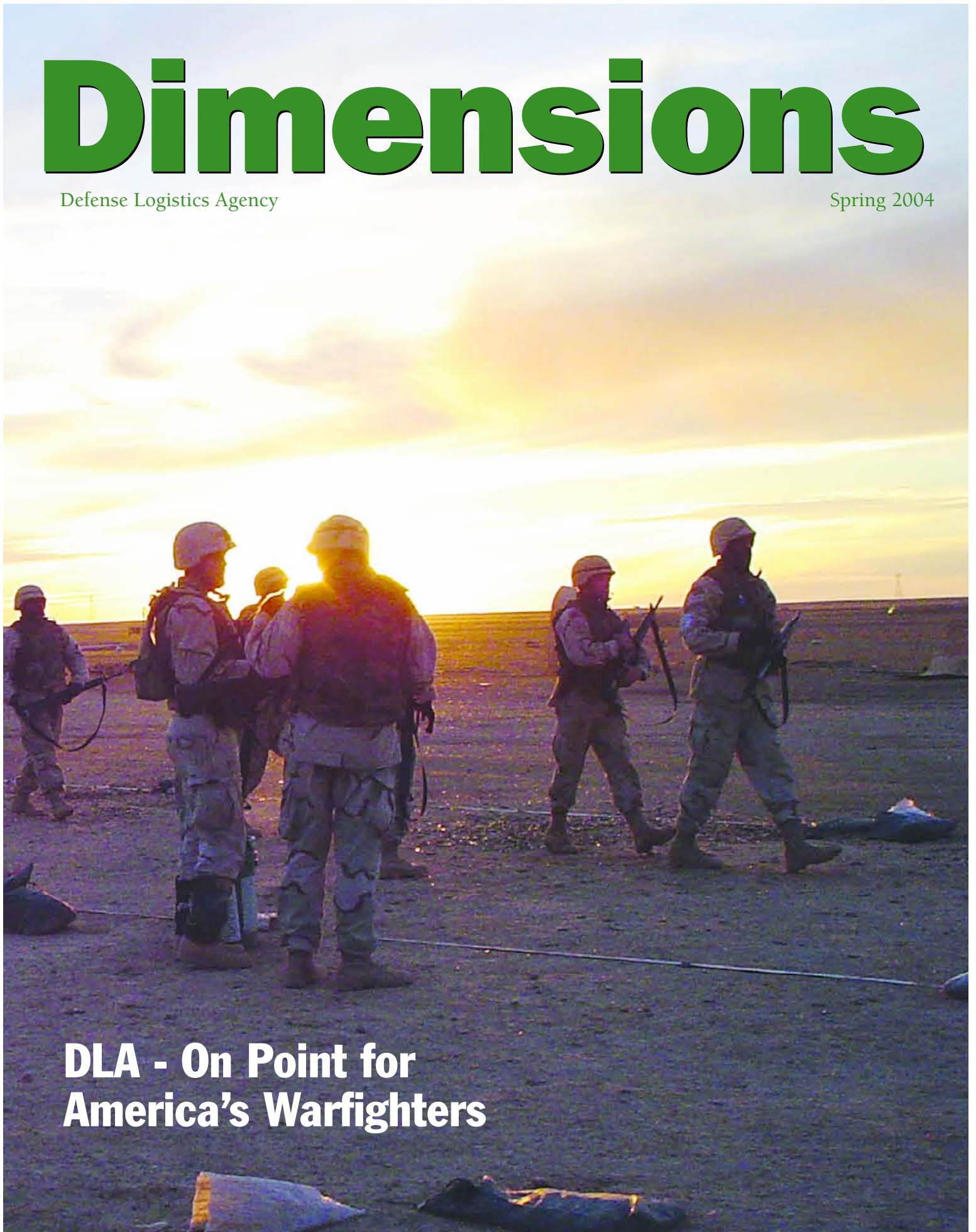


Dimensions

Defense Logistics Agency

Spring 2004



**DLA - On Point for
America's Warfighters**

★★★ From the Director

The Global War on Terrorism is a war that spans the world and includes many diverse campaigns. The Defense Logistics Agency's (DLA) work force continues to remain on point for America's warfighters. Approximately 100 of our personnel are on the ground in Southwest Asia working support issues. Personnel from the Defense Energy Support Center and the Defense Reutilization and Marketing Service maintain permanent offices in Bahrain and the United Arab Emirates, respectively.

The Defense Distribution Center operates a mapping activity and a stockage point for construction and barrier material in Bahrain. DLA has deployed personnel to Kuwait to monitor implementation of the subsistence prime vendor contract for the distribution of food to the forces in Iraq. DLA personnel augment the Central Command Deployment and Distribution Operations Center, working transportation and supply sustainment issues for deploying and redeploying forces. DLA employees are in Iraq to assist the Coalition Provisional Authority, and some of our fuel experts are in Iraq to work the delivery of fuel to electrical power plants as part of Task Force Restore Iraqi Oil.

The products and services our Agency provides are critical to the warfighters' mission. The work you are all doing is greatly appreciated. Together we have achieved much. However, much remains to be done.

I have accepted the Secretary of Defense's request that I extend as Director of the Defense Logistics Agency, for a maximum of one year. I was honored by this request and at this opportunity. I accepted for two reasons:

First, I have enjoyed and am proud of the professionalism inherent throughout the Agency. Your hard work, dedication, and the resulting accomplishments over the past two and a half years have been nothing short of phenomenal. We have superbly supported our country and the men and women in uniform around the world during this critical time in the Global War on Terrorism.

Second, we have made tremendous strides in reducing the cost of our logistics system not only within the Agency, but also in our partnerships



with all of the Services. Our ability to continue to transform logistics critically depends on DLA's ability to successfully implement our internal transformation effort and Enterprise Resource Planning program. I am excited about our progress, and I wanted to continue this journey with you as the next year will be the most critical to our long-term success.

I am extremely proud to be your Director, and I look forward to your continued support. ♦

KEITH W. LIPPERT
Vice Admiral, SC, USN
Director

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Defense Logistics Agency

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Cover photo: United States Armed Forces personnel walk the perimeter at their camp in Tikrit. (Photo courtesy Pfc. Brian McCrady, 690th Medical Company, USA)

Performance-Based Agreements Support Customers at DLA

By Vicki Christensen
Customer Relationship Management
Change Manager

The Department of Defense is changing, and the Defense Logistics Agency is changing, too. One of the key features of these changes is performance-based agreements being put in place between the Agency and its many customers.

As the future operating environment within DoD focuses on complexity of growth in business, logistics support will need to match that same level of complexity. DoD logistics in the future will focus on integrated partnerships requiring 24/7 support. DoD personnel will find themselves in a dynamic environment that empowers them to partner with customers when and wherever it is needed – whether special handling or pre-deployment requirements, according to Larry Glasco, director of DLA's Customer Operations and Readiness Directorate (J-4) at DLA headquarters.

One of the first such performance-based agreements was finalized in November when DLA Director Vice Adm. Keith Lippert, SC, USN, and Lt. Gen. Mike Zettler, USAF, deputy chief of staff for installations and logistics, signed a comprehensive performance-based agreement that signaled the beginning of a new cooperative relationship between DLA and the Air Force.

This PBA establishes a framework for cooperation to improve DLA support to the Air Force and establishes a Partnership Council of Air Force and DLA people. The council will determine areas to target for action as well as metrics to measure improvement. The term of the agreement is three years and will build on the already strong working relationship between DLA and



Lt. Gen. Mike Zettler, USAF and Vice Adm. Keith Lippert, SC, USN signed a comprehensive performance-based agreement in November.

the Air Force.

The DLA-Air Force agreement, Glasco said, will become commonplace for the Agency, typical of the major transformation effort that began when DLA embarked on its Business Systems Modernization effort five years ago. BSM represents a major DLA system reengineering effort incorporating commercial practices and commercial-off-the-shelf software to provide improved readiness support for customers. The effort creates a centralized supply chain management system that affects order fulfillment, financial management and procurement, allowing a seamless flow from the customers' request to delivery of the product.

"DLA's Customer Relationship Management effort flanks BSM on the left-hand side to provide the customer desires," Glasco said. "For DLA, CRM is the bundling of DLA's customer strategies and processes. CRM will be

supported by the relevant software, for the purpose of improving customer support and, eventually, national readiness at an affordable cost. CRM will provide the strategy, tools and technology needed to better understand the unique requirements of the customer and to adjust product and service attributes accordingly. One of the more notable strategies used by CRM is that of performance-based agreements."

PBAs, previously referred to as service-level agreements, state customer expectations of DLA and DLA's expectations of the customer. PBAs are negotiated to delineate what each party will provide and can expect to be provided in the business relationship. For example, a PBA could include what products or services DLA will provide to the customer, in what quantities, at what price and at what time. PBAs are being developed in support of BSM. There are currently eight signed PBAs,

and DLA continues to expand its PBA development.

The PBAs include discussions on collaborative demand planning and review of metrics, and they use customer data within the CRM environment. These discussions provide insight into customer needs to help meet and anticipate customer needs by the Agency.

"CRM is a major effort that will take several years to fully implement," Glasco said. "It incorporates the changing world of DoD and customer needs. Ultimately, CRM will transform DLA's enterprise into a true customer-facing Agency by altering the way people, processes and technologies serve as enablers. PBAs serve as an important tool to ensure the customer's needs are met."

SLA or PBA? That is the question.

DLA began pursuing customer relationship management a few years ago. Initially, an effort to improve customer support, CRM transformed

into a program integrating DLA's customer strategies and processes with relevant software to improve customer support and, eventually, national readiness at an affordable cost. At the beginning of the program, the Agency negotiated service-level agreements, or SLAs, with its service customer groups.

In spring 2003, the Office of the Secretary of Defense reviewed DLA's SLAs and, redefining ideas contained in them, created performance-based agreements, or PBAs. An SLA is a formal agreement between a business and customer. It contractually details the terms of performance required of the supplier or service provider. An SLA typically contains a scope or objective, detail of service to be provided and measurable performance standards.

A PBA is a written agreement between the DoD component source of supply and the customer. It describes measurable service and

performance-level parameters based on customer requirements and expectations. In other words, SLAs are agreements used to manage customer expectations of DLA and DLA's expectations of the customer. PBAs are negotiated to document what each party will provide and can expect to be provided within the business relationship.

"Regardless of what they are called, DLA's performance-based agreements are a very important part of DLA's BSM and CRM customer-facing effort," said Carolyn Martin, a program management analyst in the DLA Customer Operations and Readiness Directorate. "While CRM will provide the strategy, tools and technology needed to better understand the unique requirements of the customer and to adjust product and service attributes accordingly, PBAs provide the required agreements to negotiate customer requirements and expectations." ♦

Supporting the Warfighter When and How They Need it Most

By Polly Charbonneau
Defense Distribution Center
Command Affairs

A major mission performed by Defense Distribution Depot Hill, Utah, is assembly of the Army's Deployable Medical Systems or DEPMEDS. These self-contained, portable units are capable of being positioned quickly in an area of operations during war or a national emergency. DDHU assembles, modifies, repairs, rebuilds, certifies and stores the modular units that can contain operating rooms, x-ray equipment, blood labs and pharmacies. The units can range in size from a single general-purpose lab to a 1,000-bed hospital containing 12,000 line items.

In support of the Global

War on Terrorism, DDHU's DEPMEDS mission has been extremely busy. "The typical workflow is usually much smaller over a sustained period of time," said John Wojciechowski,

DDHU chief of the Stock Maintenance Division. "Occasionally, we have a surge for a single large hospital. For example, for all of fiscal 2003 we processed just under 31,000 lines for all our hospital builds. Only one month into the fiscal year I have 31,000 lines in process, as well as 70 hospital builds in process with a total of 30,000 lines."

"The increase in hospital builds is a direct result of the war effort," Wojciechowski said. "We had a similar peak early in the year to support medical units with deploy-



Emilio Hernandez, packer, assembles a lifesaver kit bag. (Photo by Mark Nixon)

See Warfighter, page 6

ment orders. The hospital builds we are working on are resupply packages as well initial support for stateside units who may be deploying.”

“Our primary customer is the U.S. Army Medical Material Agency,” Wojciechowski said. “They identify the type of hospital to be built, drop the requirements into the system and order additional supplies from their prime vendor contractor. Often times the hospital configuration changes while it is in work, or the unit’s mission is modified and the required delivery date is moved up.” These continuously changing requirements are a challenge the DEPMEDs personnel overcome every day.

In addition to building complete and deployable hospitals, the depot’s DEPMEDs personnel have been building personal lifesaver kits. These include items like iodine, bandages, gauze, surgical blades, scissors, and gloves.

“We are also building 5,000 Combat Lifesaver kits which amount to a medic’s kit,” Wojciechowski said. “There are 106 items in each one and include items like catheters, sodium chloride, bandages, gloves, sponges, scis-

sors, atropine, airway tubes, and splints.”

All this work is done by a surprisingly small number of talented people – only 44 people are assigned to this area. And they are very well trained. Like all of the Defense Distribution Center’s distribution centers, DDHU uses the Distribution Standard System for inventory and warehouse management, but the DEPMEDs mission requires a unique module within DSS that allows personnel to control our workload drops based on each individual hospital build, Wojciechowski said. “Because of this, each packer and production controller requires special training in DSS.”

Additionally, to ensure quality control for this important mission, they always have at least two packers working each build and they check one another’s work. When the build is completed the packer leader then does one more quality check for completeness and accuracy.

“I know this sounds like a trite phrase, but it’s particularly true of this group of people: they truly work together as a team and are all very focused on the mission,” Wojciechowski said. “It is an honor to work with them.” ♦

DNOSC Implements Environmental Management System

By Joy Kress
DLA Public Affairs

In September, the Defense National Stockpile Center became the first field activity of the Defense Logistics Agency to implement an environmental management system that conforms to the International Organization for Standardization 14001-1996. It also integrates BSI-OHSAS 18001 occupational health and safety management systems.

An April 2000 Executive Order said every applicable agency must comply with EMS by December 2005. Through a compressed schedule, DNOSC met the requirements two years ahead of schedule.

With an internationally recognized standard, every person working for DNOSC at DLA headquarters as well as at nine depots operating under the National Storage Stockpile Program is responsible for understanding and

using these standards.

Through this compliance, workers now act as a proactive partner with supervisors and management in addressing concerns and suggestions in day-to-day and long-term operations to assure implementation and maintenance of these environmental, safety and occupational health standards. DNOSC officials say opening broader communication between laborers and management contributes to lowering overall liabilities at these DNOSC facilities by leveling the accountability of each employee.

Leading the initiative, Stephen Surface, chief of the DNOSC Environmental Management Division, built on the strength of the existing programs and the enthusiasm of all of the employees involved to integrate the various policies of the new standards. “That’s the beauty of the finished product,” Surface said. “In the end

you see how everyone pulled together to link every part of EMS into the organization.”

Surface brought his experience in systems analysis and knowledge of EMS to DNOSC from his work in the DLA Executive Study Program in 2000 at the Potomac Electric Power Company in Aquasco, Md.

“We have learned that we can’t take big chunks of time for training,” Surface said, “even though a lot of training was involved for our employees. We began to integrate the training into our monthly safety meetings and began to integrate training on CD-ROMs to save time and expenses. It helped us to maintain the schedule I had set for us.”

To obtain a rigorous assessment of EMS, the Army’s Center for Health Promotion and Preventive Medicine was chosen to audit three of the depots as well as DLA headquarters in July 2003. The

Registrar Accreditation Board certified EMS auditors and found DNSC in conformance with ISO 14001. Three of the remaining depots will be audited in July 2004. CHPPM and DNSC are providing certificates, signed by Cornel Holder, DNSC administrator, to the DNSC facilities that have completed EMS.

In October, Surface and Jean Shorett, DLA EMS manager, visited the two depots, Binghamton and Scotia, included in the first CHPPM audit. Shorett was the Army's EMS manager and served as the chair of the Department of Defense EMS Working Group before coming to DLA. She wanted to visit the different DLA activities that can use EMS to support their missions.

"I think the best thing about the

implementation and the audit was the response of those in the field and how they react to the system now," Surface said. "These workers feel good about themselves and their work under the new system. Even with DNSC downsizing, the morale was very good among the activities. For example, a mechanic or a forklift operator is now an active part of EMS. It makes everyone feel important."

As part of the DLA EMS-wide initiative, training was provided in November during a workshop at Fort Belvoir. DNSC lessons learned were a part of a panel discussion at the workshop. "We hope offering our lessons learned to the other field activities will help them to complete the standard quickly and effectively," Surface said.

DLA Vice Director Maj. Gen. Mary Saunders, USAF, also recognized the DNSC EMS team for its leadership at the workshop. She presented certificates of conformance with ISO 14001, the internationally recognized EMS standard, to Holder and nine DNSC depot managers on behalf of their EMS teams.

DNSC plans to continue using CHPPM for its compliance audits. Current compliance for DNSC facilities include DNSC headquarters; DNSC Baton Rouge Depot, La.; DNSC Binghamton Depot, N.Y.; DNSC Curtis Bay, Md.; DNSC Hammond Depot, Ind.; DNSC New Haven Depot, Ind.; DNSC Point Pleasant Depot, W.Va.; DNSC Scotia Depot, N.Y.; DNSC Somerville Depot, N.J.; and DNSC Warren Depot, Ohio. ♦



Lori Davidson, environmental protection specialist at Binghamton Depot, N.Y.; Stephen Surface, chief of the DNSC Environmental Management Division; and Cornel Holder, DNSC administrator, met with DLA Environmental Management System Manager Jean Shorett to discuss their quarterly update on the overall EMS conformance of DNSC. (Photo by Michael Dick)

DSCC Helps Military Unit Deploying to Iraq

By Dan Bender
Defense Supply Center Columbus
Public Affairs Office

An Ohio Army National Guard unit that deployed to Iraq in December received some help from Defense Supply Center Columbus, Ohio, as it prepared for deployment.

The Charlie Company area support unit of the 118th Medical Battalion staged its vehicles on the grounds of DSCC in preparation for shipping them to Ft. Drum, N.Y., prior to its overseas deployment.

The vehicles, including ambulances and High Mobility Multi-Purpose Wheeled Vehicles (Humvees), arrived at DSCC on Nov. 25 and were loaded onto commercial carrier trucks in early December for the trip to New York. From there, the vehicles and unit members were sent overseas to serve in Iraq.

The deployment is expected to last up to 18 months, according to Maj. Bill Turton, USA, commanding officer of the local unit.

“Our job will be to take care of soldiers,” Turton said. “We have medical personnel who will assist in tak-

ing care of our soldiers over there.”

The local National Guard unit, which has its headquarters in Westerville, is comprised of personnel from all over Ohio who are in medical professions, including doctors, physician assistants and Army medics.

While the vehicles were on DSCC grounds, they were parked near the Defense Distribution Depot Columbus warehouses and utilized the depot’s loading ramp to get onto the transport vehicles.

“The staging of military equipment and personnel on post is a good example of the continuing military value of the Defense Supply Center,” DSCC Chief of Staff Col. Charles Renfro, USAF, stated.

DDCO director Don Brown stated, “partnering with DSCC to meet the Ohio Guard’s needs is yet another example of the DLA enterprise team support of our warfighters and peacekeepers.”

Turton thanked DSCC and DDCO for their support of his unit’s deployment.

“DSCC and DDCO will continue to support this kind of activity,” said DSCC command control center specialist Tim Wilcox, who helped coordinate the assistance. “It’s healthy for everybody.” ♦



Military ambulances and Humvees were among the vehicles the Charlie Company area support unit of the Ohio Army National Guard’s 118th Medical Battalion staged on the grounds of DSCC before the unit’s deployment to Iraq in December. Members of the unit are providing medical treatment to U.S. soldiers in Iraq during their deployment. (Photo by Chuck Moffett)

Overseas Deployments Part of Some DSCC Jobs

By Dan Bender
Defense Supply Center Columbus
Public Affairs Office

The job duties of six associates at Defense Supply Center Columbus, Ohio, include deploying overseas to support the warfighter.

Ken Mayle, a customer account

specialist in the Maritime Customer Operations Directorate at DSCC, returned to DSCC in October after spending five months in Uzbekistan as a member of the Defense Logistics Agency Contingency Support Team.

The other DSCC associates who were hired into the “deployable” positions are Bessie Muir, a general

supply specialist in the Customer Advocacy Group; Adam Garcia, a general supply specialist in the Land-Based Weapon Systems Group; Lewis Borrero, a general supply specialist in the Aerospace Weapon Systems Group who was deployed to Afghanistan; Marwin Raffinan, a general supply specialist in Maritime

who deployed to Kuwait in January on his first deployment; and Adrian Williams, a general supply specialist in Aerospace who deployed to Iraq in January.

Two other “deployable” positions are in the process of being filled, said Capt. Steve Jordan, USAF, director of the DSCC Military Personnel Office.

Jordan said the eight deployable positions are relatively new, having been created in early 2003.

“These positions were created to provide a steady supply of people who are available for deployments instead of relying completely on volunteers,” Jordan said. “It’s always good to have some people who are pre-identified for this.”

During his five-month deployment, Mayle served as an expeditor providing logistical support and technical expertise for parts orders. He handled construction material orders, primarily for troops in Afghanistan.

“It was a great job,” said Mayle, who went through a whirlwind year. He retired from the Marine Corps after 22 years of service in March 2003, began his job at DSCC nine days later and was sent on his first deployment two months later.

“I was on the other side of the fence during my deployment,” he said. “Last January, I was in the Marine Corps, asking DLA for parts that I needed, and several months later I’m retired and back in Uzbekistan as a DLA employee supporting our troops.”

A desire to support his fellow sailors is what

attracted Raffinan to his job. After retiring from the Navy in May 2001 after a 20-year career, he worked in the private sector for a couple of years before deciding he wanted to work again for the federal government.

“I’m now serving the people I worked with,” he said. “It’s a great feeling when you accomplish something for them.”

Raffinan said he enjoys going to different places, so the deployments won’t bother him. He was working as an expeditor during his Kuwait deployment.

“I’m not sure what to expect, but I know it will be challenging,” he said.

Williams was excited about deploying as a DLA customer service representative to Iraq. “It’s such an historical place, so it will be neat just to be there,” he said.

Williams, a Cincinnati native, spent 10 years in the Navy stationed in Japan and another eight years working at the Defense Distribution Depot in Yokosuka, Japan. When the deployable position opened up at DSCC, he jumped at the chance to

“come home.”

“I like the position itself,” he said, adding he won’t mind the deployments. “I didn’t think I would be able to go somewhere and just sit there. I enjoy traveling.”

Borrero saw the job as a good way to start a career with the government after spending eight years in the Army and the past two years in the Army Reserve.

He was in Afghanistan for four months as an expeditor, tracking down shipping information for DLA customers.

The associates in these positions are assigned their deployments on a rotational basis based on orders from DLA headquarters. “When you get back from a deployment, you go to the bottom of the list,” Jordan said.

Jordan said non-emergency civilian associates at DSCC are still welcome to volunteer for DCST deployments, which are now a standard 120 days.

“That helps us reduce the tempo of our deployable personnel,” he said. “If we can get a volunteer, it helps.” ♦



DSCC associates whose job duties include deploying overseas to support DLA customers include (from left) Lewis Borrero, a general supply specialist in Aerospace who recently finished a deployment to Afghanistan; Marwin Raffinan, a general supply specialist in Maritime; Ken Mayle, a customer account specialist in Maritime; and Adrian Williams, a general supply specialist in Aerospace. Two other associates in the “deployable” positions, Bessie Muir and Adam Garcia, were on deployment when the photo was taken. (Photo by Dave Benzeng)

Suppliers Get Technical Drawings, Data via Internet

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

The distribution of technical drawings has come full circle. Providing drawings and data needed by manufacturers and contractors so that they can bid on supply parts and equipment for the U.S. military can now be done almost completely electronically.

"We've realized a complete transformation in the tech data business from paper to digital," Karen Hutchinson said of the evolution of how Defense Supply Center Columbus, Ohio, gets technical drawings to manufacturers who provide some of the 1.7 million items DSCC supplies to the warfighter. Hutchinson, the Acquisition and Authentication Team chief, remembers the "old days" when data management took microfilm cameras, keypunch machines and row upon row of manual rotary files stuffed with hundreds of thousands of aperture cards.

Microfilm cards were mailed in the past

In the past, critical data were distributed on aperture cards, which contained a small microfilm picture of the drawing. The aperture card was expensive and time-consuming to reproduce, and had to be mailed to contractors. One million aperture cards cost \$500,000 to make and it took another \$400,000 to mail them to manufacturers.

Aperture cards can still be found, but they are no longer the mainstay of data management. Most drawings and technical data are now digital with CD-ROM being the common output format. To support the CD data environment, DSCC stores its drawing images in the Joint Engineering Data Management Information and Control System, more commonly known by its acronym JEDMICS. JEDMICS, an extension of electronic commerce and electronic data interchange for business transactions, is currently capable of storing 1.5 terabytes of data.

Although CDs are inexpensive and hold much data, they still have to be burned and mailed to contractors, which can make for delays when solicitation closing dates are pressing. DSCC has now taken a giant step

beyond the CD concept with the implementation of the DSCC/BSM Bidset Interface, or DBi. DBi makes most drawings and technical data immediately available for download from the Internet. Contractors no longer have to wait on CDs to be burned and mailed. They merely go to the secure Web site and download open DSCC and DLA Business Systems Modernization solicitations free of charge in a matter of seconds.

Suppliers get data quicker

"Acquisition lead time is reduced and the quality of the contractor's bid should be increased because they have all the drawings right on their computer," says Dan Nettler, chief of the Technical Data Management Unit. "There's no lag time. They [contractors] can bypass the time associated with request processing, and the burning and mailing of the CD."

Recently the site has been modified to handle even restricted data. Through a system of registration and passwords, contractors now have the convenience of online access to drawings that have limited distribution because of security concerns.

Access to the restricted data is limited to individuals certified as a designated data custodian under the United States/Canadian Joint Certification Program. Each JCP-certified data custodian must register and receive an individual password as a DBi data custodian in order to access any restricted drawings.

"It's an extremely powerful tool, both for the contractor and the center," said Nettler. He adds that the Technical Data Management Unit no

longer has to manually process individual data requests received via telephone, e-mail or fax.

"All associated data items are automatically captured and pushed to the DBi Web site at the time the solicitations post. Registered data custodians can then individually view or download as a group literally hundreds of data items from one or multiple solicitations within minutes," Nettler said.

The overwhelming majority of DSCC's 5.5 million images can be accessed online. The only drawings that can't be accessed through the Internet are those that are classified, rights guarded with restrictions on electronic dissemination, and those few not in electronic format; i.e. mylar drawings.



Peggy Norris, a technical data specialist who is one of the JEDMICS functional system administrators, checks the JEDMICS database at DSCC. The system stores about 5.5 million technical drawings used by contractors who supply parts and equipment to the warfighter. (Photo by David Benzing)

Need for CDs reduced by 80 percent

DSCC first began digitizing drawings in the late 1980s. The center moved from aperture card and paper output to CD-ROM reproduction beginning in 1996, and finally fielded its first limited Web environment in late 1998.

Manufacturers and suppliers are now regularly directed to the secure Web address, DSCC/BSM DBi, <https://dbi.dsc.dla.mil> for all their technical drawing and bidsets needs. Unrestricted drawings are electronically available for viewing or download to all, while access to restricted drawings is limited to those registering with a password.

Rights guarded data, although requested through the Web address, still involves a manual process requiring the burning of a CD and accounts for the minimal CD-ROM production still being accomplished.

Last year, prior to fielding the secure Web site, some 6,700 CDs were burned every month and mailed to contractors. Currently, with the upgrade to a secure Web site, that figure is down to 1,200 per month, constituting an 80 percent reduction in manual workload. ♦



Gary Flowers, a supply technician, burns copies of data CDs from DSCC's compact disc exchange system. The CDs contain restricted data requested by a DSCC supplier. In 30 minutes, Flowers can make 75 copies. (Photo by David Benzing)

DESC Middle East Conducts Site Visits in Central Asia

By Jeffery Feltner
Defense Energy Support Center-Middle East

Defense Energy Support Center-Middle East, with its headquarters located on the island of Bahrain, provides fuel oversight and contract monitoring for DESC headquarters located at Fort Belvoir, Va. One of the many functions of the regional office is to make periodic site visits and conduct semi-annual into-plane surveillance audits. The semi-annual surveillance of DESC contracted into-plane locations is necessary to ensure that fuel providers are fulfilling their obligations under the terms of the contract with DESC and providing quality fuel support to Department of Defense customers landing at these locations. DoD and military aircraft crews accepting fuel rely on this validation procedure when landing at contract locations. The DESC-ME quality assurance representatives and petroleum logis-

tics officers, under the guidance of the quality manager, Jeff Feltner, conduct these visits and audits periodically.

In late 2003, DESC-Middle East Commander, Lt. Col. Scott Carlson, and Feltner made site visits and conducted semi-annual "into-plane" surveillance audits in the northern sector of Central Asia, commonly referred to as the "Northern Stans." The countries visited include Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan. These countries were invaluable to the success of Operation Enduring Freedom and Operation Iraqi Freedom and continue to play major



Inspected fuel pit in Ashgabat.

roles in the stability of the Middle East region.

During this visit, the team noted major safety violations with the fuel-servicing pit at the Ashgabat, Turkmenistan into-plane site. Specifically, the hoses in use at the time of the audit were "water servicing" hoses. Further, the hoses were dry and rotting and reports revealed that there had been six hose ruptures in the last two months.

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During two of the hose ruptures, fuel was sprayed onto military personnel, resulting in skin burns. Additionally, they found that pressure relief suppressors and pressure regulating valves in the system needed to be calibrated to facilitate system shutdown, should the pressure reach a higher limit than the hoses could handle. This would prevent the hoses from rupturing during aircraft refueling operations. The fuel pit was taken out of service

and placed on quality hold, pending correction of the safety discrepancies. In the interim, aircraft refueling trucks serviced all aircraft.

DESC-ME worked closely with DESC Direct Delivery Commodity Business Unit, Central Air Force, Air Mobility Command, Air Force Petroleum Office, and the into-plane contractor to determine appropriate and effective corrective action. Feltner and Raymond Bunch from Central Air Force subsequently

traveled to Ashgabat where they teamed with the contractor, determined required modifications, and developed a parts list to correct the discrepancies. The parts are being purchased and sent to the facility to be installed.

Into-plane audits continue to prove to be a valuable tool for ensuring quality and safety services are supplied to our warfighters and DoD personnel. ♦

Software Saves Years in Identifying Data for Business Systems Modernization

By Scott Andrae
Defense Supply Center Richmond
Public Affairs Office

Faced with the prospect of spending many years to identify data for Business Systems Modernization, the staff at Defense Supply Center Richmond, Va., turned to a software programming effort that did the job in five months.

The data was entered in many different formats over many years in more than 1 million records. Because BSM is an initiative that requires standardization across the Defense Logistics Agency, something had to be done to find relevant information in the records.

DSCR records had written descriptions of National Stock Number items that ranged in length from a few words to several hundred. The descriptions included hints, notations and comments about information in other parts of the records, said David Allen, senior business analyst at Data Blueprint, the company that developed the software.

"The data came from years of manual entry by equipment specialists and quality assurance specialists directly into the system and comes

with all of the idiosyncrasies that one might expect from different personnel with different styles," the project team wrote in a paper presented at the Eighth International Conference on Information Quality on the campus of the Massachusetts Institute of Technology.

"Everybody had a different way of doing it," said Sid McCormac, chief of the Product Validation Office in DSCR's Product Engineering Directorate. "There were thousands of variations in the item descriptions."

Although the data itself was correct, the various description formats made it unusable in BSM, Allen said.

DSCR started out reviewing the records by hand, a process the project team estimated would take one person looking at 5,000 records a month almost 13 years to complete. By comparison, to develop, test and run the software on the million records took the equivalent of less than 20 weeks.

Making sure DSCR's data was included in quarterly updates of DLA's Federal Logistics Information System database was another important part of the software solution.

The software, written in Practical Extraction and Reporting Language,

searches for various patterns in the data. It puts records into one of three categories: records containing data, records that could be ignored because they did not have data, and records requiring manual intervention. Only 7.5 percent of DSCR's records required manual intervention for exact matches at the end of the effort.

Essentially, the software finds data that is used to determine which records are ready to be moved into BSM and which are not, Allen said.

DSCR's approach included several new aspects of extracting data. First, the person analyzing the data can focus on specific questions of interest, rather than having to look through the entire "boilerplate" structure that was built to support the database's original purpose. Additionally, the software can accommodate spelling mistakes in the text, along with small variations in grammar and word order. This allows the analyst to set optional phrases or boundary identifiers to find critical areas in the data and reformat it.

Once the DSCR records are formatted in a standardized way, they will flow smoothly into the next release of BSM, McCormac said. ♦

DESC Funds Six Navy Deep-Water Fuel Depots

By Francis J. Boyle
Facilities and Distribution Management
Defense Energy Support Center

As the Navy looked to the future, supply chain management and logistics integration were major factors in their plan to streamline and adapt to the logistics needs of "The Fleet of the 21st Century." To that end, the Commander of the Naval Supply Systems Command, proposed a shift in the funding for their six deep-water fuel depots from the Navy to the Defense Energy Support Center, to benefit the overall fuel enterprise from improved visibility of the costs of the infrastructure and also to better represent the critical role that these unique facilities play in the fuels and lubes supply chain for the entire Department of Defense. This proposal was only natural since fuels and lubricants are the most mature supply chain in DoD. This supply chain has matured through over 20 years of capitalization from military ownership to central management and ownership by DESC.

The six Navy deep-water fuel depots are located at Naval Supply Systems Command Fleet and Industrial Supply Centers organizations in San Diego, Calif.; Puget Sound, Wash.; Pearl Harbor, Hawaii; Norfolk, Va.; Jacksonville, Fla. and Yokosuka, Japan. These depots are composed of one or more Defense Fuel Support Points and have a critical role as the wholesale distributor for a large percentage of the petroleum products used by all military in those geographic areas. A key benefit will be to provide DESC with a complete picture of the costs of these deep-water fuel depots, thereby preventing sub-optimal resource allocation decisions. This decision also offers the opportunity to better portray the true costs of the fuel supply chain and link the funding of these wholesale Defense Fuel Support Points to the fuel commodity which they receive, store and issue. Because the Navy does not own

the fuel that is dispensed at the deep-water terminals, it cannot burden the price of fuel. Thus, the cost of operating these fuel terminals must currently be obtained by burdening a Navy-owned commodity.

These terminals, except for those in Japan that are primarily funded by the Japanese government, have completed the Office of Management and Budget A-76 Circular outsourcing initiatives recently.

Following these outsourcing initiatives, the current terminal operations represent both effective and efficient enterprises that achieve operational success while also ensuring they remain low-cost. To ensure these operations remain both efficient and effective, DESC managed assessments will be used to gauge performance.

During the DESC and Defense Logistics Agency review of this proposal from the Naval Supply Systems Command, a detailed DESC process to screen military service fuel terminals for funding and periodic review was developed. The acceptance criteria for DESC to fund a military fuel terminal is: has DLA capitalized the stored petroleum product; does the nominated terminal function as an intermediate distribution terminal; does the U.S. fund the cost of operations; and, does DESC need the facility for DoD mission support?

If the answer to all of these questions is yes, DESC will normally accept the terminal for funding. The two most common type of periodic review are A-76 and optimization studies.

To maintain a Navy-to-Navy working relationship for fuel, the Naval Operations Logistics Support Center D.C. Detachment (formerly Navy Petroleum Office), agreed to serve as DESC's management agent providing



Capt. Marvin Wenberg, II, Commanding Officer of the Naval Petroleum Office (front left) and Col. Donald Flowers, Director of DESC's Facilities and Distribution Management Commodity Business Unit, sign final Memorandum of Agreement. Larry Long of NOLSC D.C. (rear left) and Tom Griggs of Facilities and Distribution Management, coordinated the writing of the MOAs.

interface between DESC and Fleet and Industrial Supply Centers for operation and maintenance of the fuel facility operations. To clarify the responsibilities and procedures under which DESC, the Naval Operations Logistics Support Center D.C. Detachment and the six Fleet and Industrial Supply Centers will execute the operations and maintenance of the bulk fuel terminals, Memorandums of Agreement were developed with each of the FISCs. The memorandums cover every aspect of fuel operations and maintenance required to operate a bulk wholesale fuel terminal in accordance with DoD 4140.25-M and the A-76 Performance Work Statement.

DESC will begin funding the operations of these Defense Fuel Support Points in fiscal 2004. The fiscal 2004 budgets have been reviewed and approved and will be funded as reimbursables. These Government-Owned-Government-Operated Defense Fuel Support Points will be incorporated into DESC's regular budget process for Government-Owned-Contractor-Operated Defense Fuel Support Points. ♦

eWorkplace Release 1.3 Expands Information Access

By the DLA Knowledge Management Communication Team

Release 1.3 of the Defense Logistics Agency eWorkplace is available now to headquarters and field sites. The primary goal of the eWorkplace program is to provide DLA employees with a common information environment that delivers valuable, job-related information and services. With this and future releases, the Agency is incrementally adding content and capabilities, which include enhancements based on feedback from DLA employees currently using the DLA eWorkplace. Release 2.0 was scheduled for February 2004. "This will add value for your team," said Rex McHail, Knowledge Management Program manager, "allowing easy access to the DLA applications you use most and the ability to communicate and collaborate agency-wide."

The DLA eWorkplace provides a single platform for information, tools and collaboration information so employees can better and more efficiently serve customers as well as connect and improve internal processes. Key features include: personalization of My Page, which provides the ability for users to personalize

their homepages to contain the information, services and Intranet sites they use most often; single sign-on, which allows users to access all of the DLA sites and services they use with a single password; and tools to enable collaboration and information sharing so teams can share knowledge, manage working documents and resolve issues.

Release 1.3 includes several new features and content such as access to important DLA performance metrics; helpful tips and updates about the DLA eWorkplace on the home page; a reorganized My Life section providing easy access to the DLA Employee Benefits Information System, myPay, your Personnel File and more; and additional DLA applications for which people can use single sign-on capability.

The DLA Knowledge Management Team highlighted some of the new features to DLA eWorkplace collaboration with examples of how these features can add value and make employees' work simpler and more efficient.

Real Time Discussions

Use a chat to have a real-time discussion with multiple co-workers to make a quick decision; delegate last-minute tasks without having to meet in person; or have a discussion with colleagues in multiple locations.

Instant Messaging

Use instant messaging to communicate instantly with DLA colleagues to check if co-workers are available before walking to their office; ask a quick question without having to leave your desk or disturb a colleague with a phone call; or send a reminder a few minutes before a meeting or deadline.

Note that SAP instant messaging real-time discussion (chat) capabilities are available only to people with DLA Local Area Network accounts and cannot be used to communicate outside the DLA environment.

Library

Use the library to organize and store shared documents. No more digging through weeks of e-mails to locate an attached document, and make documents available to your whole team without maintaining cumbersome email distribution lists.

To use the DLA eWorkplace, simply click the icon on your desktop. Go to the "Getting Started" tab on the home page for interactive online training, online help and the Getting Started card. In addition, members of the DLA eWorkplace team are available to visit office team meetings to provide a demonstration and answer questions. To schedule a demo, contact Montressa Washington at Montressa.Washington@dla.mil. ♦

"This will add value for your team, allowing easy access to the DLA applications you use most and the ability to communicate and collaborate agency-wide."

-- Rex McHail

DDC Works to Improve Safety and Increase Readiness

By Jessica Walter-Groft
Defense Distribution Center
Command Affairs

The Defense Distribution Center in New Cumberland, Pa., is always looking for ways to better support the warfighter and to provide the highest quality customer service possible. To do this, the DDC work force has to be able to perform at an optimal level, so DDC Commander Brig. Gen. Kathleen M. Gainey, USA, has made safety a DDC priority. "Safe and healthy employees are an essential element of a productive work force and I intend to provide the support necessary to improve safety performance throughout the DDC," she said.

In May 2003, Secretary of Defense Donald Rumsfeld began a department-wide accident reduction effort. He challenged all Department of Defense leaders to reduce the number of accidents and mishaps by at least 50 percent in the next two years. "These goals are achievable, and will directly increase our operational readiness. We owe no less to the men and women who defend our nation," said Rumsfeld.

Safety officials at DDC are striving to reduce the rate of accidents resulting in lost workdays from 3.2 to 1.6 (per 100 employees) by September 2005. Lost workdays are a combination of Continuation of Pay and Leave Without Pay that is taken because of work-related accidents. The majority of injuries that result in lost workdays are back and hand injuries, strains and sprains.

To reduce the number of injuries, and subsequently the number of lost days, DDC will implement the Depot Safety Action Plan 2004 and regularly monitor the plan's progress. "The Depot Safety Action Plan 2004 focuses on determining the root cause of repeated accidents and

improving communication all along the way — from accident prevention to returning injured employees to work. The plan is also designed to promote employee participation and to provide wellness and safety resources to the depot employees," said Dave Mack, DDC safety manager.

DDC and DLA will also be instituting measures to bring employees back to work quickly. One of these new measures is the DLA Injury Compensation Center (ICC). The goal of the ICC is to ensure that injured employees obtain the benefits they are entitled to and to get the employees back to work in some sort of limited or light

duty capacity as soon as they are medically capable. To do this, the ICC is involved in the process very soon after the injury occurs. From that point, the ICC is actively involved in the injured employee's case — communicating with the supervisors, employees, safety officials and physicians involved.

"We feel that making sure that all parties involved are well-informed assists in the recovery and return to work of our employees," said Donna Estep, Injury Compensation program administrator.

With a work force at an average age of 49 performing physically demanding tasks, DDC's distribution centers have been plagued by a high number of on-the-job injuries, but none more so than Defense Distribution Depot San Joaquin, Calif.

Because of this, DDJC has

formed a Case Management Team that analyzes each incident to determine how the accident can be prevented in the future and how they can get the employee back to work as soon as possible. "Although the work force may be older, on average, than one you would find doing a similar job in the private sector, the depot employees are very knowledgeable about the job they do and that is vital to our mission," said Mack. For those employees who are injured on the job, the DDJC Case Management Team can usually find a modified or light duty job for them to do



Frank Barclay of DDSP uses a safe lifting technique to remove a box from a pallet.

See Safety, page 16



Mark Romanoski of DDSP places chains along a truck pit to guard against falls.

until their medical restrictions are lifted and they are ready to go back to their original position. Mack thinks this is a smart idea. “That way the employee is getting back to work and being productive.”

And the depot’s production rate doesn’t seem to be the only advantage for getting an injured employee back to work sooner — it benefits the employee as well. “After an injury or illness, an employee’s most effective route back to good health is to return to a normal life and a satisfying work routine,” according to the Federal Occupational Health’s Return to Work Program. FOH says that those who return to work as soon as medically capable are generally more satisfied with their recovery process.

The fastest way to begin the process of getting an injured employee on the road to recovery, and to prevent future injuries from occurring, is to report the incident as soon as possible. So DDC has established a new goal to report any accident that may result in lost time within 24 hours. “Not only will this move the process along at a higher rate, returning the employee to work as soon as possible, but our hope is that this early time frame will give us the opportunity to conduct a thorough investigation,” said Mack. Recording specific and accurate information is crucial to the investigation, so safety officials want to know exactly where the incident occurred, why it occurred and what the employee was doing at the time so they can determine how future accidents can be prevented.

DDC is also using a new Web site and the Safety and Health Information Reporting System (SHIRS) to report work-related accidents. By making information on the incidents readily available, safety officials are able to prior-

itize their efforts according to the installations needing the most attention.

Another tool used to measure the safety climate at DDC installations is a report compiled by EA, an environmental solutions firm hired by DDC to evaluate the safety programs at DDC’s distribution centers. The report, presented to DDC in September 2003, indicated an overall improvement of the safety programs, but still identified hazards in areas such as fall protection, electrical, storage racks, dock operations, machine guarding, housekeeping, material storage and fire protection. To eliminate the hazards found, each will be assigned a risk assessment code to show its priority, then the progress of each will be tracked by safety officials until the hazard is eradicated.

Although safety officials are watching the safety program closely and looking for ways to prevent injury, the most important component in the workplace safety program is the distribution center employee. “Employee involvement in the safety plan is critical,” said Mack. Taking shortcuts like removing safety guards on equipment or not using personal protective equipment can lead to serious injury, so Mack encourages all employees to pay attention and challenge each other to work safely.

Another important component to preventing work-related accidents is communication. “If you see a hazard, report it to your supervisor right away,” said Mack. “We want to do all we can to keep our employees healthy and at work, being productive, so we are better able to be at the ready in support of the warfighter — our ultimate goal.” ♦



Steve Harper places labels on boxes in the Light Packing area of DDSP.

Culture's Role in Preventing Injury at DDYJ

By Jessica Walter-Groft
Defense Distribution Center
Command Affairs

Defense Distribution Depot Yokosuka, Japan, has very few on-the-job mishaps. In fiscal 2003, DDYJ only had four mishaps. The average for the other 21 depots was 45. Defense Distribution Center Safety Manager Dave Mack attributes this to the impact of culture on DDYJ employees. For example, all DDYJ employees take part in a short exercise program that is broadcast throughout the installation each morning. Since these employees have a job that can be physically demanding, the morning stretches help to warm up their muscles and

prevent strain.

Another cultural component that aids in accident prevention at DDYJ is repeated instructions. At DDYJ, it is a common practice for employees to repeat instructions back to their supervisors. So if they are asked to "move that box onto the pallet," they repeat it: "I will move this box onto the pallet." By doing this, the employees dramatically reduce the chance of miscommunication that may result in injury.

"I realize that American culture



Employees at DDYJ perform morning exercises, decreasing their risk of injury.

differs from that of the Japanese, but this gives us something to work toward. DDYJ is a perfect example of how improving attitudes and behavior can dramatically reduce injury," said Mack. ♦

NIOSH to Conduct Ergonomics Study Using DDSP Employees

By Jessica Walter-Groft
Defense Distribution Center
Command Affairs

Defense Distribution Depot Susquehanna, Pa., has volunteered to take part in an ergonomics study conducted by the National Institute of Occupational Safety and Health to determine if ergonomic intervention reduces employees' exposure to the physical risk factors of neck, shoulder, hand and back injuries.

The study will identify specific jobs or tasks that are likely to benefit from ergonomic intervention in the form of work aids (devices) or behavior modification (proper bending, twisting, materiel handling, etc.). After studying these jobs, NIOSH personnel will suggest a series of ergonomic interventions to DDSP command. It will be up to DDSP to decide which interventions to put in place. NIOSH will then return to the job site to repeat the study to see if the ergonomic interventions made a difference in reducing risk factors and increasing employee productivity.

"By participating in the NIOSH study, we are given free access to trained ergonomics specialists that will help us improve our safety and productivity operations — and at little to no cost to the taxpayer," said Renee

Hartman, DDSP safety manager.

DDSP is the only federal facility that will be involved in the study that is expected to last nine to 12 months, and DDSP will be able to share the knowledge gained from the study to improve the safety programs at other distribution centers. ♦



Michael Moharter of DDSP demonstrates an ergonomic tilting mechanism that allows employees to easily access the materiel on the bottom of a container.

Continual Learning Makes Dispute Resolution Program Successful

By Kathy Hausknecht
Defense Reutilization and Marketing Service
Public Affairs Office

Not too long ago, the only choice at the Defense Reutilization and Marketing Service, Battle Creek, Mich., for settling disputes was the lengthy and costly process of litigation. But since its implementation in 2000, the Alternative Dispute Resolution program has become a money-saving and communication-building alternative. Instead of attorneys, employees trained as mediators are used to resolve disputes.

To keep the program successful, employees attend annual workshops to stay informed of what's going on in the field. The fact that "ADR continues to grow is no accident," said Reba Harrington at an ADR symposium held in September in Battle Creek, Mich. Harrington, DRMS assistant counsel who heads the program, is continually tweaking the workshops.

"There is always room for improvement in any program and our ADR Program is no exception. Making sure managers and employees are aware of and understand the Office of Counsel ADR Program is always a great challenge. The DRMS-G Legal Web page is a vehicle that we use to keep our employees up-to-date on ADR developments," she said.

At the training, Harrington added a recognition component to the program.

Four employees were nominated and recognized for their ADR efforts at the workshop. Mike Malone, DRMS chief counsel, presented Ron Bayes with the ADR Excellence in Acquisition award. DRMS Procurement Chief Bayes is a charter member of the ADR Working Group and was cited for being instrumental in steering contract resolution.

Also recognized were Keith Bloomensaat, Mary Knapp and Cindy Phillips. Bloomensaat mediated the largest contract dispute for DRMS which involved RCI Logistics. Family Advocacy Program Manager Knapp is a staunch supporter of ADR and has dealt with violence in the workplace issues. American Federation of Government Employees President Cindy Phillips is also a proponent and advocate of ADR. Her efforts have helped improve the climate in the workplace.

The four-day workshop included

two days of advanced mediation training from Mike Nowakowski, Federal Mediation and Conciliation Services. Other experts presenting information included Niketa Wharton, Jessie Robinson, Doug Van Epps and Attorney Wanda Nash.

Current statistics confirm that ADR is successful. For fiscal 2003, of the 13 workplace dispute mediations conducted, 12 were successfully resolved leaving only one unresolved. Of the three contract dispute mediations, all were successful. The estimated savings on resolving workplace disputes in lieu of litigation is nearly a quarter of a million dollars.

Harrington credits the program's success to DRMS Chief Counsel Mike Malone, who is a strong advocate of the program. "My boss supports ADR and makes sure the resources are available to promote the ADR program," she said.



Federal Center employees attend annual ADR workshop.

In addition, the program is supported by the three main agencies at the Federal Center as well as at the Defense Logistics Agency headquarters' level.

"The DLA Office of General Counsel has developed a very successful ADR program throughout the Agency. Trained and qualified mediators are available through the DLA ADR Counsel, Beth Lagana, at Defense Supply Center Columbus, Ohio. We have mediators locally who are very competent. The success of this program

has been universal," Malone said. "I am very proud of the ADR program that has been developed here. We have gotten great support from the ADR Working Group and from the leadership of DRMS, the Defense Logistics Information Service and the Defense Logistics Agency Systems Integration Office."

An ADR Working Group was established by the Office of Counsel in March 2000 to promote and raise awareness of ADR. The process brings

together the parties involved to resolve a dispute in lieu of more formal and costly legal proceedings. The process gives the parties more control of their destiny by improving communication and getting to the point of the conflict.

The Office of Counsel resolved ten cases in the first year and five more cases this past year. The group consists of mediators and representatives from DRMS legal, contracting and personnel offices, EEO, DLIS and AFGE Local 1626. ♦

DLA Europe Drivers Receive Advanced Training

DLA Europe

Eleven European Defense Logistics Agency staff members, military and civilian, received the ride of their lives in September. Each drove a government vehicle in extreme situations as part of a training course conducted by Allgemeiner Deutscher Automobil-Club (ADAC), the German equivalent of the American Automobile Association.

While all United States personnel stationed in Germany who want to drive receive classroom instruction on European traffic regulations and road signs, this training was hands on.

Ralf Krause and Carsten Foehr provided the instruction at the closed course in Bensheim, Germany. ADAC provided the full day of training at no charge to demonstrate what the group could offer DLA.

In addition to hairpin curves and too many orange traffic cones, the course includes a 50-meter sheet of smooth granite, which Krause and Foehr kept wet to increase the slipperiness. This slab allowed the drivers to experience driving on ice, even on a sunny fall day.

Before the drivers could test the ice, they had to weave around traffic cones and take their government vehicles through hairpin curves with 20-kilometer per hour (12

miles per hour) speed limits.

The sheet of ice was the scene for several events. After practicing braking on ice at several speeds, the students tried braking with the left tires on the pavement and the right tires on the ice – a recipe for a skid in a vehicle without an anti-lock braking system. Then they tried making sharp right

turns on the ice without braking. If they succeeded, they tried again at a higher speed until they slid out of the curve.

One of the lessons the drivers learned first-hand is that government vans are not as nimble as private sedans.

Another maneuver involved a barrier in the middle of the road. The object of the event was to pop over a small rise, see the barrier and go around it to the right or left, while braking hard. Not too difficult.

Then the students performed the maneuver again with a pedestrian behind the barrier. They could not turn left or right around the barrier until they determined which way the pedestrian, cleverly disguised as an ADAC instructor, was going to go.

The DLA leadership in Europe reviewed the training day and decided to offer the training to everyone who operates a government vehicle. ♦



Although it was a sunny fall day, the driving instructors of the German Allgemeiner Deutscher Automobil-Club managed to create rain for the students.

Environmental Management System Is a Tool for DLA Mission

DLA Public Affairs

Using systematic environmental management to improve the Defense Logistics Agency's overall mission performance was the theme of DLA's Environmental Management System Training and Implementation Workshop held in November at Fort Belvoir, Va. An expert lineup of EMS leaders, trainers and practitioners engaged DLA headquarters and activity employees on how an EMS is structured and how it can impact the Agency's mission and employees.

Executive Order 13148, "Greening of Government Through Leadership in Environmental Management," requires all appropriate federal facilities to have an EMS in place by Dec. 31, 2005. EMS is also seen as an improved business practice by the Office of Business and Management and the President's Council on Environmental Quality. Department of Defense EMS policy requires DoD components to implement EMS to support mission goals.

The purpose of DLA's EMS workshop was to provide awareness-level EMS training, create a catalyst for implementing EMS and begin integrating it with Agency strategic goals. Jean Shorett, DLA EMS manager, designed the training with expert speakers from a wide range of organizations presenting EMS strategy, training, information, tips and resources for implementation.

DLA Vice Director Maj. Gen. Mary Saunders, USAF, was the keynote speaker. She provided both personal and Agency perspectives on the importance of strong environmental practices. She also challenged participants to use EMS in improving DLA's overall performance.

"I think EMS is so critical," Saunders said, "because it makes us think about how we as a community and as citizens impact the environment. We are not just looking for compliance. We want to focus on how we want to implement the program and then aggressively work through it. I am here today because I support this environmental system. DLA is taking a leadership role in making this requirement a tool for improving our overall performance — systematically accomplishing our environmental and mission priorities. EMS is something we all do together."

Saunders also recognized the Defense National Stockpile Center's EMS team for its leadership. She presented Certificates of Conformance with ISO 14001, the internationally recognized EMS standard, to Cornel Holder, DNSC administrator, and nine DNSC depot managers on behalf of their EMS teams. DNSC is the first DLA field activity to implement the ISO 14001 standard and has 10 of DoD's 21 facilities with an EMS in place.

John Coho, EMS lead in the Office of the Deputy Undersecretary of Defense for Installations and Environment,

provided DoD perspective on EMS. "EMS is a management process, not a program," he said. "It is a tool that allows implementation over time to provide value to your organization."

Deputy Federal Environmental Executive in the Office of the Federal Environmental Executive Ed Pinero taught a one-day EMS training session. He stepped participants through parts of the ISO 14001 EMS standard. He also engaged the audience in discussions of the significance, goals and steps to create EMS for DLA and its activities. Pinero drew on his broad experience with EMS in industry and government as he described what EMS is, what it involves and how and why it benefits organizations.

"The only way you don't need an EMS would be if your organization doesn't consume anything, if it doesn't produce waste and if it doesn't use energy," Pinero said. "EMS is not a trend. It is a valuable system that is here to stay. It shouldn't be looked upon as something extra you have to do. Overall, it provides better business practices and sound management. With EMS, everyone becomes accountable."

Pinero continued, "An EMS describes what will be done, how the process will be measured and what indicators will determine when objectives and targets have been met. Every employee in an organization should know what the EMS policy says and where they fit in making it happen."

Deputy Director of the Virginia Department of Environmental Quality Harry Gregori joined the workshop as lunch speaker. He described his experience implementing EMS at Virginia's DEQ. He also described its importance in collaborating with communities and state governments. He gave special recognition to Defense Supply Center Richmond, Va., for their community-based EMS.

Acting Director of DLA Support Services Regina Bacon expanded on Saunders' themes and asked attendees to identify three ways EMS could support their mission goals. Shorett briefed the group on DLA-specific issues and took questions on implementing EMS.

EMS lessons learned were the theme of a panel discussion. The panel included Jimmy Parrish of DSCR, Rob Davie, chief of the Operations Division of the Radford Army Ammunition Plant, and Steve Surface and Lori Davidson who led the DNSC EMS team. Each discussed how they approached implementing EMS, provided practical advice and outlined benefits.

David Kling, director of the U.S. Environmental Protection Agency's Federal Facility Enforcement Office complimented DLA on its leadership in promoting "green products" and outlined ways EPA is considering using EMS to streamline environmental regulation. ♦

Marine Corps-DLA Day Conference Brings Logisticians Together

By Gladys Rios-Bush
DLA Public Affairs

Continuing to Improve Logistics for Tomorrow's Warfighters" was the theme for the Defense Logistics Agency and Marine Corps' annual conference. Leaders from both organizations gathered in November at DLA headquarters in Fort Belvoir, Va.

They discussed a variety of topics focused on improving Marine Corps readiness. The conference provided a forum for Marine Corps and DLA logisticians to address mutual concerns, establish initiatives and adjust the course of their future direction.

"This is the largest Marine Corps Day I've seen. I appreciate everyone being here," said DLA Director Vice Adm. Keith Lippert, SC, USN, in his opening remarks. "Today we will focus on how to best support you."

Lt. Gen. Richard Kelly, deputy commandant for installations and logistics at Marine Corps Headquarters, talked about business leadership and approaches to doing business in an efficient

manner. "We can be successful through our relationships," Kelly said. "We have great potential for our future."

Lippert provided a DLA command overview and emphasized the support DLA is providing to Operation Iraqi Freedom. He stated that during the initial stages of the operation there were some problems. To correct them, DLA hired more people who were trained and placed successfully to provide timely and continuous support.

"We want to know how to improve communications and provide better service for you," Lippert said.

Lt. Col. Bob Rackham from Marine Corps Headquarters explained the Corps' operational architecture and global combat support system. He described the tasks, activities, operational elements and information flows required to accomplish or support a military operation.

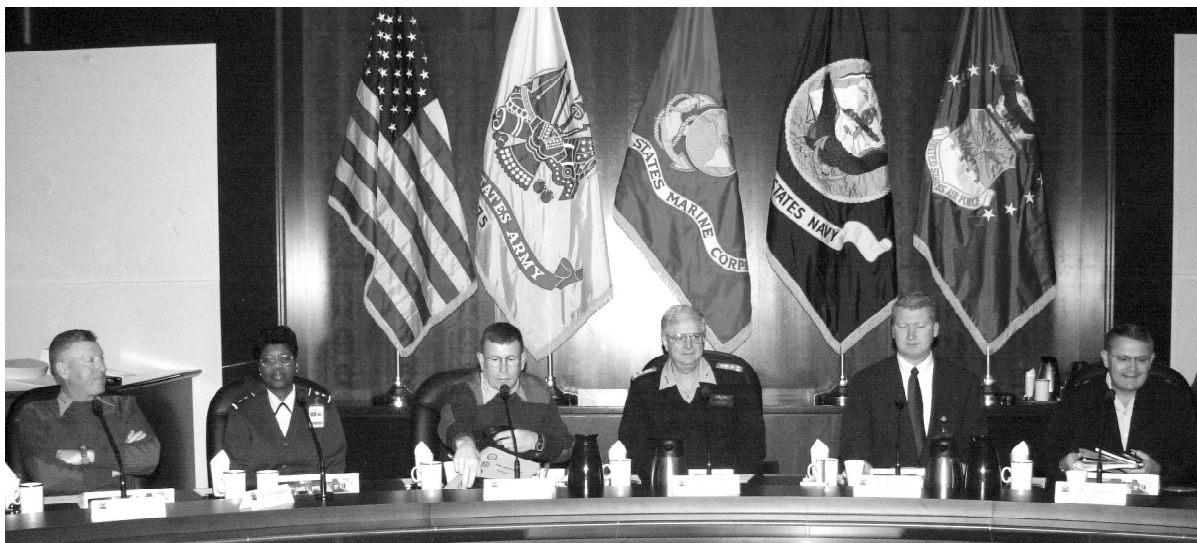
When explaining the benefits of the operational architecture, Rackham said it would enable the Marines to improve on how they are doing logistics on the bat-

tlefield.

Other topics discussed included transformation of DLA, supply chain integration, Marine Corps Sea-Basing concept, Operation Iraqi Freedom supply chain management and Marine weapons systems.

The conference provided an atmosphere where leaders could open up lines of communication and use their creativity to make plans for developing relationships to accomplish missions timely, efficiently and successfully.

The day's events concluded with the presentation of the Superior Civilian Service Award to Bill Bartley, DLA customer support representative stationed at Camp LeJeune, N.C., for his support and outstanding customer service while deployed with the 2nd Supply Battalion, Marine Logistics Command during Operation Iraqi Freedom. He was an integral part of the battalion's staff and, the citation stated, "worked tirelessly to make sure identified critical items were available to support the warfighter." Lippert presented the award. ♦



DLA Director Vice Adm. Keith Lippert (third from right), DLA Vice Director Maj. Gen. Mary Saunders (second from left) and Marine Corps leaders talk about better ways to work together. (Photo by Thomas Wilkins)

Latest Industry Round Table Focuses on Affordable Readiness

By Scott Andrae
Defense Supply Center Richmond
Public Affairs Office

Expanding the Partnership - Affordable Readiness, was the theme of the third Senior Executive Partnership Round Table held in November in Florida. The Round Table is a meeting of representatives from Department of Defense supply centers, defense aerospace manufacturers and government agencies, and is held every six months.

Representatives from the Defense Logistics Agency, Defense Contract Management Command, General Services Administration and industry presented information. There was also a panel of executives from government and industry that discussed their efforts on partnerships and affordable readiness. Discussions included expanding the DoD-industry partnership through more joint ventures, continuing the dialogue, collaborating on performance metrics and developing joint metrics.

Supplier Team Performance Awards were presented to

industry's top three performers at Defense Supply Center Richmond, Va.: Platinum Supplier – Honeywell International, for reaching “blue” status on performance metrics, and Gold Suppliers – Moog Inc. and Sikorsky Aircraft Corp. for achieving “green” status.

Strategic Supplier Alliance Awards were given to BAE Systems North America, Boeing Co., Canadian Commercial Corp., Eaton Corp., General Electric, Hamilton Sundstrand Corp., Honeywell International Inc., Northrop Grumman Corp., Parker Hannifin Corp., Pratt & Whitney, Rolls-Royce Corp., Sikorsky Aircraft Corp. and Textron Inc. These companies are partners in strategic supplier alliances with DLA.

The goals of the Senior Executive Partnership Round Table are to build a foundation for long-term collaborative logistics, build relationships and expand common interests. These executive-level meetings are a place for open and free discussion and idea sharing with the purpose of improving readiness, streamlining the acquisition process, lowering costs and reducing overhead. ♦

DLA Leadership Council is Formed, Meets at DSCC

By Debi Hybert
Defense Supply Center Columbus
Public Affairs Office

Top representatives from Defense Logistics Agency field activities and DLA headquarters met for the first DLA Leadership Council meeting in November at Defense Supply Center Columbus, Ohio.

The council, chaired by DLA Vice Director Maj. Gen. Mary L. Saunders, USAF, was formed to strengthen the leadership of the Agency.

“We wanted a forum in which effective senior level supervisors and effective first level supervisors could exchange ideas and discuss important Agency concerns,” said Jeff Neal, council member and DLA director of human resources.

Since the council is still in its

infancy, many decisions are still being made such as the length of time each council member will serve and if the members will rotate their positions with others in their agency. Neal said these decisions will be made by the council, but that he would like to see “a mix of new and continuing members.” Neal said that a charter for the council has been drafted, and he hoped the decisions would be made at the second meeting.

During the November meeting, which the DLA Training Center helped organize, the most-discussed topic on the agenda was the leadership development initiative.

“It is very important that DLA provides management with all the tools they need to be successful,” Neal said. “We are very aware of the

demands we put on management, and part of the leadership development initiative is to include training, cross-training and coaching. Leadership development is something we have focused on since reviewing the results from the DLA Climate/Culture Survey.”

During the meeting, each of the 31 council members had the opportunity to speak. Most made a point to mention that they appreciated being part of the council, and that the discussions were beneficial.

“I hope the members gained an understanding of our consistent approach to leadership,” Neal said. “I want associates to be provided with a proper program to succeed. DLA is a fantastic Agency and the people make a difference each day.” ♦

DLIS Personnel Attend Logistics Engineers Conference

By Alisha Case
Defense Logistics Information Service
Marketing Specialist

Members of the Defense Logistics Information Service, Battle Creek, Mich., participated in a panel to discuss “Acquisition Support in an e-Business Environment” at the 38th Annual International Society of Logistics Conference in August. Chairing the panel was Col. Joseph D. Cassel Jr., USMC, DLIS commander. His panel members were Peter Benson, Electronic Commerce Code Management Association (ECCMA) president; Gabrielle Zimmerman, DoD EMALL program manager; Richard Andrews, professor of logistics, Midwest Region of the Defense Acquisition University; and Glenn Holmwall, DLIS Cataloging director.

The panel addressed the latest Department of Defense and commercial initiatives, the rationale behind them and some of the impacts to the warfighter. Logistics issues, acquisition and supply lessons learned were highlighted as well as opportunities for the future.

Over the past several years, the federal government has begun numerous programs, initiatives, and legislative changes to reform the acquisition process. Specific areas of concern included reducing acquisition costs, streamlining the acquisition system, utilizing performance-based acquisition, and encouraging the greater use of both commercial products and practices by eliminating government-unique terms and conditions.

Users of the Federal Catalog System and the Federal Logistics Information System depend upon the DLIS work force to develop and apply government cataloging and business standards for all logistics data. They define and maintain standard cataloging policies, business rules, and provide both standard and unique products and services. The resulting data directly supports acquisition and life cycle management of items procured or used by the military services. Such support is part of the DLIS mission to “create, obtain, manage and integrate logistics data from a variety of sources and then to disseminate it as user friendly information to the warfighter.”

Identification--Procurement--Distribution--Disposal



DLIS Commander, Col. Joseph Cassel Jr., USMC, chaired a panel at the 38th Annual International Society of Logistics Conference.

e-Business and the changing DoD acquisition environment

Andrews discussed the “The Future Logistic Enterprise (FLE),” which is an integrated set of six collaborative initiatives to achieve end-to-end customer service within the DoD logistics operations. The primary intent of the initiatives is to accelerate the implementation of integrated logistics chains and commercial information systems to meet warfighter sustainment needs and the operational requirements of the National Defense Strategy. The initiatives are focused on mid-term policy, process, and systems changes necessary to continue to effectively support warfighting customers. In addition, he addressed the significant logistics aspects of the new DoD 5000 series acquisition policy documents released in May 2003 to include such topics as Evolutionary Acquisition, Performance Based Logistics, and Total Life Cycle Systems

See Engineers, page 24



Gabrielle Zimmerman, DoD EMALL program manager, presented information on the background and benefits of the DoD Electronic Mall at the conference.

Management. Andrews also provided his perspective on the support DLIS can provide in the acquisition process.

Support to the acquisition program comes from DLIS participation in formal provisioning efforts and database systems such as Central Contractor Registration, Hazardous Materials Information Resource System, Military Engineering Data Asset Locator Systems, Universal Directory of Commercial Items UPC, and the Department of Defense Electronic Mall.

By providing provisioning support, DLIS personnel are assisting in the best selection, procurement, and cataloging supply items that are required to sustain weapon systems and other government requirements (data calls provisioning; guidance and Logistics Support Analysis conferences technical data validation; etc.).

ECCMA open technical dictionaries

Benson spoke of DLIS' key role to encourage standardized naming systems. The Electronic Commerce Code Management Association mission is to support the development of a common descriptive language for identifying, describing and differentiating goods and services. He

states, "Logistics is all about getting the right item to the right place at the right time and doing it efficiently, reliably and, above all else, quietly. A good supply chain is one that not only hums quietly in the background but also anticipates demand. To a supply chain manager, establishing and maintaining inventory visibility is critical, not just in terms of where an item is but what an item is. Standardized descriptive languages can play a crucial role in establishing and maintaining inventory visibility."

The Department of Defense Electronic Mall – DoD EMALL

Zimmerman presented the background and benefits of the Department of Defense Electronic Mall.

The Defense Logistics Agency was named as the executive agent for DoD EMALL, which remains dedicated to its DoD-wide mission. The online service was created to leverage purchasing power across agencies to provide the warfighter and other federal agencies with volume discounts from military and commercial suppliers.

The mall strives to be the single entry point for purchasers to find and acquire off-the-shelf, finished goods and services from the commercial marketplace and government sources. Customers can search, locate, compare, and order material with near real time visibility into public and private sector inventory levels and lead times. Such purchasing reduces product cost, process and other

"The overall goal of the creation of a force that is dominant across the full spectrum of military operations – persuasive in peace, decisive in war, preeminent in any form of conflict."

-- Glenn Holmwall



Glen Holmwall, DLIS Cataloging director, discussed the current logistics environment compared to the FLE, during the conference.

operations costs, and transaction costs.

Data and cataloging solutions that meld defense and commercial logistics

Holmwall discussed the current logistics environment compared to the FLE. The current environment involves best practices, reduced acquisition cost, and total life cycle management. Holmwall stated that current administrative desires, related draft policies and cost cutting visions for the future have caused many tried and proven government practices to be streamlined or simply replaced by new commercial practices. This in some instances has caused supply problems or increased costs in the short term and long term logistics issues. Reduced acquisition costs and schedules take priority over sustainment needs and sometimes “best practices.” Technical data about supply items for sustainment continues to be very difficult to obtain, and the logistics importance of the acquisition-sustainment interrelationship is just starting to be realized.

According to Holmwall, our future involves, “The overall goal of the creation of a force that is dominant

across the full spectrum of military operations – persuasive in peace, decisive in war, preeminent in any form of conflict.”

As we look to the future, Holmwall believes that most of our strategic plans refer to a smaller weapon system logistics footprint, more varieties of contractor logistic support and performance based logistics contracts awarded, autonomies (“smart” parts) on more weapon systems, online information needed by warfighters, simplified ordering and express shipping, more competition for parts suppliers, parts tracking and accountability still required, being able to deal with multiple supply chains, and more sophisticated government to business partnerships.

Often the warfighter tells DLIS personnel what is required, which DLIS catalogers support through cataloging excellence, using best commercial practices, and supporting to the DLA Enterprise. In essence, we partner with the warfighter.

The staff maintains the highest level of technical expertise about DLIS’ databases, data handling, data quality, data storage, and data security. DLIS integrates acquisition and logistics into its government initiatives like, CCR, DoD EMALL, ECCMA, and other government industry support. Not only does DLIS catalog all 7 million supply items used by the U.S. government, but they also catalog 16 million items with 50 NATO and friendly nations.

The DLIS leadership role in international cataloging is an important and growing one. Besides DLIS personnel operating the U.S. National Codification Bureau, DLIS Deputy Rick Maison was recently elected as the chairman of the Main Group of the NATO Allied Committee 135. Forty-two percent of all National Stock Numbers are Allied used and 30 percent of new National Stock Numbers are NATO. Additionally, the international cataloging experts at DLIS also helped to form the Pacific Area Senior Officers Logistics Seminar that sponsors the Pacific Area Cataloging System, whose primary purpose is to encourage use of the system.

Other international services DLIS provides include: writing and administering Foreign Military Sales cases; hosting the “National Codification Bureau College” (now in its fourth year); providing in-country cataloging seminars around the world; and most recently producing a NATO cataloging naming and classification directory, available in nine languages (English, Spanish, Italian, French, German, Czech, Dutch, Hungarian and Polish).

According to Holmwall, DLIS efforts in provisioning support really tie the acquisition to sustainment through data integrity, data integration, and data interoperability, provisioning is the bridge from acquisition to sustainment, he said. ♦

DSCP Hosts Successful Subsistence Conference

By Bill Ernst
Defense Supply Center Philadelphia
Corporate Communications

The Defense Supply Center Philadelphia's Subsistence Directorate hosted its 2003 Worldwide Customer Conference and Food Show recently in Atlantic City, N.J. Over 1,100 customers, vendors and Department of Defense employees attended the conference. In addition, there were 172 food service companies and 220 food display booths.

Defense Logistics Agency Vice Director Maj. Gen. Mary Saunders, USAF, was the opening keynote speaker at the conference's general session, followed by DSCP's Commander, Col. (Promotable) Raymond V. Mason, USA. Capt. Jeffrey D. Bradley, SC, USN, DSCP's Subsistence director, was the final speaker for the morning conference session.

All three speakers delivered a singular message that, as America's military and federal agency food supplier, DSCP is continually looking for new and

innovative ways to stay ahead of its customers' needs. Informative afternoon workshop topics included food service, produce, operational rations, Prime Vendor Europe and Pacific, cooking demonstrations, food service equipment, quality control, and billing.

On the second day of the conference, guest speakers included E. Robert Chamberlain, president and C.E.O. of NISH, Inc. and Franco Harris, National Football League Hall of Famer. Later in the day, conference attendees had the opportunity to meet with nationwide food manufacturers, food equipment suppliers, and operational rations producers at the food show.

"Each year the conference is more successful," said Flossie Weller-Turpin, DSCP's Conference and Food Show manager. "This year we had the biggest and best-attended show by the Air National Guard and Coast Guard, along with Army, Navy, Air Force and Marine Corps personnel, who have been regular attendees at previous subsistence conferences."

Weller-Turpin said the conference is a valuable networking and learning experience for all members of the food industry program. She said that she co-scheduled individual food-service meetings after the conference for all four military service branches plus the Air National Guard.

The next conference will be held in July 2004 in San Antonio, Texas, and will again include food service meetings for all military services, Air National Guard and the Coast Guard, which have become key players in the DSCP subsistence prime vendor program.

DSCP's current food service customer base includes 302 Navy ships and 529 military installations worldwide, 102 in the Pacific, 74 in Europe, 39 in Southwest Asia and 314 in the continental United States. In total, these programs feed over 1 million people three meals a day. Other current and potential DSCP Subsistence Directorate customers include armed forces military hospitals, public school systems, Job Corps Centers and federal prisons. ♦

Mason Takes Command of DSCP

Col. Raymond Van Mason, USA (Promotable) assumed command of the Defense Supply Center Philadelphia, Pa., in September 2003. Mason replaces Brig. Gen. Gary L. Border, USA, who was promoted to Maj. Gen., and assigned as the Deputy Chief of Staff, G-4, for the U.S. Army Forces Command at Fort McPherson, Ga.

As the presiding officer, DLA Director Vice Adm. Keith Lippert, SC, USN, described the ceremony as both bitter and joyous, as he and DSCP said goodbye to Border and welcomed Mason.

During his remarks Lippert highlighted Border's leadership, including DSCP's efforts in support of America's warfighters during Operation Enduring Freedom and Operation Iraqi Freedom. He said there was no way America's warfighter could thank him enough.

"Gary you ensured that they [America's warfighters] kept marching right into Baghdad," said Lippert. "I con-

gratulate you and your team on the support you provided. You performed superbly."

In addressing how you replace such an individual, Lippert then praised Mason's leadership abilities. He indicated that DSCP has been blessed to have a long lineage of excellent commanders who have made a difference for America's warfighters.

"Ray Mason's experience will serve him well at DSCP," said Lippert. "He is a gifted leader and a perfect choice for this command."

"I am honored and humbled to lead this team," said Mason, DSCP's fifth commander. "I count myself truly fortunate to be a member of this Command."

Mason came to DSCP from the Logistics Directorate, J4, the Joint Staff, where he served as the J4 Deputy Director. During his career, Mason has served in tactical logistics units at the Corps level, and divisional Infantry and Airborne units. His key command assignments include Commander of the

407th Forward Support Battalion, 82nd Airborne Division, Fort Bragg, N.C. from 1996 to 1998, and Commander of the 25th Infantry Division Support Command, Schofield Barracks, Hawaii from 2000 to 2002. Key staff assignments include serving as Special Assistant to the Chief of Staff for Logistics Transformations, the Army Staff, and Speechwriter for the Deputy Chief of Staff for Logistics (G4), the Army Staff, both at the Pentagon, Washington,

D.C. Additionally, he served as the Aide-de-Camp to the Commander, 3rd Support Command in 1982 and Commander, Army Materiel Command in 1991. He also served in an exchange assignment with the Australian Army from 1987 to 1988.

During the ceremony Border was honored with the Defense Superior Service Medal for distinguished service as DSCP's commander. ♦

DLA Celebrates Hispanic Heritage Month

By Gladys Bush
DLA Public Affairs

“Hispanic Americans: Honoring Our Past, Surpassing Our Present, and Leading Our Future” was the theme for the Defense Logistics Agency Hispanic Heritage Month celebration. Miriam Cruz, president of Equity Research Corporation, was the keynote speaker at the DLA's Hispanic Heritage Month program held at headquarters in September. She spoke about the Hispanic presence in the United States.

Chaletta McCoy, business program manager for DLA Support Services, a

member of the Hispanic Committee and mistress of ceremonies, kicked off the event by introducing DLA Vice Director Maj. Gen. Mary Saunders, USAF.

“Hispanics make up an integral part of American history,” Saunders said. “Hispanics have fought for our freedom. Forty Hispanics have received the Medal of Honor for service in combat from World War I to Vietnam. Hispanics have received more Medals of Honor than any other identifiable ethnic group, and they continue to dedicate their lives to our country by fighting in Operation Iraqi Freedom, Operation Enduring

Freedom and other world conflicts.”

Cruz discussed the historical perspective of the Hispanic presence in the United States, saying the global Hispanic community today is composed of more than 400 million people.

“That is why it doesn't matter where you go, you usually find Hispanics everywhere in the world. What unites all of these people more than anything else is the language, a language that continues to grow and expand,” Cruz said.

Growing up in Puerto Rico, Cruz has firsthand knowledge of not only the language but also the characteristics that differentiate the various Hispanic cultures. An advocate of education, she emphasized the importance of the need for linguistic and cultural appropriateness as the diversity of this population continues to grow in this country.

Throughout the program, she emphasized the importance of everyone to understand the cultural diversity within the United States. She cited an example using California, where there is no majority or minority because the state is populated by Asian-Americans, Caucasians, African-Americans and Hispanics.

“Our multi-cultural society needs multi-cultural personnel,” Cruz said. “Individuals with multi-skills will remain employed at all times, even in difficult economic times.”

Questions and answers followed the speech, and the program concluded when Saunders presented Cruz with a plaque of appreciation on behalf of DLA. ♦



DLA Vice Director Maj. Gen. Mary Saunders, presents a plaque of appreciation to Miriam Cruz, president of Equity Research Corporation, the keynote speaker at DLA's Hispanic Heritage Month program. (Photo by Thomas Wilkins)

Mongeon is Logistics Operations Director

Maj. Gen. Daniel G. Mongeon, USA, became director of the Logistics Operations (J-3) directorate of the Defense Logistics Agency in November. J-3 was established to oversee all logistics operations and functions of DLA, headquartered in Fort Belvoir, Va.

Mongeon was previously the Director of Sustainment at the Office of the Deputy Chief of Staff for Logistics for the U.S. Army, Washington, D.C.

Mongeon is not new to DLA. He was commander of the Defense Supply Center Philadelphia from July 1998 to August 2000.

His recent assignments include: Special Assistant to the Director for Logistics and Deputy Director for Logistics Readiness and Requirements, J-4, The Joint Staff, Washington, DC; Commander, 41st Area Support Group, U.S. Army, South, Panama; Commander, Support Squadron, 3d Armored Cavalry Regiment, Fort Bliss, Texas and Operations Desert

Shield/Storm, Saudi Arabia; Aide-de-Camp to the Supreme Allied Commander Europe, Supreme Headquarters Allied Powers Europe, Belgium; and Deputy G-4 (Logistics), 3d Infantry Division (Mechanized), U.S. Army Europe and Seventh Army, Germany.

He received his commission in 1971 as a military graduate from the University of Arizona where he earned a bachelor of science degree. He received a master's degree in Logistics Management from the University of Arkansas. His military schooling includes the Quartermaster Basic and Advanced Courses, U.S. Army Command and General Staff College, and the U.S. Army War College.

His awards and decorations include the Defense Superior Service Medal (with oak leaf cluster), the Legion of Merit (with two oak leaf clusters), the Bronze Star Medal, the Defense Meritorious Service Medal, the Meritorious Service Medal (with two oak leaf clusters); the U.S. Army



Maj. Gen. Daniel G. Mongeon, USA

Commendation Medal (with oak leaf cluster), the U.S. Army Achievement Medal (with oak leaf cluster), the U.S. Army Staff Identification Badge, and the Joint Chiefs of Staff Identification Badge. ♦

DLIS Official Selected as NATO Committee Chairman

By Tim Hoyle
Defense Logistics Information Service
Public Affairs Office

Richard Maison, executive director of the Defense Logistics Information Service, Battle Creek, Mich., has been elected as chairman of NATO Allied Committee 135, the Group of National Directors of Codification, which is the executive body responsible for policy and strategic direction for the NATO Codification System used by nearly 50 nations around the world. His fellow directors from the other NATO nations elected Maison for a two-year term during the group's November meeting held at the NATO Maintenance and Supply Agency in Luxembourg. The committee is responsible for all codification (cataloging) matters within NATO and for managing the NATO Codification System, which is based on the U.S.



Richard Maison, DLIS executive director, was elected as chairman of NATO Allied Committee 135, the Group of National Directors of Codification, which is the executive body responsible for policy and strategic direction for the NATO Codification System used by nearly 50 nations around the world.

Federal Catalog System.

As the DLIS executive director, Maison helps the DLIS commander support the

Defense Logistics Agency through DLIS's mission to create, obtain, manage and integrate logistics information. DLIS manages the development and operation of a number of key Department of Defense data systems and also produces a wide variety of logistics data products, including CD, On-Line and Web-based information tools. DLIS is responsible

for cataloging the millions of supply items in the inventory and maintaining that information in the Federal Logistics Information System, one of the largest databases in use. DLIS also manages the Central Contractor Registry of all vendors and manufacturers doing business with the DoD and federal government. DLIS expertise in cataloging and information management makes it an important contributor to electronic commerce between

the U.S. government and its many suppliers through the DoD EMALL.

The AC/135 Main Group falls under the authority of the Conference of National Armament Directors, which is committed to increased effectiveness and efficiency of global logistics systems and operations for participating nations. It seeks to provide the bridge necessary to facilitate global logistics operations. ♦

She Steps Out (of airplanes) with Confidence

By Brenda B. McCormac
Defense Supply Center Richmond
Public Affairs Office

Catherine Kennedy has taken up the habit of stepping out of airplanes thousands of feet in the air.

She then swoops about for a minute or so before letting loose her parachute. Kennedy's sport is skydiving.

Even though Kennedy is deaf, she finds this hobby very peaceful and exhilarating. "When you are skydiving it is very noisy for hearing people, but for me it is never a problem," said Kennedy, a contract specialist in the Defense Supply Center Richmond, Va., business unit for cargo airframe and aerospace products.

"It is the ultimate rush. You are free of everything, but you are in control of your body in flight. You see yourself in the air and the earth below. It's surreal!"

In 15 months, she has accomplished 270 jumps and earned the highest skydiving license of a "D." "The more you jump the faster you progress," said Kennedy.

Kennedy began taking lessons at Skydive Virginia, a business in Louisa County about 50 miles east of Richmond. Her first two jumps were tandem jumps harnessed with an instructor at 10,500 to 14,000 feet.

"After a 40- to 60-second freefall, you pull the ripcord and the canopy is deployed at 5,000 feet. You then begin a tranquil descent for five to seven minutes," said Kennedy.

After the tandem jumps, Kennedy attended an Accelerated Freefall Program, a series of learning levels

which involve performance objectives.

The program starts with a ground school of eight-hour instruction. The next six levels are sky dive jumps with accelerated freefall instructors.

Each level must be passed to proceed to the seventh level and be eligible to do solo jumps.

"Safety is Skydive Virginia's first priority," said Kennedy. "We skydive with two parachutes; we have a main one which we pack ourselves and if we have a malfunction, we use the second one which is packed by a certified rigger. We are also instructed on what to do in case of emergencies."

"I was terrified the first time I parachuted, but it has changed my life," she said. "I have gained more confidence and made many new friends. It is a great community that accepts a large diversity of people. Deafness has not been an issue at all. Friends at my drop zone are even learning sign language to communicate with me."

"Skydiving has enriched my life in so many ways," said Kennedy. "It is a great way to make really good friends who share the same passion. I never want my deafness to stop me from participating in activities because life is too short to be a spectator sport." ♦



Catherine Kennedy, a deaf employee at Defense Supply Center Richmond, signs "I love you" while in freefall.

Seven Inducted into DLA Hall of Fame

By Joy Kress
DLA Public Affairs

The 2003 Hall of Fame honorees were inducted in December by Defense Logistics Agency Director Vice Adm. Keith Lippert, SC, USN, to recognize former DLA members who have made significant contributions to the Agency.

"The seven individuals we are inducting today have left a legacy of which all of us can be very proud," Lippert said. "It is through their hard work and dedication, their innovations and their leadership that these former employees have furthered DLA's mission in the process of supporting our warfighters."

The 2003 honorees were selected from a field of 24 nominations. Their contributions range from advanced leadership to instituting new initiatives, from DLA military to civilian personnel.

Honorees Edward Bibble, Sara Bird, Rear Adm. Edward Chamberlin, USN (Ret.), Lt. Gen. Henry Glisson, USA (Ret.), Harold Halvorsen, Vice Adm. Joseph Lyle, USN (Ret.), and Gen. Richard Thompson, USA (Ret.) have all made lasting contributions to DLA and its field activities. As they were inducted, each was given a chance to comment on his or her experiences and thank family and co-workers for their support and teamwork.

Noted for his expertise in energy and contract management fields, Biddle was at the forefront of many innovations and initiatives during his 36 years of federal service. He worked with the Defense Fuel Supply Center, DLA and the Department of Energy Policy Office from July 1963 to his retirement in March 1998.

"As I look back at my career," Biddle

said after receiving his award, "I think of many of the professionals I worked with who were definitely experts in their field. I truly enjoyed my time with DLA, and I felt the mission was always of the utmost importance. There was always a real sense of mission accomplishment."

Mistress of ceremonies Kathryn Savelli described Bird as "a role model for every woman in the government who followed her after she smashed through the glass ceiling."

Bird helped spearhead adoption of Prime Vendor and Just-In-Time inventory that radically altered logistics concepts and doctrine within the Department of Defense and has provided critical leadership in the medical materiel logistics support of many global contingency operations.

"As for my selection for the DLA Hall of Fame, you have done me a very great



DLA Director Vice Adm. Keith Lippert (left) inducts DLA members into the 2003 Hall of Fame. (Left to right) Lippert, Lyle's son, Biddle, Bird, Glisson, Halvorsen and Thompson. (Photo by Thomas Wilkins)

honor," Bird said. "But I can't accept it for myself. Instead, I accept it for my medical team. I would not be here if it weren't for the combined effort of hundreds of dedicated co-workers in Philadelphia and Washington."

After a successful naval career, Chamberlin served as DLA deputy director from 1998 to 1999. Unable to attend the ceremony, his many accomplishments were announced, explaining that he headed the effort for replacing DLA's Standard Automated Materiel Management System and brought DLA's inventory management system into the 21st century. Chamberlin also served as executive director for supply management and was vice commander of the Naval Supply Systems Command at Mechanicsburg, Pa.

Serving as DLA director from 1997-2001, Glisson was also inducted into the Hall of Fame and thanked Bird, Chamberlin and Thomas, three of his heroes.

Glisson's superior leadership and exceptional managerial skills were instrumental in revolutionizing DLA's logistics support and services to the nation's warfighters and peacekeepers, according to Savelli.

"To be included among these people

on the stage today is mind boggling," Glisson said. "As a career logistician, DLA was the best job a logistician could have. You are performing a mission that means so much to the warfighter. This job was as good as it gets for me, and I wouldn't trade it for anything."

Noted as an advocate for customer choice, Halvorsen is called the father of the Paperless Ordering Placement System, which reinvented the way inventory control was maintained. He also initiated programs to allow vendors to submit bills and receive payments electronically.

Even though he retired in 1994, Halvorsen's vision and contributions equipped DLA to move into the electronic age and sustain the foundations of the innovations he helped create.

"This is a very humbling experience for me, and you don't do this alone. The cooperation of our teams was just marvelous. Everyone wanted to help the men and women in uniform, and I am so thankful to be a part of this group," Halvorsen said.

Lyle became the first deputy director of the Defense Supply Agency following his tenure as commander of the Aviation Supply Office in Philadelphia from 1961-1964.

In 1964, Lyle came to DSA, later known as DLA, and through standardization of required military supply items during his service, DSA exceeded the goal for its cost reduction program in 1964 with a savings of \$105 million. His efforts allowed DSA to extend its responsibilities overseas and to succeed in worldwide logistics.

Remarks from the last 2003 inductee, Thompson produced laughs from the capacity audience when he asked why it took so long for recognition from a feat he accomplished 30 years ago.

With an Army career spanning 43 years, Thompson is recognized for becoming the first commander of the Defense Property Disposal Service in 1972, now called the Defense Reutilization and Marketing Service. Through Thompson's initiative, DLA's new activity, DRMS, became responsible for all disposal operations for the military services.

In Lippert's concluding remarks he said, "For DLA professionals in the audience today, what you see before you is a history lesson. Our jobs today are to build upon what these people have passed onto us. They are, simply put, the best of the best." ♦

Adolphi Receives Exceptional Civilian Service Award

Armey Deputy Chief of Staff for Logistics Lt. Gen. Claude Christianson presented Celia Adolphi, deputy director of Defense Logistics Agency Joint Reserve Forces, with the Exceptional Civilian Service Award, the highest Army honorary award granted by the secretary of the Army.

Adolphi received the award for her outstanding service to the mission of the Army Directorate for Sustainment in support of the deputy chief of staff for logistics and the goal of better logistics support for the Army of the 21st century.

As a professional dietitian, Adolphi is a recognized leader among the military services and the Office of Secretary of Defense in implementing nutrition changes for Army soldiers. With more than 25 years in the Army Reserve, she has held many command and staff posi-

tions and was deployed to Hungary as part of Operation Joint Endeavor.

As the first woman Army reservist ever to be promoted to major general in 1999, her extensive work with the Army and Department of Defense food programs have promoted many food services initiatives which have led to savings in manpower, funding and overall improvement in business processes in dining facilities.

She received a Bachelor of Science degree in dietetics in 1971 from Marian College, Ind., and a Master of Science degree in counseling and guidance from Butler University in 1976. Some of her awards include the Army Commendation Medal, Army Achievement Medal, Army Reserve Components Achievement Medal with three oak leaf clusters, National Defense Service Medal and NATO Medal. ♦

Personnel Honored at 36th DLA Recognition Program

By Joy Kress
DLA Public Affairs

Civilian and military employees of the Defense Logistics Agency were awarded for their outstanding achievements at the 36th DLA Recognition Program.

"I have always known that DLA's best asset is its people," DLA Director Vice Adm. Keith Lippert, SC, USN, said, "and you have proved that time and time again."

Recognized for overall accomplishments for 2003 that span superior support in Operation Enduring Freedom and Operation Iraqi Freedom as well as superior work in environmental issues, team performance and achievements with Equal Employment Opportunity offices, Lippert said that these recognized members represent the "best of the best" of the organization.

"We work hard at DLA," Lippert continued, "and the results clearly show that DLA has performance to be proud of. We have reduced backorders dramatically and have the lowest cost-recovery rates in our Agency's history. We have provided excellent support in OEF and OIF and we are continuing our journey to transform the Agency with business systems modernization, strategic distribution and a whole host of initiatives that lead us more to commercial best practices."

The DLA Personnel Award was presented to people for their outstanding contributions to DLA's overall mission. The 10 employees selected for their exemplary contributions in all fields are:

- ❑ Phyllis Blount, Defense Distribution Center
- ❑ Bonita Miller, Defense Supply Center Columbus
- ❑ Storkeeper Petty Officer 2nd Class Anthony Rosal, USN, DDC, Pearl Harbor

- ❑ Joyce Widell, Defense Supply Center Richmond
- ❑ Lt. Adam Johnson, USN, DDC
- ❑ Deborah Lombardi, Defense Supply Center Philadelphia
- ❑ Patrick Calhoun, DLA Training Center
- ❑ Debra Barber, DSCR
- ❑ Terry Rippl, DSCC
- ❑ Michael Fleenor, Customer Operations and Readiness, J-4

Five teams received the Team Performance Award for improved organization performance by using structured improvement methods or advancing the principles of teaming and teamwork in their work environment.

The 76 employees of Logistics Operations who made up the PCB team were presented awards as well as the Maritime Supplier Operations Team of DSCC; DLA Enterprise Telecommunications Network of Information Operations; DLA-Defense Finance Accounting Service Financial Process Improvement Team in Financial Operations; and the National Mail Order Pharmacy Technical Team in DSCP.

DSCC was named Equal Employment Opportunity Office Activity of the Year and received an eagle statue that will be passed onto the next activity recipient for 2004.

The DLA Award for Achievement in EEO by a Line Manager was awarded to Virginia Bozarth of DSCR, and the DLA Award for Achievement in EEO by a Non-Manager was awarded to James Moreno with Defense Logistics Information Service.

Gregory Burrell of DSCR, named Outstanding DLA Employee with a Disability, also recently received the Secretary of Defense Award for his contributions to national security at the 2003 Department of Defense Disability Awards ceremony.

Suggestion Awards went to two employees from Defense Reutilization and Marketing Service. Catherine Knowles won for Most Suggestions Approved and Paul Battle was recognized for the Largest Monetary Award for his suggestion that resulted in savings of more than \$27,000.

Robert Owens of J-4 received Employee of the Quarter award for exemplary performance, improvement, humanitarian service or teamwork merited for further recognition at the Agency level.

DDC was awarded the 2002 DLA Environmental Award for its success in the environmental restoration and complete cleanup of former Defense Depot Ogden, Utah.

Officer of the Year and Reservist of the Year Awards are presented to military officers and reservists who have distinguished themselves through their performance during the past year.

Company Grade Officer of the Year (grade O1 through O3) was awarded to Lt. Richard Gustafson, USN, from DSCC; Senior Noncommissioned Officer of the Year (grade E-7 through E-9) Senior Master Sgt. Trace Edinborough, USAF, from DSCP; Junior Noncommissioned Officer of the Year (grade E-5 through E-6) went to Tech. Sgt. Deidre Godlewski, USAF.

DLA Joint Reserve Forces Junior Officer went to Air Force Reserve Capt. Gia Wilson-Mackey; DLA Joint Reserve Forces Senior Enlisted Member went to Navy Reserve Storkeeper Chief Petty Officer Bradford Thompson; DLA Joint Reserve Forces Junior Enlisted Member went to Navy Reserve Storkeeper Petty Officer 1st Class Lesley Neis. ♦

Jones, Knott, Connelly Win President's Rank Awards

Three Defense Logistics Agency executives are among the top government officials named to receive the prestigious President's Rank Awards for 2003.

Jeffrey A. Jones, Defense Energy Support Center director until he retired late last year, was a 2003 Distinguished Executive Award winner. Claudia S. "Scottie" Knott, deputy director of the DLA Logistics Operations Directorate and the Agency's acquisition executive, and Richard J. Connelly, then-administrator of the Defense National Stockpile Center, were 2003 Meritorious Executive Award winners.

Each year, the president recognizes and celebrates a small group of career senior executives and other high-performing senior career employees with the President's Rank Award for exceptional long-term accomplishments. As the Office of Personnel Management states, "Winners of this prestigious award are strong leaders, professionals and scientists who achieve results and consistently demonstrate strength, integrity, industry and a relentless commitment to excellence in public service."

There are two categories of rank awards: Distinguished and Meritorious. Award winners are chosen through a rigorous selection process. They are nominated by their agency heads, evaluated by boards of private citizens and approved by the president. The evaluation criteria focus on leadership and results.

The Presidential Rank Award of Distinguished Executive may be awarded to one percent of the about 6,100 career members of the Senior Executive Service.

Jones, Connelly and Knott's award citations highlighted why DLA submitted them for individual honors and why the president bestowed their awards.

DESC employs 700 people in six organizations worldwide. Jones oversaw the execution of a \$5 billion program to see that the Department of Defense's military units and federal agencies receive petroleum and other energy products and services. This job includes the procurement, worldwide distribution, storage, inventory and quality control of petroleum products, and the maintenance, repair, and environmental upgrade of fuel facilities. Other energy products and services procured include natural gas, coal, electricity and energy infrastructure privatization contract support services.

His award citation notes, "In 2002 Jones initiated and led a fresh approach to automating fuel accounting and inventory management by applying new technologies to fuels management. His unique ability to put new shape and substance into a seriously under-performing program has made all the difference between failure and delivering a modern, commercial based enterprise model that will

serve the Department of Defense for many years to come."

Upon Jones' retirement, Connelly became DESC director. Before that, Connelly administered the Defense National Stockpile Center, one of five service centers that fall under the aegis of DLA. This organization was created in 1949 to stockpile critical and strategic materials that might be needed to sustain a prolonged war with Warsaw Pact forces in Europe.

Since the fall of the Berlin Wall changed the world's geopolitical environment, most DNSC material — worth about \$6.5 billion in 1993 — has been declared excess to national security needs. As a result, Congress directed the sale of most of the materials in support of national priorities. Under Connelly's direction since 1994, DNSC shifted from a buying and holding organization to a commodity seller. This was done while reducing the staff and becoming more innovative with respect to operating in ever-changing commodities markets.

Connelly's challenge existed nowhere else within the federal sector, and one devoid of precedent or an established body of rules. As DNSC administrator he developed the strategy and tactics that would completely transform his organization from a dated bureaucracy to an agile and innovative presence in world markets.

For her part, Knott's citation noted that when she was executive director of the DLA Acquisition, Technical and Supply Directorate, she was "an aggressive advocate for change and instrumental in moving the Department of Defense forward in its paperless processing initiative, in the implementation of DLA's commercial off-the-self enterprise resource planning system and by pioneering the execution of strategic supplier alliances."

Her citation stated that Knott relied on "an unusually wide span of control, demonstrating highly developed management skills to ensure that all of the many and diverse requirements imposed on the organization were met with distinction." These include the business system modernization implementation, aviation investment strategy, critical safety item compliance, strategic materiel sourcing, acquisition integrity and oversight and distribution policy in support of Operation Enduring Freedom.

"A tireless leader of business practice reengineering," the citation added, "Knott's keen vision, as well as flawless execution in key acquisition initiatives, contributes in large part to DLA's successful accomplishment of its global logistics mission."

Accepting the honor, Knott said, "While I am personally elated with being selected for this award, this recognition is really a reflection of the professionalism and competence of the acquisition and logistics work force within DLA, and the culture of excellence DLA has achieved over the past several years." ♦

DLA Employees Receive Air Force Honors

By Brenda B. McCormac
Defense Supply Center Richmond
Public Affairs Office

The Air Force has honored two Defense Logistics Agency employees for their leadership efforts in coming up with solutions to a decade-long supply support problem on F-15 and F-16 engines.

Michael Boerner, weapon systems support manager for the F100 engine fleet at Defense Supply Center Richmond, Va., and Patrick D'Amico, weapon systems point of contact at Defense Supply Center Philadelphia, Pa., were part of a team that received the 2003 Chief of Staff Team Excellence Award.

Air Force officials announced the F100 Engine Supply Chain Process Improvement Team as one of five teams selected for the award in September, during the Air Force Association convention in Washington, D.C.

"After a few years of hard work by everyone involved, getting the engine well was a huge payoff because the F100 and its supply chain was in such bad shape for so long," said D'Amico. "To be part of a team that turned it around completely is very satisfying. The award just cements the fact that, as a team, we really made a very big difference."

The F100 series turbofan jet engine, the largest engine fleet in the world, is used to power the F-15 and F-16 fighter aircraft. During the last decade, the fleet was having serious problems maintaining the required level of spare engines for wartime needs. Supply backorders were at record highs and safety problems were plaguing the inlet fan and low-pressure turbines module. Depot production levels were down and not meeting the warfighters' needs.

"We had to come up with a way to increase the depot production

efforts of this engine, and we all knew the number-one driver in this challenge centered on parts support," said Boerner.

The team developed processes to track and forecast component part usage rates and identify and solve potential problems before they impacted depot production or field operations. As a result, backorders declined 70 percent and wartime

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-- Patrick D'Amico

spares increased 44 percent.

The stakeholders, consisting of Air Force major commands, DLA, the F100 depot production and fighter propulsion divisions at the Oklahoma City Air Logistics Center and two companies — Pratt & Whitney, the engine manufacturer, and CACI International, a systems integrator — set out to improve overall engine supportability to the Air Force. This required meeting the logistical and technical mission-essential tasks by improving production levels for major engine modules and resolving safety issues.

Team members were selected

based on level of experience, their current roles and their abilities to affect the logistical and technical processes. The group had expertise in management of piece parts, technical oversight, production control, contracts, workflows and forecasting.

The team resolved the F100 engine problem by a three-pronged approach. First, they broke the engine down into repairable end items and reviewed the build of materiel to ensure the materials were the same units, part numbers and parts per month to produce. In the past, this had resulted in wrong forecasting.

Secondly, a formal agreement was made between DLA and the Air Force called the Engine Supportability Asset Management Plan. The Air Force has a forecasting database called Reliability Forecasting Model that cited what parts were needed and the Readiness Driver List. DLA and the Air Force used these programs to find what parts were needed to run the depot production line. Now a proactive step could be taken to award additional contracts, expedite deliveries and increase quantities for the engine.

Thirdly, the Depot Repair Enhancement Program was formed. The Air Force and DLA met weekly to discuss the health of the depot line. If a part was going to be exhausted within 30 days and no exceptional work around was in place, the item was discussed and a resolution created. The DREP forum allowed the joint team members to run the depot production line at the highest output in the past decade.

"The outstanding efforts of all the F100 Weapon System Support Team members in Richmond, Columbus and Philadelphia made this possible," Boerner said. ♦

DSCC Team Receives DoD IG Award

By Debi Hybert
Defense Supply Center Columbus
Public Affairs Office

A Defense Supply Center Columbus, Ohio, team recovered and returned more than \$187.8 million to the United States Treasury - \$26.5 million of which was returned to the Defense Logistics Agency stock fund - earning the Department of Defense Inspector General's Investigations Teamwork award for their performance during a 10-year period.

The team, named the Counterfeit Material and Unauthorized Product Substitution team, was honored in Arlington, Va., last fall by the DoD IG. The CM/UPS team was the only non-DoD IG entity to receive an award.

Formed in 1986, the CM/UPS team consists of representatives from the Defense Criminal Investigative Service and DSCC Procurement, Commodity-Based Application Group, Operations and Testing Support Group and Office of Counsel.

The duties of the CM/UPS team are to investigate suspect materials and contractors. For example, a DSCC team leader became concerned about a vendor that was quoting prices much below other estimates and offering delivery schedules that were unusually short. This raised his suspicions about the vendor and he brought

the contractor to the attention of the CM/UPS team. The CM/UPS team then investigated the matter and discovered that the vendor was supplying DSCC with substitute products. The contractor ultimately was indicted and entered a plea agreement with the government, according to Susan McKee, associate counsel for contract integrity and CM/UPS team chair.

"Buyers and quality specialists do a good job of bringing these cases to our attention, and they deserve a lot of credit," McKee said. "There have even been a few times that a contractor called in about another contractor's price quote," she said. "They know what it costs to make certain things and can tell if someone is cutting corners."

McKee also mentioned what a great job the CM/UPS team members have done. "The people on the team are very devoted to the work they do to ensure that DSCC gets quality products for our military service customers. We care about the work we do and are very honored by this recognition."

The team meets every two weeks on a regular basis and other times as necessary.

DSCC Commander Rear Adm. Linda Bird, SC, USN, presented the team with a plaque and thanked them for the excellent work they do. "I am very impressed with this team and by the work that you all perform. You are very important to the DSCC mission," she said. ♦



CM/UPS team members who received the DoD IG award are (from left) Don Lushbaugh, Patricia Stevens, Gregory Vaughn, Sheri Race, Susan Ammon, Betty Lavery, Kevin Goad, DSCC Commander Rear Adm. Linda Bird, Marsha Wright, Susan McKee, Gene Kerekes, Carol Matheke, Deborah McCumber, Joanne Bogner, Karen Spradlin and Special Agent Michael Hampp, DCIS-Columbus. (Photo by Charles Moffett)

