA ManTech Program to improve the U.S. apparel industry's ability to meet DoD requirements for military clothing. Awards were presented to team members from DLA; Clemson Apparel Research; Product Data Integration Technologies; AdvanTech; the Manufacturing Productivity Center; Defense Supply Center Philadelphia; Marine Corps Recruit Depot, Parris Island; AT&T Government Solutions and the Army's Training and Doctrine Command.

John B. Todaro, director for the Office of Technology Transition, Office of the Under Secretary of Defense for Acquisition, Technology and Logistics, presented the award. ♦



Winners of the 2002 DoD ManTech Achievement Award are (top row) Mike O'Connell, ARN Partner; Cordelia Shands, Army TRADOC; John Christensen, Division Chief, DLA J-339; John Todaro, Director, Office of Technology Transition ODUSD. (Bottom row) Bernard Johns, DSCP; Michal Safar, ARN Program; Sally DiDonato, DSCP; Julie Tsao, ARN Program Manager; Richard Perrin, ARN Partner; and Master Sgt. Doug DeLoach, Marine Corps Recruit Depot, Parris Island.

DLA Human Resources Transforms Back to the Future

Sometimes the best new idea is actually an old idea. A case in point is the decision to transform the Defense Logistics Agency civilian human resources community back to a consolidated structure, establishing the DLA Human Resources Center and customer support offices in Columbus, Ohio, and New Cumberland, Pa.

About four years ago, the DLA civilian human resource community reorganized to conform with the Department of Defense's regionalization mandate. However, that structure was unsuitable for DLA's environment. "The HR apparatus the Agency had in the regionalized environment wasn't able to provide good support to our employees and managers," said Jeffrey Neal, DLA director of Human Resources, J-1.

Neal knew that some of the processes under the regionalized structure were not working well. He had received feedback in Senior Leader Conferences, in one-on-one discussions at Corporate Board meetings, and from employees. "Things were slow and could be error prone. There was no customer focus. And unfortunately the people in the HR organization knew that too, and they felt that they couldn't provide good service to their customers. They were used to doing a good job, then we regionalized and split everything up, and they were left in a position where they could not succeed, no matter what they did," Neal said.

"We decided that we would look for some options that would include adjusting regionalization, but in looking at the options, I concluded that the only solution that was going to truly be effective was to come up with a different concept for the HR structure," he added.

The concept Neal envisioned was to have an HR office that provided full support to DLA customers. He knew though, that if he tried to go back to the pre-regionalization structure with a half-dozen HR offices, he would never get approval from the Office of the Secretary of Defense. "They had a lot of interest in seeing a regional structure work, for a variety of reasons," he said, "not the least of which is that the automated system we had was designed around that type of approach. The cost of a regionalized approach was less than having individual HR offices everywhere. So before I proposed this idea to the Corporate Board, I discussed it with the Deputy Undersecretary of Defense for Civilian Personnel Policy." OSD supported Neal's idea and told him that if DLA leadership agreed to the concept, OSD would provide any support needed.

"I went to the Director and told him what I was thinking of proposing," Neal explained. "He said if it makes sense, it gives us better support and it costs less,

he was willing to take it on. He did let me know, though, that I had to convince everybody else." Neal pitched the idea to the Corporate Board and to the field commanders. "The Corporate Board members were supportive of the idea, while the field reaction was mixed – some supported it, some didn't support it."

After the Director heard all of the feedback, pro and con, he gave the proposal the go ahead, and the DLA HR transformation began in July 2002. Things moved quickly in transitioning from the DLA Human Resources Operations Center and six HR Offices to the DLA Human Resources Center with two Customer Support Offices. "Even putting together a schedule that would make everything happen in a year we still had to accelerate in some areas because people were leaving some of the HR Offices faster than we had anticipated," Neal said. "We started moving some of the work in phases, rather than doing whole organizations. In Philadelphia for example, we moved Clothing and Textiles first, and then we decided we would phase them in because it seemed to fit the customer organization better. We were very surprised with some of the things that turned out in New Cumberland. The CSO New Cumberland staff had to be augmented by quite a bit. We had to hire about 40 people. We had people applying for the positions and saying they wanted to work in a real personnel office again." The transformation has involved transitioning a lot of people as well as many different processes. Neal notes that the employees in CSO Columbus and CSO New Cumberland have done a great job and are working very hard to make everything succeed.

Along with the reorganizations in the HR staffs, the transformation has provided new services to the DLA work force. "We've started some feedback processes that we never had before," Neal said. "We're doing customer call-backs now with random samples of employees who call to get a retirement estimate, or managers who fill a position. They are called a few days later and we have 8 or 9 questions we ask them about the support they received. We do not want the person who did the work making the feedback call because we want to maintain some independence of the person doing the call. The information we're getting on those calls is actually quite good." The data was captured and the first report to customers on the feedback will be briefed at the Director's next Internal Support Review.

The transformation also put in place a number of metrics to measure how processes are done, how quickly they are done, and how well they are being

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done. “We’ve got a number of 48-hour metrics, that is, tasks that we have to do in 48 hours,” Neal said. “We’ve broken up some of the processes into 48-hour increments and we track what percentage is being done in that timeframe. We don’t expect to get to 100 percent of things being done in 48 hours. The numbers in New Cumberland are in the mid to upper 80 percent range on the 48 hour metric.”

By the end of this year, Neal expects the HR staff to number approximately 250 employees. They will be responsible for the DLA work force of 22,300. As Neal explains, the staffing level itself won’t interfere with providing good service to customers. “You don’t need to keep throwing people at the processes, you need to work on the processes and make them work more smoothly. Our HR folks are doing a lot of work with what is a reasonable staff.”

The HR transformation involves more than just consolidating the operating offices. “We have been working on model workplace standards, on a new approach to performance evaluation for managers, on multi-source feedback for managers, on developing the corporate culture using the Denison culture model – which is an excellent measure of high performing organizations,” Neal said. “We have been working in telework, we’ve worked on trying to improve the quality of supervision in the Agency – how we hire supervisors, how we train supervisors.”

“We’re working on a new employee orientation process that is going to be just amazing,” he said. “We decided to go out and look at what first class companies do when they bring somebody on board. They don’t give them a manila envelope stuffed with forms that have been badly copied about 14 times. They give them professional material that makes them feel like they have signed up with a quality organization. We’re very close to implementing a

new employee process in DLA that will do that. People will get quality materials – they will get information about what DLA is, what our history is, what’s important to us, and who our customers are. Everything in the process will be very professional. People who come in and get this information and go through this processing approach that we’re going to use will come away feeling like they have signed up with a first class organization – which they have. And that’s important. DLA is an amazing organiza-

tion. People who are lucky enough to come to work for DLA ought to feel like they have come to someplace special. This is going to be really super.”

As the DLA human resources community changed, its focus was constantly on the customer. The driver to this transformation was providing better support to DLA employees and managers, Neal said. “That is a goal we started with, and it’s the goal that’s driving what we built. It’s a very complicated transformation with a lot of things happening very quickly, and during the transition, and shortly thereafter, there will be some rough spots, but the purpose was, and is, to provide better support to DLA, our employees and managers, to serve them better than they were able to get before. That’s what we were trying to fix. We believe it is going to be a very big success.”

“We have to adjust along the way, it’s the only way to fix things,” he added.

“Anyone who believes they have come up with a perfect process that can’t be improved is mistaken. Every process can be improved. The HR business is a target rich environment, there are lots of areas for improvement in HR.”

For more information, go to the DLA HR Web site at <http://www.hr.dla.mil/>. ♦

“Everything in the process will be very professional. People who come in and get this information and go through this processing approach that we’re going to use will come away feeling like they have signed up with a first class organization – which they have.”

-- Jeff Neal

SRweb Conjures with Support Magic To Improve Supplier Response

By Jim Katzaman
DLA Public Affairs

A look back on the year-end progress of Business Systems Modernization at the Defense Logistics Agency shows the huge impact the use of the Support Magic monitoring program has had on BSM in both customer and supplier response.

Support Magic is the name for the virtual phone switch at Defense Logistics Agency Contact Centers. Through it, the centers have a central point for monitoring metrics, allowing users to set business rules for receiving and forwarding calls throughout the enterprise.

Defense Logistics Information Service set up the central database for Magic to provide a single source for referencing customer data. The goal was to consolidate all customer inputs and group them by topics. This gives managers a broad view of customer interaction, and provides insights into how well the system responds to their comments, complaints or suggestions.

Progress in this area during the last few months of BSM's concept demonstration phase has been positive, steady and dramatic, according to Lt. Cmdr. Jack L. Stem, USN, DLA's deputy program manager for E-business and BSM supplier relations.

Thanks to metrics constantly updated through Magic, Stem points to overall supplier response times that are faster than the enterprise's original maximum goal of 48 hours, and increasing in speed as BSM matures.

The total number of supplier inquiries has also declined as BSM managers have promptly responded to their needs and acted on their suggestions; and as all parties have adjusted to the new and future business reality within DLA.

Magic's growth and dependability have also been steady and gradually building. In July and August, the original help desk gave users e-mail-only capabilities. Next, BSM developed the Supplier Information Resource Center for communications and frequently asked questions for the suppliers.

"We then realized that we needed phone help and a structured tracking system," Stem said. "That was when we looked at Support Magic [already being used by the customer help desk] to help our supplier relationship support. This way we could also use SRweb to support the help desk with technical issues."

SRweb, short for Solicitation Response web, was developed

for DLA by American Management Systems. This Web-based application provides the capability to search for and view requests for quotations, requests for proposals and invitations for bids. SRweb also lets companies submit secure quotes online for Requests for Quotes (RFQs). Once a quote is submitted, SRweb users can search, view and revise or delete the submitted quote. They can also search for and view awards.

Using the SRweb-Support Magic portion in a customer-assistance format, the DLIS Help Desk technicians quickly organized, gaining so-called Tier I capability to identify and direct an issue to a competent resolution point. Technicians can also respond directly and promptly to general issues.

The follow-on Tier II SRweb capabilities resulted in a work force trained to access and retrieve specific issues and work them through SRweb.

As Stem explained, technical issues are forwarded to what is known as the BSM1.5 Help Desk for resolution, with tickets remaining open until resolution. Support Magic can track each issue by category and measure response times; the number of contacts, subjects and supplier; and reveal the quality of the responses.

DLIS collects and collates supplier recommendations. Headquarters combines recommendations into requirements documents to incorporate into SRweb, and the help desk then notifies the supplier via e-mail. This process has resulted in a significant reduction in open tickets.

Even allowing for a spike in October as Magic came on line, the average resolution time for SRweb issues declined to

less than 10 hours in mid-December -- again, far exceeding BSM's goal to respond in less than 48 hours.

SRweb, with its Magic support, has come a long way in a few months. Yet, Stem is the first to say many more improvements are needed and in the works.

"We will give our supplier base an increasingly robust and responsive help desk with access via phones and e-mail," he said. "We need more training at the Tier I and II levels with specialized help desk people focused on SRweb."

"We also need active input from, and feedback to, our supplier base on SRweb functionality requirements. Overall," Stem added, "our communications to suppliers via the Supplier Information Resource Center and SRweb can and will continue to improve."

Stem said he is confident that these and other enhancements will take hold in the near future as BSM has entered 2003 and is well into the concept demonstration's first full year in operation. ♦



Lt. Cmdr. Jack L. Stem, USN, working for positive, steady and dramatic supplier relationships. (Photo by Donna Janczar)

Customer Account Specialists Work Hard to Meet Customer Requests

By Dan Bender
Defense Supply Center Columbus
Public Affairs Office

Even though the operating system has a new name and new software running it, Alberta “Bert” Petty says her main responsibility as a Customer Account Specialist (CAS) with the Defense Supply Center Columbus Maritime Directorate of Customer Operations remains making sure military customers get their part orders filled as quickly as possible.

“We get parts for the military customer,” Petty said. “It’s the same job responsibility to me and that’s getting the part to the customer to best of your ability and being committed to the customer.”

A customer account specialist is the customer-facing point of contact on Integrated Customer Teams that were set up as part of Business Systems Modernization, an information technology and re-engineering project within the Defense Logistics Agency. The CAS is responsible for processing customer orders; maintaining customer data, providing product information to customers and performing expedite actions on orders.

Petty, who has worked at DSCC for 23 years, said she hasn’t noticed too many differences between her former job as an expeditor under the legacy Strategic Automated Materiel Management System (SAMMS) and her new role as a CAS in the BSM concept demonstration process.

“It’s a little different because before we handled all the activities (related to processing an order). Now we are assigned to specific accounts,” she said.

“I get to know the customers better because we work on a one-on-one basis. It’s pretty nice,” she added.

Phil Ludwig, another CAS in Maritime, described the CAS position as “a cross breed between item manager and an Emergency Supply Operations Center (ESOC) expeditor/analyst.”

“We’re the liaison for our customers for any issues they have,” said Ludwig, an 11-year associate at DSCC. “They call us if they received the wrong materiel, if they need to check the status of a requisition or if they need an order processed with exception data.”

Petty handles orders from a number of large customers, including the

Norfolk Naval Shipyard, the Aviation Depot North Island in San Diego, Calif., and the Trident Refit Facility in Kings Bay, Ga.

“It’s an interesting job because you see a job from the beginning to finish after a customer calls in an order,” she said.

Although there are some kinks that need to be worked out with BSM during concept demonstration, Petty

said she takes pride in the fact that she is helping “make history” by being part of its implementation.

“This is a new system and for years to come I can say I was part of it,” she said. “That’s what keeps us going, knowing that we’re paving the way for the next generation.”

“The whole premise of BSM is to align teams to customers instead of items,” Ludwig said. “The theory still sounds good, but the learning curve has been steeper than originally thought, both for us and the customer.”

Ludwig said he enjoys his role in the new BSM system. “It’s interesting, it’s something new,” he said. “It will make us more versatile as we change the way logistics is done in the future.” ♦



Alberta “Bert” Petty (left) and Phil Ludwig are Customer Account Specialists in Maritime Customer Operations at Defense Supply Center Columbus. (Photo by Chuck Moffett)

Environmental Management Effort Reaches Beyond Richmond Center

By Andrew Gootee
Defense Supply Center Richmond
Public Affairs Office
and Jimmy Parrish
DSCR Environmental Office

Efforts to coordinate environmental programs between Defense Supply Center Richmond and neighboring municipal governments have begun.

The supply center has received funds for a pilot study to identify and integrate stakeholders' issues into each group's environmental management system, or EMS, a systematic approach to help minimize the environmental impact of activities, services and products.

DSCR and Chesterfield County, the city of Richmond and the Virginia Department of Environmental Quality are participating in the study. The funds are from the Office of the Deputy Under Secretary of Defense for Installations and Environment.

"The White House Council on Environmental Quality and the Office of the Federal Environmental Executive partnered with DoD and DSCR to make the pilot a reality," said John Coho, an environmental engineer in the deputy undersecretary's office. Using the pilot project to partner with the local governments will increase communication and strengthen working relationships between the supply center and its neighbors.

DSCR is the first organization in the Defense Logistics Agency to begin to develop an EMS. An April 2000 executive order requires federal agencies to implement an EMS by December 2005.

A senior representative from the Virginia Department of Environmental Quality, several of the local government EMS teams and the DSCR team attended a three-day training and working session sponsored by the Center for Organizational and Technological Advancement (COTA) based at Virginia Tech. The U.S. Environmental Protection Agency has

designated COTA as one of eight EMS Local Resource Centers.

"Virginia Tech is pleased to recognize DSCR's innovative approach to EMS implementation," said Bob Hebert, senior fellow at COTA. "DSCR is breaking new ground by acknowledging that its environmental practices impact surrounding cities, counties and the Commonwealth of Virginia. Local and state governments have as much to gain by DSCR's responsible environmental management as the center itself."

An international technical committee under the International Organization for Standardization developed the EMS approach. The international standard is ISO 14001, Environmental Management Systems—Specification with Guidance for Use, and specifies the requirements for an EMS.

Georgia Tech is under contract with DSCR to ensure that the center's EMS meets ISO 14001 standards. Georgia Tech is another of the EPA-designated

Local Resource Centers.

A six-person team will put the EMS into operation at DSCR. They are reviewing the products, activities and services that can interact with the environment. Once these are identified, they will be prioritized based on the mission and the environmental policy statement for the center.

The ISO standard requires that the policy statement "include a commitment to continual improvements and prevention of pollution." DSCR management will establish objectives and targets to minimize pollution and evaluate potential improvements. These will become part of the EMS.

DSCR will seek Virginia Department of Environmental Quality Exemplary Environmental Enterprise (E3) certification for the EMS. E3 status offers public recognition that DEQ has independently evaluated the center's EMS and determined that it meets the state's standards. ♦



Members of the environmental management system core team at Defense Supply Center Richmond are (front row, from left) Sam Pace and Carol Pryor; (back row, from left) Jimmy Parrish, Rick Holt, Andrew Gootee and Bill Hall. (Photo by Jackie Palmer)

Philadelphia Center Improving Relationships on Capitol Hill

By Christina DiMemmo
Defense Supply Center Philadelphia
Public Affairs Office

The Defense Supply Center Philadelphia is taking a cue from Robert Frost's famous poem *Mending Wall* to improve its relationship with Congress. As part of the Defense Logistics Agency, DSCP is working to ensure the highest level of customer service to the warfighter by working to remove "walls" that exist between itself and Congress. By proactively defining where communication breakdowns take place, DSCP hopes to build a better rapport with our lawmakers on Capitol Hill. After all, the legislative and executive branches of government both exist to serve the American people in the best way possible. How to facilitate a better working relationship is a matter being addressed by agency executives.

As one of DLA's four inventory control points, DSCP provides troop and general support for America's Armed Forces. Its mission is to provide best value logistics support to America's warfighters. If an item is worn, eaten, used for health and medical care, or employed to maintain or repair military facilities or weapons systems, chances are that DSCP supplies it.

Consolidations and mergers within industry, coupled with the challenge of maintaining a warm industrial base, have created concerns within DSCP and Congress.



At a Veterans Small Business Training and Outreach Conference in October 2002, Lt. Col. Peter Altavilla, USA, (second from left) talks with U.S. Rep. Curt Weldon about potential contracting opportunities with DSCP while Gary Shute (far left) and Michael McCall (center) listen in. Altavilla is chief of the readiness commodity business unit in DSCP's clothing and textile directorate; Shute is chief of the clothing directorate's organizational clothing commodity business unit and McCall directs DSCP's small business office.

Developing acquisition strategies that address these concerns is no easy task. DLA and DSCP have already begun the process of improving communication with Congress through an emphasis on five key issues: responses to congressional inquiries, dedicated staff to answer inquiries, small business partnerships, regional vendor conferences and congressional and staffer visits. With concern for national defense at the highest it has been in years, a closer working relationship not only benefits the military services but the entire country.

Responses to Congressional Inquiries

When your customers are the men and women who put themselves in harm's way on a daily basis, your mission adapts to fit the scope of the duties performed by those patriotic Americans. Any delay in the supplies and services they need could prove fatal.

Constituents often invoke the help of their congressman to garner support for bid solicitations, to inquire about the status of a contract award or to contest why they did not receive a particular contract. Lawmakers are also called upon to address topics of concern regarding foreign competition, socioeconomic issues and support of the small business community.

As technology brings constituents closer to their representatives and key congressional staffers, expeditious responses are becoming the norm. DSCP's contracting directorate has established a congressional relations office to process inquiries. It is staffed by personnel dedicated to this singular task. By the end of February, the office had processed 39 congressional inquiries since its inception in October 2002 with an average process time of 5.6 days. Electronic coordination and use of templates have been instrumental in reducing the average from more than nine days in fiscal 2002.

DSCP Congressional Liaison Officer

In addition to the establishment of the congressional relations office, a new DLA staff position has been created for a congressional liaison officer. The officer's responsibilities would include spending a great deal of time on Capitol Hill to represent all of DLA with particular emphasis on DSCP. The liaison's salary will be paid by DSCP but the office will report to DLA's Legislative Affairs director. Extensive travel between Washington, D.C. and Philadelphia will allow the liaison officer to bring DSCP perspective to congress-

sional issues. The officer will represent DSCP to congressional staffers, maintain surveillance of hearings impacting DSCP and keep executives informed of emerging issues.

As the communication lines widen, one resounding message will be conveyed to Congress: Your concern is our concern. This will mean less delays for the warfighter who is waiting for supplies that may be manufactured under a contract that has the interest of the House Small Business Committee, the House Armed Services Committee, the Senate Armed Services Committee or any other committee within Congress.

Small Business

With 39 percent of DSCP's total contract obligations going to small businesses, it's important to continually provide opportunities for discussion on business practices that impact that particular community. Contract bundling, along with contracting with the Federal Prison Industries, is a topic that has gained a lot of attention.

Recently, members of Congress have called for executive agencies to go beyond compliance with the statute and become proactive in their efforts to mitigate and even reverse the impact of bundling. In October 2002, the Office of Federal Procurement Policy published a strategy for eliminating unnecessary contract bundling and mitigating the effects of necessary contract bundling. The strategy includes a nine-point action plan to address contract bundling. The plan includes steps such as ensuring accountability of senior agency management, strengthening compliance with subcontracting plans and facilitating the development of small business teams and joint ventures. DSCP has embraced this action plan, recognizing that the issue of contract bundling is one that is crucial to its relationship with Congress.

Even though the Office of the Secretary of Defense gave DSCP a grade "A" for its socioeconomic scorecard in fiscal 2002, the center is committed to continuous improvement efforts by maximizing business opportunities for small businesses, small disadvantaged businesses, historically underutilized business zones, 8 (a) disadvantaged businesses and service disabled veteran owned small businesses.

Regional Vendor Conferences

In order to engage local lawmakers in an open dialogue with DSCP representatives, the center is working closely with the SMART (Strengthening the Mid Atlantic Region for Tomorrow) congressional caucus. The caucus consists of 43 congressmen from Pennsylvania, New Jersey, Maryland and Delaware aimed at capitalizing on the economic benefits of bringing scientific research and development to the entire region.

In June, DSCP will partner with U.S. Rep. Curt Weldon to participate in a procurement conference sponsored by SMART. The Pennsylvania congressman envisions the four-state region as the next Silicon Valley. One of SMART's goals is to oversee and help facilitate the acquisition of research and development funding and to enhance the cooperation, formation of partnerships, and sharing of information among businesses, academic institutions, laboratories and nonprofit entities. The conference will provide an opportunity for DSCP and other supply centers to talk about "how to do business with the government" with a special emphasis on area small businesses. This is the first of what is intended to be an annual event.

Congressional and Staffer Visits

DSCP has begun to orchestrate congressional visits to the Philadelphia site. Visits from Reps. Curt Weldon, Patrick Toomey and former Rep. Robert Borski have opened up a forum for discussion on key issues. Although the center regularly awards millions of dollars to their constituents, it's not always possible to

keep local and national politicians up to speed on what DSCP actually does. This is compounded by the time constraints inherent to the nature of a politician's job. Although it's not an easy feat, DSCP has been successful in developing a better rapport with area politicians and their staff. A recent visit from Philadelphia Mayor John Street has reinforced the mutual commitment between DSCP and the city of Philadelphia to improve the community that they share. In fact, DSCP's command group is actively involved with the Greater Philadelphia Chamber of Commerce Congressional Relations effort and additional training in dealing with Congress is also a top priority at the Center.

Emphasis has been placed on inviting members from the House Small Business Committee, the House Armed Services Committee and the Senate Armed Services Committee. The intent of the visits is to present committee members with the most accurate, up-to-date statistics of what DSCP needs to do to support the warfighter, how things get done and why.

William Kenny, DSCP's executive director of business operations, feels that visits by members of Congress to DSCP are vital because they bring our senators and representatives face-to-face with the hard-working associates of DSCP. "They provide concrete evidence of the impact that our support has on the readiness of our nation's warfighters," said Kenny. "We want our congressional representatives to understand and appreciate the Defense Logistics Agency and its important mission and contributions when they make decisions affecting the future of our Agency and our center." ♦

*Something
there is
that doesn't love
a wall, that wants
it down.*

~ Robert Frost

DLA Classes in Europe Hit 100

Defense Logistics Agency classes taught at the 7th Army Training Center, Vilseck, Germany, reached the 100 mark in January. More than 1,600 students have learned about DLA systems, such as WebCATS (Web-based Customer Account Tracking System) and SAMMS (Standard Automated Materiel Management System), through courses given there since 2001.

In addition to the weekly classes at Vilseck, DLA customer support representatives are ready to visit a unit and provide hands-on training in the DLA systems.

"Our goal is to enable the customers to help themselves with the easy issues, like checking stock availability, so we can focus our efforts on helping them with the most critical readiness issues," says Percy Brazier, chief of customer readiness and support at DLA Europe headquarters in Wiesbaden, Germany. "We will tailor the training to meet the unit's requirements. They just have to call us to schedule a date."

To schedule a class on WebCATS or another DLA system, contact Brazier at DSN 338-7617 or email: pbrazier@europe.dla.mil. ♦



DLA-Europe's Myron Savitsky (civilian on the right) poses with the 100th class taught by DLA at the 7th Army Training Center in Vilseck, Germany.

Tips on Official Travel Overseas

So, you're going overseas on official business? Got your orders. Got your tickets. Ready to go.

Not so fast.

There are a few more items on your checklist before you travel overseas on official business. Your security office can help you with them.

Have you received Level I anti-terrorism/force protection training?

The Defense Logistics Agency requires that you have the training, and annotate it on your orders, before you arrive in theater. Your security office will arrange the training if you haven't had it. The training consists of a couple of hours of videos on anti-terrorism and force protection, plus specific threat information on the countries you will visit.

Have you received theater and country clearance?

This requirement takes more

planning. The DoD Foreign Clearance Guide at <http://www.fcg.pentagon.mil/> provides the details on how to request theater and country clearances. If you're coming to Europe, you will need to review the page for Europe and for each country you will visit to determine the exact requirements. If you're traveling elsewhere, review the pages under Africa, the Americas or the Pacific and the pages for the specific countries you're visiting.

The list of offices to which your clearance requests will go is lengthy. In general, the Commander, DLA Europe can approve theater clearance requests for anyone who is visiting only DLA units in Europe. If you're visiting Army units, you need U.S. Army Europe approval; Navy units, U.S. Navy Europe approval, etc.

Send the theater clearance request to the applicable offices at least 30 to 45 days before you plan

to arrive. Country/special area clearances are additional. Clearance to enter most countries takes 30 days. For a few countries, clearance takes up to 45 days. The requests for theater/country/special area clearances go in a single message through the Defense Messaging System.

Visas are a separate matter.

In many cases, you won't need one. However, requirements are subject to change, so you should always check. The Foreign Clearance Guide indicates when you need a visa for each country. If a visa is required, you should go through that country's embassy in Washington, DC. Visa fees can be reimbursed as part of your TDY settlement. Addresses and phone numbers are listed in the Foreign Clearance Guide.

You will need a passport.

Usually, it doesn't matter whether you travel on a red (official) passport or a blue passport.

However, Uzbekistan requires Americans to have red passports. Before you travel, check the current situation in the Foreign Clearance Guide.

When visiting a NATO country, you need NATO orders. The Foreign Clearance Guide provides an example of the form. Currently, Germany does not require NATO orders, but many NATO countries do. Check the

Foreign Clearance Guide for the current situation.

Government contractors have one additional hurdle to jump.

Any contractors coming to Germany on official business should contact the DLA liaison to U.S. European Command, Maj. Dave Chapman, USAF, in advance. Germany has strict requirements about who can work there. Normally, contrac-

tors can receive an exemption from the work permit ordinance for periods of 90 days or less. Contractors also need theater, country and special area clearances.

Other countries have different procedures. Check with the Foreign Clearance Guide. If in doubt, call the Defense Attaché Office at the U.S. Embassy in the country you want to visit. ♦

From The Field: Q&A with DCST Member

*By Cmdr. Mary Hanson, USNR
DLA Joint Reserve Forces, J-9*

Defense Logistics Agency Contingency Support Teams are DLA's ambassadors overseas. When requested by the geographical combatant commanders, DCSTs deploy to theaters of operation to directly support the deployed warfighter by offering on-site and immediate logistics support. DCST members include a cross-section of DLA -- active duty, reserve or civilian -- hand-picked for their skills and knowledge. The DCST is the single point of contact for all combatant commands for all of the classes of supply and services provided by DLA. Some of the functions that a DCST provides include: liaison officers; materiel management representatives; distribution management representatives; disposal reutilization and marketing representatives; and fuels management representatives.

Since 1990, DLA has deployed at least 38 DCSTs, including to Bosnia, Kosovo, Haiti, Egypt, Korea, Australia, and Uzbekistan. Since December 2001, a seven-member DCST has been deployed to Kuwait and Uzbekistan, supporting the United States Central Command Area of Responsibility. In this AOR, the DCST is providing all but two of the services mentioned above.

This fourth on-line interview is with Navy Reserve Capt. (Select) Tyler Servies, a surface warfare officer and supply corps officer from San Diego who has worked as a reservist for DLA for three years. In his civilian hat, he is the Senior Purchasing Agent for Sharp Healthcare, a network of hospitals, clinics and medical groups. While not assigned to a specific DCST, Capt. Servies coordinates with DCSTs as the Disposal Chief who coordinates the Defense Reutilization and Marketing Service function in CENTCOM.

What service are you providing on behalf of DLA?

The Defense Reutilization and Marketing Service provides the DCSTs with disposal and reutilization expertise. The people who provide this expertise are virtually all reservists mobilized from the DRMS Disposal Remediation Team units. I am currently serving as the Disposal Chief, a billet that oversees the disposal and reutilization functions in DCSTs in the EUCOM and CENTCOM areas of responsibility, of which there are currently four (Bosnia, Kosovo, Uzbekistan and Kuwait). DRMS member(s) of a DCST are tasked with two primary functions: disposal of hazardous material and scrap, and locating excess material elsewhere and helping customers to get that property to fill their requirements (reutilization). Excess material is managed by DRMS worldwide, and when something is available in one location it can be ordered by a unit in another location at no cost (except shipping). The disposal is done using contractors that we oversee as representatives of the contracting officer.

Is this your first deployment?

This is my first deployment as a reservist and my first on land. I had more than eight years of active duty as a Supply Officer in the Navy, including five at sea, before becoming a reservist. During that time, I deployed to the Western Pacific and also participated in a Foreign Military Sales delivery to Brazil. The principle difference I have found is this: on a ship, your everyday office and your customers (who know you) deploy as one entity, while a DCST must pack in everything and set up a work area from scratch, and then go out to find and get to know the customers.

How have you integrated with other key players on the DCST?

Since I am not assigned to one particular DCST, I

have two answers to this question. I think I have melded well into the group at DRMS International's Forward Support Team location. I have greatly enjoyed meeting and working with the contingency operations team, which supports the disposal operations for all DCSTs. I have also established good relations with the people I work with on the various DCSTs.

Please explain the one key event or task that highlighted for you more than any other – why DLA people need to deploy.

It was not one event, but rather a process. I have just completed a three-year tenure as Commanding Officer of DCST DRT THREE in Salt Lake City. During that assignment, I became familiar with DLA and DRMS. As we reduce our infrastructure and consolidate, we are more and more likely to lack sufficient support in a region where a Task Force may be needed. That means that, unlike the Cold War period (when there were very many more overseas support locations and fewer places we would deploy troops), a deployed TF's only link to DLA support will be a DCST. The more 'virtual' we become, the greater the need to deploy people and to maintain close contact with the troops in the field.

How does the work you're doing during this deployment differ from the work you do for DLA at home?

As the Commanding Officer of a reserve unit, I was responsible for the readiness of my people. That meant primarily managing the training and

doing administrative work. Actually performing the mission is different from managing the training of others.

What has been most enjoyable about this deployment?

On my first trip to Kosovo, the DCST there made a delivery of donated school supplies, toys, food and clothes to a local school. The kids were really great, especially the little ones. Helping the customers every day is one thing, but this was a level beyond that.

What have you learned about the local culture and customs?

The people in the Balkans are very hospitable and friendly towards Americans. They may not like each other much, but they certainly treat guests well.

What would you like to say to other DLA people who might deploy?

Speaking as a Reservist, I ask myself two questions: "If I don't go, how can I expect anyone else to go?" And "If I don't go, what will my neighbors think?" I think everyone in DLA should consider this: if DLA's success is important to them, they need to be part of the effort to stay close to the customers in the field. The more distant our contact with the troops in the field, the more we will be seen as 'just another supply provider' -- easily replaceable by 'any other company.' That is not the impression we want to give our customers. And that is not the truth. ♦

Defense Supply Center Philadelphia Employees Stationed Overseas

By Dena Selkow
Defense Supply Center Philadelphia
Public Affairs Office

DDCST. What is this newer acronym that has made an appearance in the Defense Logistics Agency handbook? The DLA Contingency Support Team.

The purpose of a DCST mission or assignment is to provide logistical support during conflicts, contingency operations, emergencies, mobilization and other situations. Defense Supply Center Philadelphia employees that volunteer for the program possess experience in logistics disciplines essential to support the warfighters and DoD missions.

The DCST mission supports Operation Joint Guardian in Macedonia and Kosovo, Operation Joint Force in Bosnia, and Operation Enduring Freedom.

Helen McGreal, the DCST program manager at the Defense Supply Center Philadelphia explained that the Operation Enduring Freedom mission continues to evolve and expand at rapid rates, increasing infrastructure and maturity while changing force locations.

"The group of people that make up any particular team consist of civilian functional experts, active duty military and reservists. They provide proactive, early response and functional assistance in critical logistics areas out in the field," McGreal said.

McGreal said that many of the individuals returning back to Philadelphia from their deployments are eager to redeploy as a result of their positive experiences.

"Participating in the DCST program is an experience different from any other," McGreal said. "It gives a person the opportunity to leave their



Lt. Cmdr. Matthew Gibbons, USN, is filling the forward commander position on the DCST Team in Kuwait in support of Operation Enduring Freedom. Gibbons is the chief readiness officer for the Air Team in the Defense Supply Center Philadelphia's General and Industrial Directorate.

everyday life behind for a short time, go to a foreign place and get out in the field with the customer and really see how what DSCP does affects the end users.”

In terms of the total number of DSCP personnel that have participated in the program thus far and deployed to one of the three missions, 10 are active duty military, nine reservists and seven civilians. ♦

DSCP on the Ground in Uzbekistan

By Larry Levine
Defense Supply Center Philadelphia
Corporate Communications

Maj. Paul Kennedy, USA, chief of the Defense Supply Center Philadelphia Readiness and Distribution Division in the Operations Directorate, recently returned home from a five-month tour of duty as the volunteer DLA Contingency Support Team (DCST) Commander in Uzbekistan. Kennedy spent August through December 2002 in the “...stans.” He provided insights into what thousands of American and United Nations coalition peacekeepers experience twelve thousand miles from his ‘day job’ in Philadelphia.

Uzbekistan is an area of high, arid plains, surrounded by several mountainous regions. The entire region is very dusty and hot in the summer; it is cold in the winter. “Uzbekistan is very similar to Afghanistan, and both are like Turkmenistan and Kyrgyzstan,” Kennedy said.

While his base camp in Uzbekistan could only be described as a ‘tent city,’ there were many modern facilities. The ‘comforts of home’ included modern niceties such as six-channel cable TV, including VCR and DVD. Kennedy added, “My chief ways to communicate with my family were e-mail and telephone, using DSN operator connections to my home on Fort Dix. I received lots of cards and letters, including “care packages” from co-workers and family. Always, they were greatly appreciated.”

There was little free time for Kennedy and the DCST members to explore the country or conduct personal

activities. “There was really no time off, since we supported combat units 24 hours a day. The Team and I typically worked 14-18 hours per day, but we regularly took time to go to the gym. I squeezed three hours out to go into the town of Qarshi. I visited two World War II monuments to the soldiers of Uzbekistan who died during the war,” he said.

As Commander, DCST Uzbekistan, Kennedy led a team of DLA multi-commodity support, hazardous materiel/hazardous waste operations as well as defense reutilization specialists. While deployed, the DCST is operationally controlled by the theater Combatant Commander, who may further delegate this operational control as required. Such a team’s commander is the principal representative of the Director, DLA to the Combatant Commander, providing support within the joint operations area and providing a single point of contact.

Kennedy also acted as the Senior DLA Representative in the area of responsibility, providing direct, wholesale logistics support and services, including tracking and expediting deliveries of critical wartime materiel needed by all U.S. Armed Forces operating in Afghanistan, Turkmenistan, Kyrgyzstan, Uzbekistan and Tajikistan. Kennedy’s duties further extended to providing advice on theater support to the Commander, Joint Logistics Command (JLC). Using DSCP and other field activity contacts, developed during his nearly four years of DSCP logistics management, Kennedy ensured that mission requirements of the JLC and the team were linked back to the domestic whole-



Maj. Paul Kennedy, USA, at the base camp in Uzbekistan.

sale logistics base.

Kennedy had an opportunity to directly observe DSCP and other DLA field activity in-theater support including subsistence, medical, general and industrial facilities maintenance and aviation item classes. "DSCP support was especially critical in a couple of areas," he said. "In fact, at least two process action teams were developed in order to ensure the appropriate level of emphasis was directed to support these areas."

Subsistence support required daily monitoring to ensure that maximum support was consistently provided. Supplementary items, such as high-energy foods (Gatorade, granola bars, etc.), fresh fruits and vegetables, as well as special meals, were very challenging.

Additionally, the Defense Reutilization and Marketing Service was vital in providing reutilization, as well as hazardous waste disposal services. Units were able to save over \$2.1 million through the reutilization program.

Medical materiel support was nearly transparent to the DCST, due to the seamless support DSCP provides to the U.S. Army Medical Materiel Command - Europe. That support was faultless from ordered materiel's point-of-origination, right through to the deployment area.

"All three DLA centers managed aviation support by exception. The

DCST contingent helped to reduce long lead times, tracking or tracing items for units experiencing difficulty with requisitions. This required significant coordination between team members and G&I directorate commodity item managers," Kennedy observed, with some personal satisfaction.

When asked whether his Uzbekistan deployment was more or less memorable than his other deployments, Kennedy said, "It was a very rewarding experience to be able to see the end result of all the hard work that our people engage in daily. When a critical part is needed unexpectedly, most of the centers responded immediately, and the part was shipped within 24-48 hours. That was incredible. I welcome the experiences of most deployments, but this was especially rewarding."

"The experience of working with the units in the field, and being able to provide world-class support, is extremely rewarding. It provides a new perspective for what we, as a center and an Agency, bring to the fray. Each and every member of DLA, and especially DSCP, can be proud of what they do, and should be able to link their job directly to providing critical support to each young soldier, sailor, airman and Marine at the tip of the spear." ♦



Maj. Paul Kennedy, USA, chief of the DSCP Readiness and Distribution Division in the Operations Directorate, completed a five-month tour of duty as the DCST Commander in Uzbekistan.

DNOSC has Changed with the Times

By Kristin Guss
DLA Public Affairs

Within the last decade, the mission of the Defense National Stockpile Center has substantially changed. The National Defense Stockpile was originally created to prevent costly dependence on foreign sources for strategic and critical materials during a war. During the 1980s, however, the changing world situation and revised policy guidance induced Congress to reconsider the need for such a stockpile. Moreover, the multi-billion dollar inventory contained within the NDS was recognized as a valuable government asset. In 1992, Congress approved a DoD plan to sell the bulk of the commodities.

Richard Connelly, Director of DLA Support Services and former Administrator of DNOSC, remembers the situation well. Connelly became head of DNOSC in October 1993, when the Stockpile Center was beginning the sales process. This was a new and challenging situation for the staff of DNOSC. "There had been Stockpile sales for many years," Connelly notes, "but they had been directed by Presidential order or because a particular commodity was no longer needed." The year 1993 marked a turning point for the Stockpile Center because a significant portion of the stockpile had been declared excess.

Connelly remembers that DNOSC was getting into a lot of markets when he took over. "They were feeling their way around new markets and developing sales techniques based on the Federal Acquisition Regulation—sealed bid or negotiated bid." The problem was that the DNOSC staff had no long range strategy or vision for their sales program. That's what Connelly helped put together over the next few years. "Rather than just getting into some markets, we looked at entire Stockpile commodities we had, the rates at which we could sell them and how to sell them," Connelly says. At that time, the value of the National Defense Stockpile was over \$6 billion. After considerable study, Connelly and the DNOSC staff estimated they could sell off \$5 billion worth of commodities over the next 10 years.

In formulating their overall sales plan, Connelly and his staff had to consider more than just commodity markets and sales rates. At the time Connelly joined the group, DNOSC had 84 sites around the country at which the various commodities were stored. The sales plan projected a reduction from 84 sites to 15 sites by the end of 2007. "The sales plan was built site by site and commodity by commodity," Connelly says. "Eleven of the sites were staffed, and the rest were unstaffed. The strategy was to sell from the unstaffed locations as much as we could and fold operations into the staffed locations."

The staffing situation was the other factor to be considered. When Connelly became Administrator of DNOSC, the total staff of the field activity was about 300 people. The sales plan called for reducing the staff by two-thirds, from 300 people in 1996 to about 100 people by the end of 2007. "That became



Maggie Crane, a former DNOSC employee, receives congratulations from Richard Connelly, DLA Support Services director and former DNOSC Administrator. Crane received her bachelor's and master's degrees through DNOSC's educational assistance program. (Photo by Thomas Wilkins)

the other huge obstacle," Connelly notes. "How do you tell 300 people you have a long range plan to sell us out of business and then say 'I can't do it without your help, so I would like you to stay with us while we do this.?'"

With the approval of DLA's Corporate Board, Connelly carried out a plan that involved making three promises to DNOSC staff members. The first promise was to consider the employees' individual situations with respect to the future of DNOSC. "I promised that I would work with them individually to help them plan where they would be in five to 10 years...retired or moved to another Stockpile site or moved to a job outside DNOSC," Connelly says. The second promise was that if the DNOSC could not help an employee find other employment, it would help to make the person more employable and therefore eligible for other jobs. The DNOSC offered to pay for off duty training and education for staffers while they remained with the Stockpile Center during the sell-off period. The third promise Connelly made to Stockpile employees was to do everything possible to avoid involuntary separations.

One advantage DNOSC had was the long lead time. Since the Stockpile was destined to be phased out over a number of years, Connelly and the other DNOSC managers had the opportunity to formulate their own plan and carry it out themselves instead of having to follow someone else's plan. "The overall period was long enough that we could substantially keep the promises we had made. The plan has worked remarkably well," Connelly says. By the end of 2003, Connelly projects, DNOSC will have reduced the original 84 sites to 47 sites. Additionally, the overall staff is now down to 159 people from over 300. The most

See DNOSC has Changed, page 32

important factor, Connelly feels, is the fact that many Stockpile staffers have been able to obtain degrees or train for new jobs, and they appreciated the opportunity that DNSC afforded them. "The loyalty of those people caused them to stay with us," Connelly says, "and they are doing a wonderful job."

Connelly points out that the sale of Stockpile commodities has provided definite benefits for military programs. Approximately \$1.6 billion from Stockpile sales sent to military readiness programs, half a billion went to support foreign military sales programs, and over half a billion has gone to support increased health benefits for military active duty and retired personnel. In addition, \$6 million from those sales went toward the creation of the World War II memorial. "We are very proud of our record," Connelly says. "We have directly supported the military services, although that fact is not often apparent."

Although the Defense National Stockpile may eventually be gone forever, Connelly believes it will leave an important legacy. The Stockpile, in the latter half of the 20th century, played a vital role in winning the Cold War. That victory, in

turn, resulted in world markets that were no longer ideologically dominated, thus creating a freer climate for commerce. That, in itself, was no small accomplishment. Connelly says that whenever he speaks to sometimes complaining commodities traders at conventions, he reminds them that the Stockpile's role in winning the Cold War generated greater freedom in world markets and thus made life better for them.

Apparently, the traders take the message to heart. "Whenever I tell them that, they fall silent," Connelly says. ♦



More than 80,000 tons of natural rubber were sold in 2002 for a total of \$43.4 million. The sales exhausted DNSC's supply of this commodity. Since 1993, DNSC sales have totaled more than \$4.5 billion.

DLA Strategic Plan Survey Completed

*DLA Support Services
Corporate Planning, DSS-P*

The DLA Strategic Plan 2002-2007 was approved by the Corporate Board in February 2002. Several approaches were used to distribute the plan and its contents to the work force. A brochure of the plan was given to every employee, an orientation briefing on the plan was provided to most employees, and the plan and related materials has been made available via the Intranet.

One industry source reports that generally only four out of ten employees are familiar with the goals of their organization and just a slightly higher proportion of employees are generally aware of the steps their organization is taking to reach those goals. DLA hopes to improve on that. In February 2003, the DLA Director and Vice Director, were briefed on the results of a targeted employee survey dealing with the DLA Strategic Plan 2002-2007. The objectives of the survey were to: determine the extent of familiarity and understanding of the plan by the work force; assess the effectiveness of the products and channels used to communicate the plan; and, provide an opportunity for those responding to comment on the plan, the products, and how the plan was communicated.

The survey was sponsored by the DLA Corporate Planning Office as a way to measure the effectiveness of strategic plan implementation activities executed from February through August 2002 by the headquarters and

field activities. Measuring the effectiveness of organizational communication and employee awareness of organizational objectives is an industry best practice.

The survey was conducted by e-mail in October and November 2002 by the DLA Office of Operations Research and Resource Analysis. Over 800 employees from all major DLA organizations responded. The headquarters project officer, Larry C. Juul, DSS-P, observed that, "The employees who replied to our survey have helped us understand what worked and where we may be able to improve how we communicate Agency objectives to the work force."

The survey results indicated that over 74 percent of those responding understood the contents of the strategic plan. In another question, results showed that survey responders thought that the plan orientation, the plan brochure, and the articles in *DLA Today and Tomorrow* provided them with the best information on the plan. The survey results also indicated that there may be opportunities to develop additional communication products to reach more of the work force.

The survey also offered employees an opportunity to comment. Over 160 employees took the opportunity to respond. These comments provided insights to the value of plan products and how employees felt about how the plan was communicated to them. Their comments are the basis for recommendations for new products and communications practices which will be developed for the next plan cycle. ♦

CRM Road Show Hits Battle Creek

By Kathy Hausknecht
Defense Reutilization and Marketing Service

An important piece of change management is communication, so it was no surprise when the Defense Logistics Agency team came to visit Battle Creek, Mich., in February, to talk about customer relationship management. During the four-hour briefing, the team of Larry Glasco, executive director of Readiness and Customer Support in Logistics Operations (J-3) at DLA headquarters; Bill Gibson, in the Program Executive Office in Information Operations (J-6); and contractor Caron Ward from LMI, explained the who, what, where, when, and why of CRM to

Defense Reutilization and Marketing Service (DRMS) and Defense Logistics Information Service (DLIS) employees.

CRM is a set of processes and activities focused on acquiring and understanding customer buying values and requirements, and assuring such information is appropriately incorporated into business operations to achieve customer satisfaction. CRM entails all aspects of interaction a company has with its customers – including people, technology and business processes.

For DLA and its activities to remain the provider of choice for the military services, CRM is essential and plays a major role in DLA (and DRMS) becoming customer-focused. It goes hand in hand with

the “One DLA” philosophy of operating as a single corporate enterprise with a single face to customers and suppliers, and a single voice to external stakeholders.

An integral piece of CRM is the use of information technology that allows access and sharing of information to the entire DLA enterprise. For example, valuable information visible to call agents at the Customer Contact Center in Richmond, Va., may not be available to DRMS service managers located throughout the United States. CRM strategies would bring that information together so it is visible to the agents and managers.

Implementing CRM strategies benefits both the customer and DLA and its field activities. CRM can drive down costs of serving the DLA customer, increase customer satisfaction, increase customer responsiveness and accuracy by using automated systems, and utilize all information about a customer and provide a 360 degree view of the customer we serve.

DLA is still in the beginning steps of implementing CRM strategies and is in Phase 0 of the CRM project. Phase 0 focuses on preparing for change. Phase I is expected to begin later in fiscal 2003 and continue until fiscal 2005.

As the implementation of CRM continues, DLA, as well as DRMS, will be in a “vortex of change,” as Gibson aptly stated in his portion of the CRM road show. And for DRMS, change is nothing new. The organization has been a leader in change for several years. ♦



Larry Glasco, executive director of Readiness and Customer Support in Logistics Operations (J-3), talks to employees during the CRM Road show in Battle Creek, Mich.

DSCC Customer Operations Directors Discuss Issues

By Dan Bender
Defense Supply Center Columbus
Public Affairs Office

Discussing common problems and reaching a consensus on how to solve them was the goal of a recent meeting at Defense Supply Center Columbus involving the three directors of customer operations at DSCC and fellow supply centers in Philadelphia and Richmond, Va.

The roundtable discussion included Col. Gene DeGraphenreid, USAF, from DSCP; Brenda Longest from DSCR; Capt. Kim Chojnowski, USN, from DSCC; along with Capt. Walt Wright, USN, the Navy National Account Manager at Defense Logistics Agency headquarters, and other officials from the three supply centers and headquarters.

“Our purpose today is to discuss and share ideas and get a feel for the common issues that we all are facing in meeting customer needs in light of the current changes DLA is undertaking,” Chojnowski said at the beginning of the meeting, referring to the implementation of Business Systems Modernization.

The Concept Demonstration phase of BSM, an information technology and re-engineering project using new commercial software, has, as expected, presented some challenges in meeting customer needs for all three supply centers.

“Forums like this will be necessary in the coming months as we try to determine how we can work together as a team more effectively and develop common metrics to evaluate our support,” DSCC Commander Rear Adm. Alan S. Thompson, USN, said in welcoming the participants.

Managing the backorder process across all three

inventory control points will be an important part of the meetings, he noted.

Much of the day’s discussion centered on managing and improving relationships with customers while trying to coordinate each supply center’s conversion to BSM for some items while simultaneously managing many other items under DLA’s legacy system.

Given these issues and each ICP’s role as a lead center for customer support, participants agreed that using the same terms for new programs at all three ICPs would be a good idea. “We need to single up on terminology” to avoid confusion for customers and between the centers, said Col. Milton Lewis, USA, director of DSCC’s Land-based Application Group.

Initiatives to help and work with customers were shared during the meeting. “We know our customers have a lot of data. We want to tap into that data and share our data with them,” Longest said of

one program that has been undertaken at Richmond.

Wright began the discussion by outlining his goal of getting four service-wide Service Level Agreements in place this year. “That way we can get the military services and DLA together and going down the same track,” he said.

The meeting also provided an opportunity for directors from DSCC’s other weapon systems support groups to learn about BSM and how they can prepare for it.

DSCC’s Land directorate will embark on a similar venture in the coming months.

“We wanted to hear the pros and cons and the lessons learned from the folks in Richmond and Philadelphia before we jump into it,” Land deputy director Steve Searcy said.

The meeting was the first of several that were held, one at each supply center. ♦



The directors of customer operations at each of the Defense Logistics Agency’s three supply centers met in January at DSCC to discuss problems they have in common and ways to solve them. (From left) Capt. Kim Chojnowski, USN, of DSCC; Brenda Longest of DSCR; and Col. Gene DeGraphenreid, USAF, of DSCP. (Photo by Chuck Moffett)

Top Logistics Officer for Navy's Atlantic Fleet Visits DSCC

By Dan Bender
Defense Supply Center Columbus
Public Affairs Office

Associates at Defense Supply Center Columbus and throughout the Defense Logistics Agency are “a key link” in supporting America’s military forces, particularly the Navy, the supply officer for the Navy’s Atlantic fleet said during a January visit to DSCC.

Rear Adm. Steve Maas, USN, is in charge of making sure the Navy’s 180 ships and 120,000 sailors and Marines in its Atlantic fleet, home ported in Norfolk, Va., are always prepared to fulfill their missions. Maas visited DSCC to learn more about how DSCC and DLA help him do his job.

Accompanying him on the

visit were several of his support staff members, including Capt. Ernie Styron, logistics and readiness officer for the Atlantic fleet; Capt. Jim Holland, assistant chief of staff, supply and financial management for Surface Forces Atlantic; Cmdr. Matt Ford, readiness officer for Submarine Forces Atlantic; and Capt. Kurt Hendrix, force supply officer, Naval Air Forces Atlantic Fleet.

Capt. Walt Wright, USN, Navy National Account Manager at DLA headquarters, and Capt. Jim Pullen, USN, from Defense Supply Center Richmond also participated in the visit.

“Today is an excellent opportunity for us to show an important group of our customers how DLA is focused on improving support and reducing the cost of spares we manage,”

DSCC Commander Rear Adm. Alan S. Thompson, USN, said.

During his visit, Maas also spoke to an auditorium filled with nearly 500 military and civilian associates directly involved in supporting the Navy.

“You are a key link in supporting what comes next for the U.S. Navy and all of our armed forces,” he said, referring to continuing developments in southwest Asia.

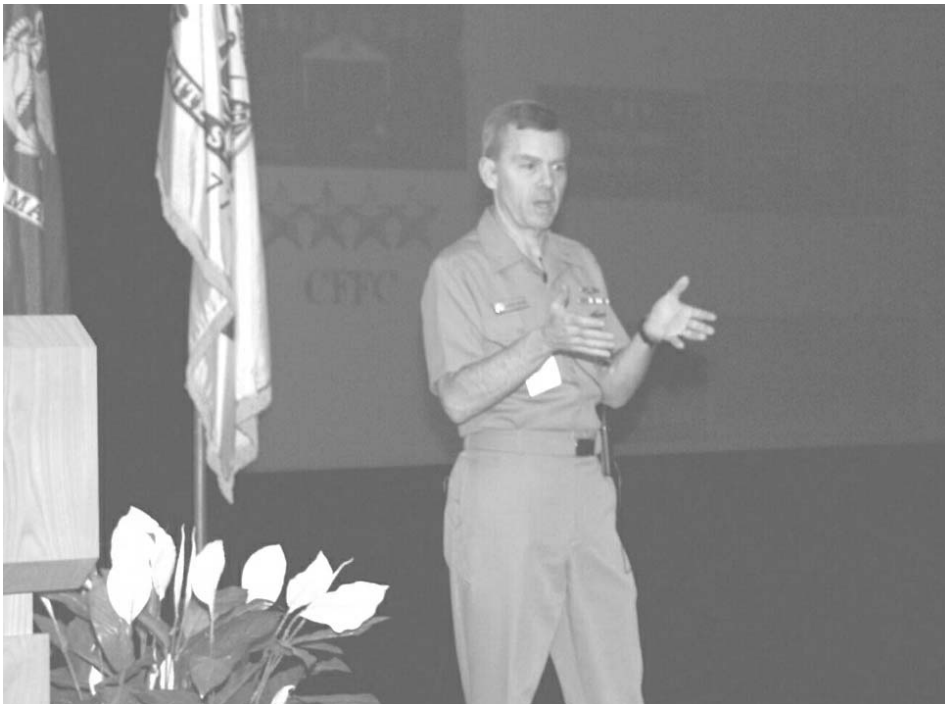
“I want you to feel like you are part of a team that enables us to successfully deploy, accomplish our mission and safely return,” he stated. “We need your focused efforts and continued support.”

In delving into some force readiness statistics, Maas noted that critically needed parts often reach ships six or seven days after they are ordered and less critical items take about 11 days to reach their destination.

“That’s very good and your responsiveness is very important to us,” he said.

During the rest of their visit, Maas and his staff were given an overview of DSCC’s operations and briefed on DSCC’s role as the lead center for maritime support, along with its support in aviation and electronic items for the military, DSCC’s effort to reduce the cost of spares, and its ongoing Business Systems Modernization program.

Pullen also briefed the visitors on Richmond’s role as DLA’s lead center for aviation support. ♦



Rear Adm. Steve Maas makes a point during a briefing to 500 military and civilian associates in the DSCC auditorium. (Photo by Chuck Moffett)

DLA Pacific Holds Training Conference

DLA Pacific Commander, Col. Chris Iskra, USA, gathered the DLA Pacific command for a week of training in early February at the DLA Pacific headquarters in Taegu, Korea. The first ever combined training conference brought together both DLA-P's planners and customer support representatives (CSRs) to learn from each other and share concerns and success stories.

The extensive training schedule included strategic presentations by DLA headquarters and updates on current initiatives. Other members of the DLA team in Korea, including representatives from Defense Energy Support Center, Document Automation and Production Service, Defense Reutilization and Marketing Service and Defense Supply Center Philadelphia, joined in to attend portions of the training.

All enjoyed the entertaining presentation of the DLA Communications Plan Road Show by Col. Sanford McLaurin Jr., USAF, DLA Director of Corporate Communications, and Tom Owens from DSCR public affairs office.

Another highlight was the issu-

ing by Jim Wise from the Defense Logistics Information Service in Battle Creek, Mich., of much-needed new laptop computers to the DLA-P CSRs and planners.

Carole Christensen and Cal Smith from the DLA headquarters Logistics Operations Readiness and Customer Support directorate (J-34) traveled to Taegu to provide informative briefings on DLA's current operations world wide and the successful stand up of dedicated DLA contingency support teams.

Representatives of the nearby 55th ASG MMC, the 19th TSC, and Army Material Command sat in on Smith's presentation on war planning information systems. Finally Smith and Christensen collaborated with the DLA Pacific planners to fine-tune the fiscal 2003 and fiscal 2004 Pacific exercise schedule.

As part of the conference's comprehensive training, Cliff Minor from the Joint Total Asset Visibility (JTAV) office in Seoul provided an informative presentation on the JTAV systems and recent updates.

Security and Information Assurance training, with a special

focus on computer security, was presented by Darrell Shears, Veronica Matsuura-Onea and Alegra Woodard from DLA Support Services Pacific to the entire DLA Pacific staff. After their briefings they installed new security software on all computers.

Sherri Nolan, the new Defense Distribution Center Pacific representative, presented the history of DDC organization and future initiatives including Strategic Distribution and Forward Stock Positioning. A lively discussion of improved resolution of distribution problems followed.

DLA Pacific personnel moved outside to receive hands-on training in the use of chemical warfare equipment and basic Nuclear, Biological, and Chemical (NBC) attack procedures, essential for their forward based mission.

The DLA Pacific hosts concluded the highly successful week of training by ensuring the visitors had a taste of Korean culture with dinner at a local restaurant featuring unique Korean barbecue and unforgettable spicy kimchi. ♦

DLA Team Japan Participates in WESTPAC Logistics EXPO 2003

DLA Team Japan participated in the Naval Supply Systems Command third annual logistics conference, held at Yokosuka, Japan. Hubert "Woody" Woods, DLA Pacific Yokosuka customer support representative; Maj. Phil Woody, USMC, DLA Pacific, United States Forces Japan LNO; and Cmdr. Scott Thon, Defense Depot Yokosuka Japan commander, represented DLA at the Ribbon Cutting Ceremony.

The conference, which took place on February 19 and 20, had 89 vendors representing the communications, electronics, industrial supplies, office systems, provisions, defense logistics, and transportation industries. Approximately 2,000 visitors attended the EXPO.

There were numerous seminars and demonstrations offered during the EXPO. Included were a DoD EMALL presentation by the Defense Logistics Information Service, and Defense Depot Management/DLA Operations presented by Army Logistics Management College (ALMC). Team Japan manned exhibits representing the Defense Reutilization and Marketing Office, Document Automation and Production Service, Defense Supply Center Philadelphia-Pacific, DLIS, and DLA.

The EXPO was a huge success resulting in several leads for potential new business, as well as cost avoidance issues where DRMO is concerned. Next year's EXPO promises to be bigger and better, and is scheduled for February 25 – 26, 2004. ♦

DoD to Host Maintenance Symposium and Exhibition

The Deputy Under Secretary of Defense (Logistics and Materiel Readiness) will host the 2003 Department of Defense Maintenance Symposium & Exhibition, October 27 through 30, 2003, at the Valley Forge Convention Center, King of Prussia, Pa. The event is sponsored in conjunction with the Society of Automotive Engineers International (SAE). The Symposium focuses on maintenance of weapon systems and equipment within the Department of Defense, including commercial and military maintenance technologies, information systems, and management processes. In addition to

an outstanding slate of high level speakers from industry, government, and the military and over 160 exhibits, the Symposium will include the annual Secretary of Defense Maintenance Awards Ceremony, which honors the most outstanding military field-level maintenance units within DoD.

This year's theme "Maintenance - Keystone of Mission Readiness," is a timely reminder of the critical role our maintainers play in ensuring the operational readiness of our combat forces. Also, in addition to an already robust technical program, the agenda is being enhanced by introducing a variety of

technical topics and sessions.

Attendance is encouraged from maintenance, logistics and resource managers; military and civilian maintainers from every level; headquarters and field activity personnel; as well as representatives from academia who are involved in maintenance curriculum.

More 2003 DoD Maintenance Symposium and Exhibition information, including exhibitor prospectus, sponsorship opportunities, hotel sleeping room reservations, and Symposium registration, is available online at www.sae.org/dod. ♦

DRMO Supports NASA Recovery Effort

By Kathy Hausknecht
Defense Reutilization and Marketing
Service

When the Columbia space shuttle exploded upon re-entry, debris was strewn throughout the southwest United States. The National Aeronautics and Space Administration quickly sent its agents to scour the area and look for wreck-

age that might hold clues for the explosion. However, much of the countryside the searchers were in was heavily wooded. Searchers needed some type of protective gear to keep from being cut or to keep their clothes from being torn by branches and low-growing vegetation. Battle Dress Uniform, or BDUs as they are commonly called, were a perfect solution.

After searching the Defense Reutilization and Marketing Service (DRMS) Web site and finding that BDUs were available at the Defense Reutilization and Marketing Office Keesler, Sharon Kent from NASA, contacted the DRMO to arrange to pick up the trousers and pants.

"I received a message explaining that NASA needed some BDUs for their special agents working in the wooded areas because their clothes were getting torn up. They needed 40 large and extra-large."

Dee Estal, property disposal specialist at Keesler, made the request a top priority and worked with warehouse personnel Reid Cuevas and

Sandra Vance to locate the correct sizes and quantities. Within hours the 42 protective trousers and shirts, with an acquisition value of \$1,773, had been pulled, sorted and packed.

The only other task left to do was the paperwork and Greg Weishuhn from DRMS headquarters in Battle Creek, Mich., was there to help. He assisted Kent and initiated the necessary paperwork and contacted GSA for approval of the transfer.

The next morning, the clothing was ready and waiting for pick-up by a special agent from NASA.

Keesler Site Manager Steve Woods praised Estal for her effort. "She's outstanding. I turned the call over to her and knew she would do a great job." Suzi Male-Murray, DRMS-National, praised Weishuhn for his part. "Greg remained in contact with the folks from NASA and assured them the property would be ready ... and it was! The customer was amazed at how quickly everything happened," Murray said. "Greg and Dee made this happen." ♦



Sandra Vance makes sure she has the right size BDUs as she sorts through boxes of clothing for the NASA order. (Photo by Dee Estal)

Holder Appointed DNSC Administrator

Cornel A. Holder has been appointed as Administrator of the Defense National Stockpile Center. Holder replaces Richard J. Connelly, who now serves as Director, DLA Support Services. In a realignment of function within DLA, Connelly will continue to provide leadership support through policy and oversight within the DLA headquarters organization.

Holder served as Deputy DNSC Administrator from September 2000 until his appointment as Administrator. In his new capacity, he will be responsible for managing the National Defense Stockpile, (NDS) a program created after World War II to reduce U.S. dependence on foreign sources for strategic and critical materials during national emergencies.



Cornel A. Holder

Holder began his federal career as an undergraduate cooperative education student and joined the General

Services Administration (GSA) upon graduation in 1978. From 1978 to 1984, he held progressively more responsible positions in GSA's real estate and contracting offices.

Holder's service with the National Defense Stockpile program began in 1984, four years before the Stockpile was transferred from GSA to the Department of Defense.

From 1996 to 2000, Holder headed DNSC's contracting group, directing and coordinating a billion dollar activity level for the acquisition and disposal of strategic and critical stockpile materials in the global commodity marketplace.

Holder holds a Bachelor of Arts degree in Political Science from Wilberforce University in Wilberforce, Ohio. ♦

There's More to Fabric Than Meets the Eye

By Mike Ward
Defense Supply Center Columbus
Public Affairs Office

More than a billion yards of fabric and still counting. For U.S. military personnel who don the military's uniforms daily, little thought may go into what it takes to develop the uniform, or the processes and quality checks involved.

One associate at the Defense Logistics Agency Product Testing Center in Philadelphia said it's something that requires a great deal of thought.

Carol Neri, a chemist (color science specialist), has spent more than 27 years performing shade evaluation on textile fabrics and associated products using both visual and computerized instrumentation to determine the acceptance or rejection of contractor fabric production lots.

"My job involves more than just looking at fabric," said Neri. "I consult with the military services in the development of shade (color) standards and toler-

ances. I frequently meet with contractors and suppliers advising them on how to correct their dyeing and finishing in order to meet military standards. I'm presently working with the military research facilities to establish an instrumental method of shade acceptance."

Checking colors hasn't always been her profession. "I initially was an analytical chemist in the textile area analyzing fabric dye finishes and general supply items, which included herbicides (Agent Orange), soaps and cleaning compounds," said Neri. "I transferred to the equipment area and performed testing on metals, leathers, insecticides and organic compounds."

"Ms. Neri has worked under my supervision for 18 years (currently as a chemist) and during that time has become recognized as the shade authority in the industry," said Algie Manuel, DLA Product Testing Center analytical manager. "If she goes through with her planned retirement in January 2004 her dedication and expertise will be a tremendous loss to the war fighting effort."

During the years, contacts with government personnel, both military and civilian, and consulting with government contractors to develop shade tolerances and improve their processing techniques are what Neri considers the high points of her career. She said the low is, "Some days the job tends to become routine, but that doesn't occur for too long. Something always happens to start the sparks flying again."

During her career, Neri said she's seen many changes in her field. "Every few years or so, one of the military services develops a new uniform. This involves a new fabric and a new shade," said Neri. "During the initial procurement, there is always a learning curve, not only with the contractors producing the items, but also with government in establishing acceptance criteria. For years, the Army had an olive drab fatigue uniform and then in the early eighties they developed the four-color



Carol Neri has spent most of her 27 years with the federal government testing and evaluating fabric for today's warfighter. (DSCP photo by Valerie Fauntroy)

printed woodland camouflage. Our suppliers had a very difficult time converting from a dyed single shade fabric to a printed four-color pattern. Some of the colors and printing defects that were submitted for acceptance were unbelievable. Some of the garments actually looked like clown suits."

"Also, the processes contractors use to dye and finish fabric have become more computerized. People become more dependent on instrumentation for assessing shade rather than visual," said Neri. "This has its benefits and its drawbacks. The benefit is that it allows better communication between individuals in discussing color. The drawback is variation between instruments; no two instruments read exactly the same - what you see is not necessarily what the instrument is reporting."

With any career there is always a lighter side. Neri remembers a situation where an error became an approved product. "We were working with a piece of fabric and accidentally coffee got spilled on it. I, nor anyone else, caught it and it was approved by the customer."

Early in her career, she learned that contractors often take her word as gospel. "When I put comments on reports, contractors use them to make dyeing corrections on their next production lot. I have to be sure I'm technically accurate when I make these annotations. If I am wrong, it's going to come back to haunt me. On more than one occasion I've heard, 'Carol Neri said...'

"One thing I can say, all my supervisors have stood behind me and supported my decisions, no matter how much pressure was put on me by contractors and supply people to accept non-conforming material."

Neri says she feels a certain pride and satisfaction in serving the warfighter. "I hope that my job helps to give our military personnel a quality uniform that is protective, as well as attractive," she said. ♦

Weapons Expert Pursues Gamesmanship

By Jim Katzaman
DLA Public Affairs

Being the point of contact for weapons systems in the Defense Supply Center Philadelphia General and Industrial Directorate is not a trivial matter, and Ann Schrage's near obsession with military minutia is no small pursuit.

Schrage's board game Mindfield, will test the in-depth knowledge of even the greatest self-proclaimed experts of military trivia.

Players will compete to correctly answer one question in

each of eight categories: Army, Navy, Air Force, Marines, Equipment, Battles, Presidents and Miscellaneous. The latter category includes topics such as holidays, the phonetic alphabet, veterans and the flag. The game contains 300 questions in each category.

The board itself is the flag. One star marks the start, another the finish, and the 48 stars in between designate each of the eight categories repeated six times.

Each time someone wins the game, Schrage wins as well,

marking a personal triumph of more than five years of research, design tussles with manufacturers and her own financial investment -- all of which sprang innocently enough from an online chat session in July 1997.

Schrage had worked in DSCP since 1978, back in the days when it was known as the Defense Industrial Supply Center. Her boyfriend had served in the Navy in the Vietnam era, and both of them often talked in military chat rooms.

One night five years ago their chat host ran a trivia contest, but

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Schrage was struck when the host did not post military questions. After that session she went to toy stores and found no military trivia games. From that, an idea started to take shape.

“In the beginning,” she said, “I just visualized a game and went to a graphics illustrator to design the initial board. I wasn’t thinking about marketing. I just wanted to do it.”

Designing was relatively easy. The hard part, Schrage said, was doing the research to create and verify credible questions and answers. Much of her work came in bursts of energy. “I would read seven to eight books at a time and then put them down for a couple of months,” she said.

Meanwhile, Schrage was determined not to cross the line between her career and hobby. She said, “It was difficult to keep my career and business separate.”

Through the years, Schrage’s concept gradually took shape, and she moved to the brink of

production. Ideally, she hoped, Mindfield would be in stores in time for last Veterans Day. That was not to be.



As Schrage gradually shifted her attention from creating to production, she read an article in the newspaper about a woman who produced a game of her own last year. “I contacted her to talk about the process,” Schrage said. “Then I made more phone calls than I can recall before I found the type of manufacturer I wanted.”

Her boyfriend then used a computer program to adapt the original game board illustration into a final submission for the manufacturer. All seemed on track for a fall 2002 release when the manufacturer backed out of the agreement. That sent Schrage scurrying to find another producer, finally settling on one that specializes in board games.

The last-minute change caused production to slip past not only a Veterans Day release but the entire end-of-year shopping season. “We missed the holiday rush, which is really upsetting to me,” Schrage said, “but I’ll have to deal with that.”

For at least the time being, she is also bearing the financial burden for Mindfield’s production and marketing. She is paying the manufacturer to produce the game as well as funding publicity.

Schrage is always mindful that without the vets there would be no military trivia to ask. ♦

Cruising into Retirement Full Speed Ahead

By Kristin Guss
DLA Public Affairs

Although he’s about to retire, Steve Sadler, a Supply Management Representative in Logistics Operations (J-3) at DLA headquarters, is certainly not slowing down. In fact, you might say he’s getting a second wind in his sails.

Certainly, Sadler has had a long and varied career. It’s been an interesting voyage, as he puts it, that has taken him through several phases.

Sadler began his government career as a warehouseman in the supply department at the Philadelphia Naval Shipyard in 1955. He rose through the ranks and even-

tually became a GS-4 stock analyst. In 1960 he was promoted to GS-5 supply requirements and distribution clerk and transferred to the Philadelphia Quartermaster Depot, U.S. Army, which later became the Defense Personnel Support Center.

In December 1961, opportunity beckoned and Sadler transferred to the Military Industrial Supply Activity and entered the Inventory Management Specialist Training Program. “It was a good chance to go from a GS-5 to a GS-9 in a few years,” he says. In 1962, MISA became the Defense Industrial Supply Center, making Sadler one of the original “plank holders” in the newly formed Defense Supply

Agency that eventually became DLA. While he was with DISC, he was assigned to the training team to train new employees in the use of the MILSTRIP ordering system as well as the Standard Automated Materiel Management System.

In 1966, Sadler was promoted to a GS-11 and transferred to the Marine Corps Supply Activity in Philadelphia, where he developed flow charts, wrote procedures and conducted classes to implement the Marine Corps Unified Material Management System. A year later he was promoted to a GS-12 and became chief of the Procedures Section within the Supply Operations Division. In August 1970, he was

promoted to a GS-13 and became a special assistant to the Deputy Chief of Staff for Supply Matters.

In November 1975, Sadler transferred to the Defense Personnel Support Center where he was assigned to the Directorate of Manufacturing (the clothing factory). Eventually he was promoted to a GS-14 and became chief of the Management Support Office in the Directorate of Medical Materiel. During this period, he began attending evening classes and earned a bachelor's degree in Business Management from Rutgers University.

Sadler was later selected to attend the Industrial College of the Armed Forces, which he entered in August 1982. While at ICAF, he enrolled in a parallel master's degree program with George Washington University. In June 1983, he graduated with a diploma from ICAF and, in September of that year, he received a master's degree in Public Administration from GWU. Sadler admits that juggling the two academic programs at once was challenging but found it to be worth the effort. "While I was at ICAF, I met a lot of men and women who became significant in the field of logistics," he says. "Many went on to become one and two star generals."

In October 1983, Sadler transferred to Headquarters DLA Supply Management Division as the Program Manager for Medical Materiel. One of his assignments was the oversight of the Deployable Medical Systems or DEPMEDS. This assignment presented a new set of challenges. In 1984, the Army Medical Department began an aggressive fast track program to equip or re-equip the entire active Army, Army Reserve and National Guard hospital force structure, a total of 156 units at a cost of \$1.9 billion. Sadler rose to the occasion and successfully helped coordinate support of the DEPMEDS program, which involved the Defense Personnel Support Center, Defense Supply Center Richmond, Defense Depot Ogden Utah and Defense Depot



Steve Sadler, will retire after 47 years of federal service. (Photo by Thomas Wilkins)

Columbus Ohio.

"It was a very challenging and exciting period of time," Sadler says. "I had to do a lot of traveling across the United States. I also traveled to Europe to see the hospitals being set up and see how they were functioning."

Since 1995 Sadler has been with DLA's Business Management Office, where he finds that the knowledge and skills he has acquired over the years serve him well. "The three most visible areas of troop support are subsistence, clothing and medical items. I have worked in two of those areas—clothing and medical," he notes.

"I have face time with the customers. If there is a policy or operational issue, I get deeply involved. We sit at the table and find out what the problem is and resolve it. I frequently play the role of facilitator," Sadler says. "This business is dynamic, challenging, and always interesting," he adds. "It's fun, and I love it."

When asked about accomplishments he is especially proud of, Sadler has ready answers. "I remember one time years ago, during the 1960s...John F. Kennedy was president. I was a young item manager

then, and I remember having to work the night shift to meet some high priority requirements. I later learned that the items we were processing were in support of the Bay of Pigs invasion."

"Also while I was an item manager...at one point I was managing a radar antenna clamp. It was a sole source item that cost \$90 apiece, and we had tons of backorders for it. I got together with our procurement people and we did some reverse engineering. We were able to find another source for the item. The cost went down dramatically to about \$10 apiece and we were able to fill our backorders."

Another accomplishment Sadler is particularly proud of is his work in the area of Equal Opportunity. His conscientious and objective review of each promotion action contributed significantly to the improved distribution of minorities throughout the grade structure and all functional areas within the Medical Directorate. Sadler was also a member of the DLA Diversity Team, which developed the Diversity Program and training program for all of DLA. "We were able to ensure that the entire work force was trained," Sadler says. "DLA was in the forefront of that effort. Other

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agencies came to us to see what we were doing. Even members of the private sector took a look at our program.”

Over the 47 years of his career, Sadler has seen a number of fascinating changes in the workplace. For one thing, the technology has improved. “We have personal computers on our desks today,” he notes. “Back in the 1960s, there were huge rooms dedicated to computers. Those machines took up loads of space to do what our desktop computers now do.” Sadler also appreciates the use of fax machines and the improvements in standard office equipment like copiers and telephones. “As a child, I read about stuff like that in the Buck Rogers comics. You never believe that you’ll live to see such things,” he chuckles.

Sadler also notes that DLA’s mission has changed over the years.

“We have grown exponentially in the services we provide to our customers,” he says. “We are doing a lot more with fewer personnel and doing it more efficiently.”

Nevertheless, the Agency still faces challenges. One is the issue of diversity. “There is significant diversity in the work force that did not exist 47 years ago,” Sadler says. “But DLA still has a long way to go to match the diversity of the United States population.” Another looming problem is the aging work force. “In the next four or five years, the bulk of our work force will be able to retire,” Sadler notes. “We need to energize our recruiting practices and bring in younger people if we are to maintain our position as a support agency.”

As for Sadler himself, he’s certainly not slowing down. He already has plans for his retirement. He hopes to

continue using his expertise in some capacity. “I hope I can continue to make some contribution to support the war fighter in the future, serving our young men and women in the military,” he says.

In addition, he and his wife Lydia love to travel. Another hobby the Sadlers enjoy is boating. “During the spring and summer months, we spend almost every weekend on the water,” Sadler says, proudly showing off pictures of his boat. And during the winter months, Sadler and his wife enjoy dancing. In fact, he has named his boat *Los Tangueros*, which is Spanish for “the Tango dancers.”

Above all, Sadler likes to remain busy. “I remember my grandmother. She was active up until the age of 88. I believe staying active keeps you young,” he says.

If so, Sadler is destined to remain young for a long, long time. ♦

DSCP Deputy Commander Retires

By Dena Selkow
Defense Supply Center Philadelphia
Public Affairs Office

George H. Allen, deputy commander of the Defense Supply Center Philadelphia, retired in May after almost 32 years of federal service. Allen had been the deputy commander of DSCP since April 1995. Before coming to DSCP, he was the deputy commander at the Defense Industrial Supply Center in Philadelphia, which was disestablished in 1999. Prior to that assignment, he spent 10 years with the U.S. General Services Administration in Washington, D.C., and the Philadelphia region. Allen is also a veteran of the U.S. Army.

“I really wanted to try something different, try something new,” he says about his career move to DLA from GSA. “I was

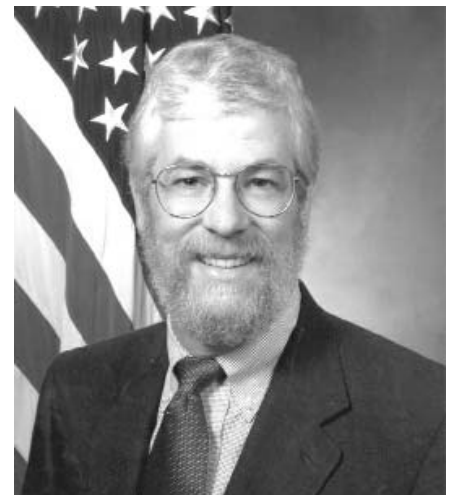
looking for an organization that had more management structure to it, and I thought I might find that in the Department of Defense.” Originally, Allen was hired as the deputy director for the Office of Planning and Management at DISC.

Allen was promoted to the Senior Executive Service in 1993 and includes in his numerous list of awards the Presidential Rank Meritorious Executive Award for sustained exceptional performance in public service.

“I feel good about where we are, and I feel good about leaving -- because I am able to leave with a great big smile of pride about the current performance, about the work force, and confidence about the future of DSCP and DLA,” Allen said.

Steven Bennett will replace Allen. Bennett’s previous assign-

ment was as the deputy commander of the Defense Supply Center Columbus, Ohio, a position he has held since October 1998. Bennett has 28 years of federal service including 13 years with the Defense Logistics Agency. ♦



DLA Presents Business Alliance Awards

By Jim Katzaman
DLA Public Affairs

Defense Logistics Agency honored 17 industry partners, customers and individuals Jan. 29 with its Business Alliance Awards in Springfield, Va. The awards recognized those who have demonstrated outstanding efforts to partner with DLA and improve the Agency's mission -- providing supplies and services to America's warfighters. DLA Director Vice Admiral Keith W. Lippert presented the annual awards.

"How many long hours did your employees put in to help make these achievements happen? How many birthday parties, anniversary dinners and grammar school plays were missed so that you could support our troops?" Lippert asked. "Well, we will never know the answer to that, but

you can rest assured our country is grateful."

He added, "DLA has just received a Joint Meritorious Unit Award from Secretary of Defense [Donald] Rumsfeld for all DLA has done to support the war effort, and I wanted to pass the praise on to our suppliers because that award is partly yours."

"We cannot succeed unless we all work together, and we have many challenges in front of us. Only the business alliances that we have today and the improvement of those alliances will continue to enable us to succeed."

Lippert acknowledged that DLA does not manufacture the supplies for troops or provide contracted services. That is why, he said, business alliances are so important. They are the providers who supply that much-needed support.



Company representatives and individuals received DLA Business Alliance Awards in January. (Second from left) Tom Ray, director of DLA Small and Disadvantaged Business Utilization; DLA Director Vice. Adm. Keith W. Lippert; and Ms. Scottie Knott, executive director for DLA Acquisition, Technical and Supply Directorate, attended the event. (Photo by Thomas Wilkins)

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The Agency's primary role is to provide supplies and services to America's military services worldwide and includes managing more than 4 million consumable items, including rations, medical supplies and equipment, clothing and textiles, and repair parts for land, sea and air weapons systems and platforms.

Industry representatives and DLA customers were recognized in seven categories:

Vendor Excellence: Awarded to individual large, small, small disadvantaged and-or women-owned small businesses that have demonstrated overall excellence in superior product quality, on-time delivery, superior customer service, reliability, dependability, consistency and accuracy.

-- KDS Controls Inc., Troy, Mich. (Small Business)

-- Government Liquidation, LLC, Scottsdale, Ariz. (Large Business)

-- Al Gonzalez Enterprises Refining Inc., San Antonio (Small Disadvantaged Business)

-- Warden Associates Inc., Springfield, Va. (Women-Owned Small Business)

Innovative Business Performer of the Year: Awarded to large, small and-or women-owned small businesses that have undertaken risks associated with innovative business practices (shared production, electronic commerce, prime vendor, quick response, etc.) and that meet the Vendor Excellence Award criteria.

-- Smith Eastern Corporation, Jessup, Md. (Small Business)

-- The Boeing Company, Spares and Technical Data Aerospace Support, St. Louis (Large Business)

-- Corvera Abatement Technologies Inc., St. Louis (Small Disadvantaged Business)

New Contractor of the Year: Awarded to a large or small business that contracted for the first time with DLA within the period of consideration, and that meets the Vendor Excellence Award criteria.

-- Alpha Technical Services Corporation, Houston (Small Business)

Outstanding Readiness Support: Awarded to large, small, small disadvantaged, and-or women-owned small businesses that have provided extraordinary customer support, service or product directly to a crisis situation, in addition to the Vendor Excellence Award criteria.

-- Dietary Equipment Company Inc., Columbia, S.C. (Small Business)

-- Rockwell Collins Inc., Collins Aviation Systems, Cedar Rapids, Iowa (Large Business)

-- Blackhawk Management Corporation, Houston (Small Disadvantaged Business)

-- Gill Marketing Company, Phoenix, Ariz. (Women-Owned Small Business)

Outstanding Javits-Wagner-O'Day Program

Vendor: Awarded to non-profit agencies (National Industries for the Blind -- employing the blind; or National Industries for the Severely Handicapped -- employing persons with severe disabilities) that exemplify Vendor Excellence Award criteria.

-- Middle Georgia Diversified Industries Inc., Dublin, Ga. (NISH)

-- East Texas Lighthouse for the Blind, doing business as Horizon Industries, Tyler, Texas (NIB)

Customer of the Year: Awarded to the Department of Defense customer organization that exemplifies the highest degree of professionalism; meets or exceeds criteria in one or more other categories and clearly stands above the rest in its commitment to DLA.

-- (DoD Customer) Norfolk Naval Shipyard Detachment, Plant Equipment Support Office, Annapolis, Md.

-- (Non-DoD Customer) National Aeronautics and Space Administration, John F. Kennedy Space Center, Fla.

Commander's Choice Award: Awarded to the non-DLA individual whose dedication and commitment to the DLA mission affects the quality of life for U.S. men and women in uniform.

-- Air Force Col. Charles R. Davis, F-15 Systems Program Office director, Warner Robins Air Logistics Center, Ga. ♦

Defense Logistics Agency Receives Joint Meritorious Unit Award

By Jim Katzaman
DLA Public Affairs

Successfully supporting the nation's war against terrorism while transforming its own business systems has earned Defense Logistics Agency the Joint Meritorious Unit Award from the Department of Defense.

Secretary of Defense Donald Rumsfeld announced the award Jan. 15, stating that DLA "provided an unsurpassed level of continuous logistics support to the nation's warfighters from Sept. 11, 2001, to July 31, 2002."

Upon hearing of the award, DLA Director Vice Adm. Keith W. Lippert said, "I have known all along that DLA is a great organization. So, it is wonderful news that the Department of Defense also believes we are a world-class organization."

According to the award citation, "The DLA staff provided superior support to elements of the U.S. armed forces participating in operations Noble Force and Enduring Freedom while maintaining outstanding support to ongoing Balkan operations. DLA's efforts significantly contributed to the

nation's homeland security and warfighting effort."

The citation noted that DLA products, services and forward-deployed contingency support teams have been on the ground since Sept. 11, 2001, the day of the terrorist attacks against the World Trade Center and the Pentagon. Less than a month later DLA was at the forefront supporting international forces arrayed in Afghanistan to herald the start of Operation Enduring Freedom.

"DLA provided 100 percent of the bulk fuel, troop support commodities, consumable repair parts, distribution, logistics information, disposal operations and humanitarian support in hostile and austere environments and often with little usable infrastructure," the citation continued.

DLA accomplished this surge in mission requirement, as noted in the citation, "while undergoing an organizational transformation that included replacing a 40-year-old legacy business system with an enterprise resource planning system, reducing hardware backorders by 25 percent, improving weapon system readiness and lowering operating costs by more than \$1 billion."

For the DLA director, the award affirmed his long-held confidence in the Agency.

"Making the award even better," he said, "is the recognition of the entire Agency and our impressive achievements over this period of time. We were commended not just for our support to the global war on terrorism, but also for our transformation and core business achievements."

The honor, he added, is a tribute to everyone associated with DLA.

"This award," he said, "belongs to each one of you: the warehouse worker who picks the product, the worker who loads the truck, the demand planners and procurement agents, the catalogers and reutilization and environmental experts, the contingency planners, and our staff and management personnel. This has truly been a team enterprise effort."

This recognition, he added, comes at a welcome time as the Agency looks back on its recent accomplishments and charts its course for years to come.

"We have worked long and hard on our warfighter support while at the same time transforming our Agency for the future," Lippert said. "There is cer-



DSCC Commander Rear Adm. Alan S. Thompson (left) attaches a Joint Meritorious Unit Award streamer on the Defense Supply Center Columbus flag during a ceremony held Feb. 26 in the DSCC Operations Center auditorium. Observing the ceremony behind the flag are (from left) DLA Criminal Investigations Activity deputy director Paul Walter, Defense Distribution Depot Columbus director Don Brown and DLA Systems Integration Office director Bruce Jarvis. Also on stage for the ceremony representing local DLA field activities were Customer Support Office-Columbus deputy director Mahlon Boyer, who also represented the DLA Training Center, and Defense Reutilization and Marketing Office chief Willie Falls. (Photo by Dave Benzing)

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tainly no rest for us on the horizon, but I want you to take a moment and congratulate yourselves and each other throughout the Agency on a job well done. I am extremely proud of every one of you."

On Feb. 26, the commander of Defense Supply Center Columbus, Rear Adm. Alan S. Thompson, USN, attached a Joint Meritorious Unit Award streamer to the DSC Columbus flag during a ceremony led by the DSCC commander in the Operations Center auditorium. This was one of the first of many ceremonies taking place throughout DLA.

During his remarks, Thompson told the Columbus DLA work force, "Your hard work and focus on results during this very demanding period have not gone unnoticed at the highest level of the Department of Defense. All of us should be justifiably proud of this award. In a wide variety of ways, we have provided outstanding support to the armed forces. This award is very significant. The secretary of defense awards rela-

tively few Joint Meritorious Unit Awards."

"I know that most of you probably expected no special thanks for your efforts over the last 17 months, but you have earned the thanks of a grateful nation. On behalf of Secretary Rumsfeld, and our director, Vice Adm. [Keith] Lippert, I would like to thank you for your outstanding service to our nation. We can all be very proud of our role in earning this prestigious award," Thompson said.

Jointly presiding with Thompson at the ceremony was the entire Columbus DLA leadership team, including Mahlon Boyer, Customer Support Office Columbus deputy director, who also represented the DLA Training Center; Paul Walter, DLA Criminal Investigations Activity deputy director; Don Brown, Defense Distribution Depot Columbus director; Bruce Jarvis, DLA Systems Integration Office director; and Willie Falls, Defense Reutilization and Marketing Office chief. ♦

Direct Booking Team Named DLA's Best

By Doug Imberi
Defense Depot San Joaquin
Public Affairs

Defense Distribution Depot San Joaquin's Direct Booking Team was named the best Defense Logistics Agency Team for 2002. The team consists of members representing the Shipment Planning and Consolidation and Containerization Branches of the Transportation Division who book transportation on ocean going carriers for shipments to customers in the Pacific. This is the second year in a row the Transportation Division has won a DLA Team Award.

Through Direct Booking, DDJC can access a Web-based system and book passage on specific ships sailing. Through Direct Booking, customer wait time was significantly reduced. Prior to Direct Booking, it could take from several hours to several days just to book a



The DDJC Direct Booking Team shown from left to right: Front Row- Hank Silva, Maxine Roland, Ella Fuertis, Tom Ewart. Second Row-Yolanda Rodriguez, Diana Escobar, Rosemary Martinez. Third Row-Roberta Hensley, COL Edward Visser, Dennis Barnum, Ronald Johnston. Fourth Row - Shirley Burnside, Andrew Villa, Richard Cox, Benjamin Placencia. Fifth Row - Edward Willey, Filley Parker, Billy Carmichael, Robert Osborn

shipment. Additionally, delays at DDJC and at the port were encountered, all of which were reduced since the start of Direct Booking.

The Direct Booking Team met with several carriers to preview the Web-based technology and provide input for improvements. Thus DDJC was able to encourage the carriers to incorporate the best features from a users perspective into the final product.

In March 2001, DDJC began using the Direct Booking tools and by December 2002, 93 percent of the container shipments from DDJC were going via Direct Booking. As a result, customer wait time for customers in the Pacific went from 48 days in 2000, to 37 days in 2002. ♦

DSCC Specialist is Newest \$5 Million Club Member

By Tony D'Elia
Defense Supply Center Columbus
Public Affairs Office

The objective of value engineering is to identify actions that would reduce the production or operations cost of systems, equipment, facilities, services or supplies. The Department of Defense Value Engineering Program continually strives to improve upon and to make the program a more viable tool to optimize the best values in total ownership cost.

Janice Thomas, an inventory management specialist at Defense Supply Center Columbus, recently received a \$5 Million Award from the Defense Logistics Agency's Value Engineering Million Dollar Club.

DLA's Million Dollar Club recognizes individuals who have been instrumental in saving the government money by going above their everyday duties to improve the reliability, or ease of use or replacement, of weapon system items. Award recipients have applied typical VE methodology, value analysis and good management practices in various cost-cutting projects such as sole source breaks, development of data packages for competitive procurements, cost avoidance savings, and price inquiries and price verifi-



Janice Thomas, an inventory management specialist at DSCC, poses with her DLA VE \$5 Million Award with DSCC Commander Rear Adm. Alan S. Thompson. (Photo by Charles Moffett)

cation requests.

Much of Thomas' saving came after she researched an Air Force requisition for connectors. An order for one million connectors was actually meant to order a single connector.

Thomas began her federal career in 1979 at Data Systems, but switched to logistics six months later. She has been an

inventory management specialist for the past 20 years and first made the VE savings club in 1983. She is the previous winner of \$1 million and \$3 million awards.

The Columbus native is an Eastmoor High School graduate who earned an associate's degree in business administration from Franklin University. ♦



Flag Day
June 14, 2003