

Dimensions

Defense Logistics Agency

Spring 2003

\$130 Million

Corporate Culture

change

Warfighters

Fortune 500 companies

★★★ From the Director

As the Military Services are transforming, the Defense Logistics Agency (DLA) is also adapting and evolving to ensure that we are ready and able to support any course of action required. We have instituted programs and concepts to enable us to respond more efficiently to changing world events so that our warfighters will continue to receive the best logistics support possible.

DLA performance is consistently improving. We are able to support higher workload levels and at the same time reduce our cost recovery rate to our military customers. In fiscal year 2002, we were able to return more than \$130 million to our Defense Department customers. We were able to cut costs even as we ramped up for Operation ENDURING FREEDOM and processed an additional \$2.2 billion worth of supply requisitions.

We have reinforced customer focus in our Strategic Plan and Balanced Scorecard by adapting a corporate culture model. The model will provide tools to assess how well DLA's culture and leaders support our transformation to a customer-focused organization. Our bottom line is to deliver and sustain logistics excellence.

A common tenet among business professionals is that communication is key. We acknowledge the importance of this principle to our Agency as we enhance communications among our staff and workforce. Further, an effort is underway in DLA to develop and deliver information related to Business Systems Modernization (BSM) and Customer Relationship Management to DLA customers in order to ensure that consistent information is presented.

Information Technology (IT) continues to play a major role in supporting current operations and enabling change at DLA. In addition to BSM, there are many other significant IT initiatives underway plus many ways in which daily IT operations are critical to our ability to



support the warfighter.

Although our workforce numbers are the smallest they have been since 1963, we have raised the bar on performance. Whether civilian or military, your expertise and contributions are invaluable to the success of our mission. Your knowledge and tenacity are crucial to those on the frontlines. I am confident that you will continue to respond to any challenges we face in the months ahead. ◆

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

Dimensions

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Defense Logistics Agency

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Defense Logistics Agency: You can see a lot of change, and you can see it everywhere

By Garry Hartsock
Chief, Resource Requirements and
Assessment Division
Business Management Directorate, J-38

This has been a great year for the Defense Logistics Agency. In fiscal 2002 we were able to return more than \$130 million to our Defense Department customers.

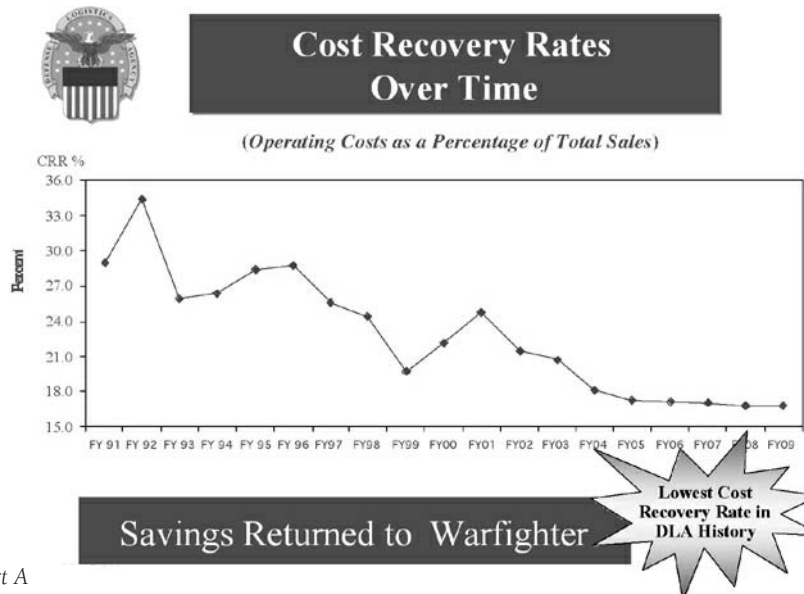
The savings resulted from lower than projected operating costs that will lower future prices of items provided to customers in the military services. DLA calculates the amount of revenue needed from sales of material to cover operating cost. This is known as the DLA cost recovery rate. This rate is similar to a "mark up" you typically see in industry pricing. Chart A shows the decreasing trend in DLA's cost recovery rates over time.

We were able cut costs even as we ramped up for Operation Enduring Freedom and processed an additional \$2.2 billion worth of supply requisitions. Our supply availability, which is a measure of how well we fulfill orders for stocked materials, is holding at record highs. Chart B shows improvement in the supply availability for our stocked material.

These support levels allow DLA to reduce the number of weapon systems items on order and take a full day out of logistics response time to customers. This all adds to improved readiness for the military on the battlefield.

Chart C shows a significant decrease in DLA items on backorder and not available for delivery to customers. DLA continues to strongly encourage its field commands to continue reducing backorders on hand. As they say, 'The squeaky wheel gets the

Chart A



grease.' We have purposefully made backorders our squeaky wheel. This is where we can really contribute to improving support to our service customers. You can see by the trend line that this increased management attention has worked well.

DLA is the primary logistics provider for the Department of Defense. It is a relatively small Agency, with less than 23,000 people. But in terms of annual sales to the military services, DLA would rank No. 93 among the Fortune 500 companies -- even bigger than Coca Cola enterprises, Raytheon or United Airlines. Fiscal 2002 revenues were more than \$20.6 billion.

Sales are growing as DLA continues to provide better and more reliable support to the warfighter. We are increasing our worth in DoD by a series of transformation initiatives to reduce cost and at the same time improve customer support.

Through a widely used commercial practice called Balanced Scorecard, DLA's senior executives determine the direction the corporation needs to move to be successful and what specific initiatives and funding will make that happen. From this very structured approach, DLA formulated a transformation strategy that will keep the Agency on track for years to come.

The ongoing transformation in DLA can be credited to modernization of the Agency's business practices along with enhanced information operating systems and a clear shift toward best commercial practices throughout DLA.

Our Business Systems Modernization is transforming DLA business operations by using best DLA and commercial practices and commercial software. The new information technology system being implemented allows DLA to exploit new emerging technologies and results in a stream-

lined supply chain process.

DLA is competitively sourcing all of its commercial-type activities using the criteria mandated in Office of Personnel Management Circular A-76, Performance of Commercial Activities. Many of the Agency's 21 distribution depots have already been competed with private industry, several of them during fiscal 2002. The results are a mix of public- and government-run operations.

No matter who wins the competitions, the military services benefit from an average of 25 percent net savings in labor cost. We have achieved similar reductions in automated printing services and our disposal reutilization and marketing services. DLA is streamlining its entire logistics pipeline. This is not your father's DLA.

The Agency continues to shift to commercial practices by developing strategic supplier alliances, becoming the manager of suppliers rather than the manager of supplies. DLA's business philosophy is, buy commercial supply chains when they exist; build "virtual" chains where the pieces exist; retool acquisitions consistent with the vendor base; and integrate with organic chains where it makes sense.

These strategies allow us to rely on industry for support and reduce inventory levels by hundreds of millions of dollars.

As the wholesale logistics provider for DoD, DLA buys in large quantities and replenishes retail levels at the ser-



Weapon System Lead Center Supply Availability

Improving Supply Availability

- Recovering from impact of OEF demand increases.
- Increased funding – higher Supply Availability

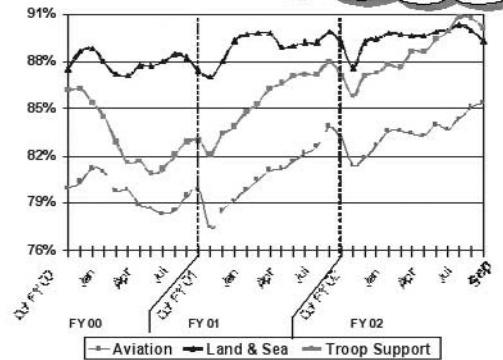


Chart B

vice operational and maintenance sites. The Agency provides direct vendor delivery support when economically practical and support from its depot storage system for the remainder of the demand. This allows DLA to get the benefits of large-quantity procurements and pass the savings back to the Services. Now we are going even further as we take management responsibility for the extensive service-owned retail stocks.

Eventually, Agency leaders expect DLA to consolidate its operations to one level of national inventory, generating great economies of scale as well as total visibility of all DoD stocks. Although we are only operating in a few service prototype locations this

year, the future shows great promise for additional reduction in the cost of DoD logistics support.

DoD consolidated all Defense Department distribution depots under DLA in 1992. The Agency has since reduced staffing in the depot operations from 25,000 people to 8,400.

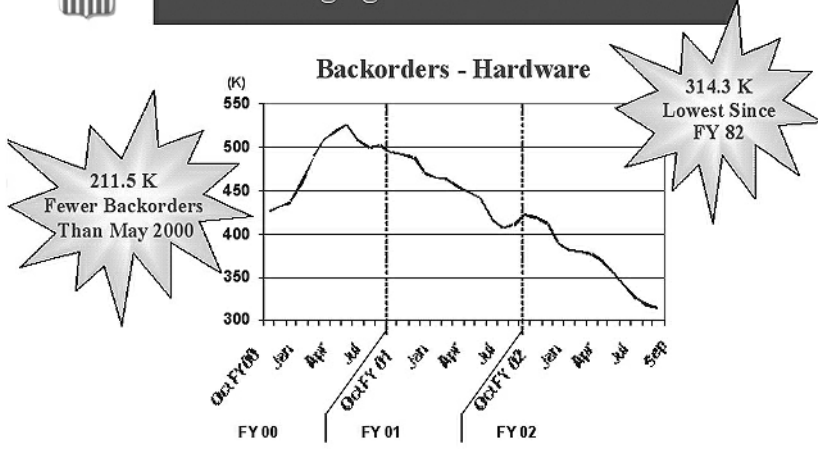
We have eliminated a tremendous amount of duplication in the distribution depots, but that was only the beginning. As the single agent for distribution services, DLA is continually improving and reducing the cost of distribution. We are optimizing stock positioning worldwide in support of contingency operations as well as strategic stock positioning to meet surge requirements and keep total costs to a minimum. Our ability to transition from peace to war – deployment and sustainment – is enhanced.

Improving weapon systems support to the warfighter is where the Agency is really making a difference. From the very top to the operational folks making it happen, the message is clear and consistent: Provide better support to the military services to help them improve military readiness.

DLA's transformation isn't nearly complete, but we are headed in the right direction. Performance is consistently improving. We are able to support higher workload levels and at the same time reduce our cost recovery rate to our military customers. ♦



Improved Support To The Warfighter Bringing Down Backorders



Backorder Reduction = Improved Weapon System Readiness

Chart C

Creating a Customer-Focused Corporate Culture

By Jim Katzaman
DLA Public Affairs

The Defense Logistics Agency Corporate Board has reinforced the customer focus in DLA's Strategic Plan and Balanced Scorecard by adapting a leading corporate culture model. The model will provide tools to assess how well DLA's culture and leaders support its transformation to a customer-focused organization.

The Denison Culture Model, Assessment, and Multi-Source Feedback Instrument includes four externally and internally-focused traits of corporate culture found to link to bottom-line performance: adaptability, mission, consistency, and involvement. DLA will gauge how well it performs based on specific aspects of culture within each of those areas.

"We want to ensure our workforce is enabled and empowered to deliver and sustain logistics excellence," said Scott Nier, personnel psychologist, in DLA's Human Resources Strategy Office. "Our ultimate goal is to create and manage a customer-focused corporate culture."

The Balanced Scorecard, he explained, includes a learning and growth quadrant, which is where DLA's use of the Denison model comes into play. This portion of the Balanced Scorecard calls for the identification of aspects of culture which directly support a customer-focused corporate culture based on employee perceptions about the culture obtained from an assessment.

Since it was formed in late 2001, the DLA Corporate Culture Workgroup, composed of representatives from across the Agency, researched various approaches to identifying the desired aspects of

DLA culture. The group found the Denison culture model with the four traits and 12 aspects of culture present in high-performing, world-class organizations. The Denison culture survey assesses how well an organization compares to the culture model and other higher and lower-performing organizations that have also used the survey.

The multi-source feedback instrument is an automated assessment tool to measure leadership's adherence to these 12 desired aspects of culture in DLA.

The Denison Model is the result of 15 years of research by Dr. Daniel Denison, formerly of the University of Michigan Business School, and currently professor of Organizational Development at the International Institute of Management Development in Lausanne, Switzerland. Denison's Model links organizational culture to bottom-line performance measures such as customer satisfaction, quality,

innovation, employee satisfaction, and turnover.

The model is the basis for two diagnostic surveys, the Organizational Culture Survey and Leadership Development Survey, developed by Daniel R. Denison and William S. Neale, which have been used by more than 500 organizations worldwide.

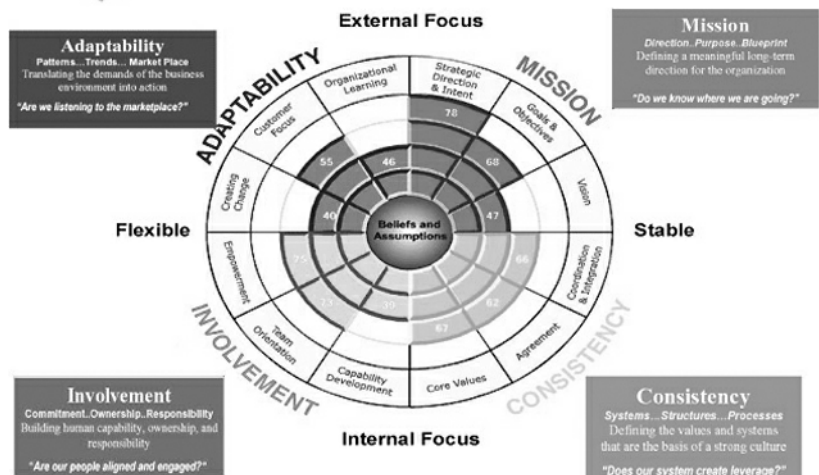
Denison has found that the four culture traits of adaptability, involvement, consistency, and mission can have a significant impact on organizational performance.

"Adaptability," Nier said, "assesses how well we listen to the environment. We should be looking at patterns, trends, and the overall environment and translate the demands of the environment into action."

Involvement asks, "Are our people aligned and engaged?" according to Nier. This area takes commitment, ownership and responsibility to show how DLA is building human capability, ownership and responsibility.



Denison Culture Model Characteristics of High Performers



Consistency measures systems, structures, and processes while asking, "Does our system create leverage?" The goal in this quadrant is to define the values and systems that are the basis of a strong culture.

Mission will look at DLA's direction, purpose, and blueprint to answer the question, "Do we know where we are going?" In the end, according to Nier, we must define and communicate a meaningful long-term direction for the organization.

DLA will acquire the Denison cul-

ture model and survey, and then conduct the assessment throughout the Agency with the next administration of the climate survey in May-June 2003. Culture champions will be appointed throughout DLA to devise transformation activities to close gaps in the culture between where the Agency seems to be today and its goal of becoming a truly customer-focused organization. With that, he added, the last step is to pilot and implement the multi-source feedback instrument within the Agency over

the next couple of years.

Traditionally, organizational culture surveys have taken a behavioral approach making it difficult to link the results back to bottom-line performance, according to Nier. He said the upcoming DLA climate/culture survey will enable leaders, key stakeholders and employees to understand the impact their culture has on their organization's performance and learn how to redirect their culture to improve organizational effectiveness. ♦

DLA Enterprise-Wide Communications Plan 2003 Road Show

PRESENTATIONS COMING SOON TO:

Defense Supply Center Columbus
Defense Supply Center Richmond
Defense Supply Center Philadelphia
Defense Distribution Center
Defense Energy Support Center
Defense National Stockpile Center
Defense Reutilization and Marketing Service
DLA Activities in Europe
DLA Activities in the Pacific

This will be a dynamic, comprehensive, one and one-half hour session dedicated solely to effective two-way internal communication. Attendees will learn the principles of effective communication, why effective communication is critical to interpersonal and organizational success, creative and effective methods and techniques for improving interpersonal and organizational communication, and how to use these methods and techniques to successfully promote organizational values.

Watch for more details on when the road show will be presented at your location and make plans to attend!

World-class Communication in a World-class Organization

New Performance Management System for Supervisors and Managers

By DLA Human Resources, J-1

In late August, the Defense Logistics Agency Corporate Board approved the implementation of a new competency-based Performance Management System for DLA's supervisors and managers. This new system will be effective for some 2,200 civilian supervisory and managerial employees regardless of grade or pay plan (General Schedule, General Management or Federal Wage System) for the rating period that begins in January and ends Sep. 30, 2003.

This new system was designed to better link individual and organizational performance to DLA's strategic goals, recognize exceptional performers and achieve an enterprise approach toward performance. This initiative comes in the wake of a DLA Climate Survey that found employees were dissatisfied with the quality of supervision, fairness and openness in the appraisal process, and fairness in the recognition and rewards program based on merit.

Extensive benchmarking with many private and public-sector organizations was conducted as part of the study. Results of that benchmarking uncovered that top-performing organizations rate management competencies, link performance management to corporate goals and objectives, and reward top performers.

Under DLA's current Performance Management System, 99.9 percent of all employees are rated as "Fully Successful." Strategies for distributing mone-

tary awards for those DLA employees are mixed. Some supervisors give all employees at the same grade level a similar monetary award, while other supervisors give different monetary amounts to employees at the same grade level. This makes a distinction between the "Fully Successful" employees' performance based on such factors as overall teamwork, level of contribution of work effort, etc.

"No system is perfect," said Ivan Armfield, a human resources strategist who chairs the Performance Management Project. Through its research, the study team found that most organizations change their Performance Management System every three to five years to keep up with cur-

"No system is perfect,"

-- Ivan Armfield

rent management initiatives and reinvigorate the appraisal system. With a changing system, communication between rating officials and supervisory/managerial employees will be even more critical, Armfield said.

The new system will modify the existing three-level system so that each of the nine mandatory management competencies -- leadership, teamwork, oral and written communication, strategic focus, responsibility and account-

ability, customer service, professionalism, resource stewardship, and innovation and initiative -- and individual mission elements will be rated as "Exceptional," "Superior" or "Solid Performance." These three descriptors will comprise the summary, or overall rating level, of "Fully Successful." The overall rating levels of "Minimally Acceptable" and "Unacceptable" continue to remain as viable performance ratings.

"Only high performers, those with ratings of 'Exceptional' and 'Superior' will be eligible for quality step increases," Armfield said. "High performers must receive higher monetary performance awards than solid performers, demonstrating to employees that high performance is rewarded."

Mandatory training sessions for supervisors, managers and their rating officials were held in December and January. More sessions will be held by servicing Customer Support Office staffs. A special manager's guide outlining strategies for change management, effective communication, listening techniques, and coaching and counseling will be provided to employees and rating officials alike following their attendance at one of the scheduled training sessions.

The new Performance Management System will be formally evaluated after the first year of implementation. Modifications or adjustments will be made pending the results of that review. ♦

Customer Communication Team Plays a Big Part in BSM and CRM Transition

By BSM/CRM Communication Team

A common saying among business professionals is that "Communication is Key." An effort is under way in the Defense Logistics Agency Customer Relationship Management Office to share information on Business Systems Modernization and Customer Relationship Management.

The effort, led by Mike Newman, customer relationship management chief, relies heavily on members of the BSM team and the field activities to help determine how to best share the information. The team, comprised of the Customer Relationship Management Office, BSM Change Management Office and points of contact from DLA field activities, first met in February 2002 at the McNamara Headquarters Complex to develop a customer communication plan for BSM and CRM. At the end of that day, they produced a plan that divided customer groups into segments and determined what messages needed to be provided to the correct groups and who would provide those messages.

The team has been instrumental in providing a consolidated approach to develop and deliver information related to BSM and CRM to DLA customers. This approach ensures that consistent information is presented.

Through internal and external communication, the team has had various working groups focused on the development of customer training, customer touch-point support, a customer video, customer hand-out materials and the story of BSM as told in an assortment of articles written for DLA employees and customers.

The Customer Communications Integrated Process Team is working to provide information that will be cascaded to site leaders, customer touch points and customers. In addition to customer-focused web sites and customer-directed email, they will also be including stories in *Dimensions*, *LogLines*, and DLA Today and Tomorrow. With the assistance of the DLA public affairs office, the team is working to get the BSM/CRM word out via the customers' own publications.

"We need to have a means in place to create a cul-



BSM-CRM Communication Team members (from left) Alex Melnikow, Donna Janczar and Mike Newman review the next steps. (Photo by Beth Boisvert)

ture of change," Newman said, "and this will help us develop a pilot program for communication at the headquarters level that we can distribute to the field. The team members are critical to this process. We at headquarters tell them what's happening at the strategic level, and they identify what's happening at the field level."

Current team members are Cindy Grimaldi, Document Automation & Production Service; Dave Fisher, Defense Logistics Information Service; Cathie Vaughn and Joe Franklin, Defense Supply Center Richmond; Claudia Bibber, Defense Supply Center Philadelphia; Debbie Haven, Defense Supply Center Columbus; Pete Ubaldi and Denise Parker, Defense Distribution Center; Donna Janczar from BSM Change Management and Betsy McCluskey from Accenture. Team members from the Customer Relationship Management Office include Don Neri, Alex Melnikow, Vicki Christensen and Newman.

"After the IPT discussions," Newman said, "we develop content and tools to provide the needed message to customers. The sharing of information is the key to the success of our IPT." ♦

POP for Short

By Stacy L. Umstead
Defense Distribution Center
Command Affairs

POP - Sound like a hit single from one of those boy bands? How about a carbonated beverage? Or the missing link that follows Snap and Crackle?

Well, POP in the Department of Defense world stands for Performance Oriented Packaging (POP). POP is packaging designed to transport hazardous material. POP markings are applied to packaging that has been tested and passes a series of tests designed to simulate the stresses of transportation. These tests include Drop, Hydrostatic Pressure, Leak Proof, Stack, and Vibration, based upon U.S. regulations, that in turn are based upon United Nations (UN) recommendations, which harmonize worldwide standards.

POP was introduced into international packaging regulations in 1989 and was made a mandatory requirement for shipments outside the continental United States (OCONUS) on January 1, 1991. During the following five years, POP was phased into the Code of Federal Regulations (CFR) 49, the rules set forth by the U.S. Department of Transportation (DoT). POP became the law of the land for packaging of all regulated hazardous material shipments, both OCONUS and inside the continental United States in 1996.

The Defense Distribution Center, New Cumberland, Pa., Operations Division, manages a Packaging Design and Testing Program and a computer-based program called Packaging for United Nations Conformance – Performance Oriented Packaging (POP) for the DoD. The program consolidates testing completed by all military services into one database. Once a packaging design passes POP testing, the POP Team enters it into the automated program and all DoD employees responsible for the packaging of hazardous materials use the program to obtain tested, approved packaging configurations. The DDC designs and arranges testing for all hazardous materials except Hazard Class 1 Ammunition and Explosive items. Each military ser-

vice managing Class 1 material designs and tests the packaging and submits the reports to the DDC for inclusion in the POP Program.

POP provides functionality to make labels compatible in size and format with UN requirements. Current users include U.S. Army, Marines, Navy, Air Force, Coast Guard, DLA, numerous military reserve units, and the General Services Administration. The program is available for use directly off the DDC Web site at <http://www.ddc.dla.mil/pop>. POP is also available in a stand-alone format (without the graphics features), for use during deployments. The files for the stand-alone are available at the same Web site and the database must be updated monthly to assure use of the most current packaging information.

The DDC POP Team offers comprehensive training to all DoD entities on use of the POP program. POP training curriculum includes an orientation, general packaging requirements, package markings, use of Selective Testing Variations, exemptions and approvals. Training topics also include Hazardous Material Identification and UN and Military Standard 129 markings. Since 1998, DDC has trained



Linda McCarthy and Christ Megoulas explain hazard classes subject to POP requirements. (Photo by Stacy L. Umstead)

over 750 people.

A new initiative in POP training is the use of Interactive Video Tele-Training (IVT) over the satellite system. DDC currently has three broadcasts scheduled for the first three months of 2003. They will be carried on the Government Education and Training Network (GETN).

The DDC POP Team, led by Senior Packaging Specialist Susan Earle, includes members Linda McCarthy, and Christ Megoulas. McCarthy is a veteran with the POP Program working POP issues since 1994. Megoulas joined the POP Team in 2000. In addition to administering the testing program for DoD, they are responsible for maintaining the program and serving as instructors. They also provide technical assistance concerning POP packaging issues. The team says, "We are here to serve DoD. This is your program and we are part of your team. Make us work for you." ♦

DESC Europe Petroleum Laboratory Provides Quality Surveillance Testing

By Cleo Tafoya
Defense Energy Support Center Europe

The Defense Energy Support Center Petroleum Laboratory is the only DESC-owned and operated petroleum laboratory in the United States European Command (USEUCOM) area of responsibility. In fact, it is only one of three DESC-owned and operated petroleum laboratories worldwide. The Department of the Army originally founded the lab in 1956. Because of the boost for consolidation of military petroleum laboratories and cost cutting measures during the last ten years, DESC assumed ownership from the 993rd Quartermaster Detachment in 1993.

The lab provides quality surveillance testing of U.S. government-owned fuels, lubricants, and related products. The lab not only provides quality surveillance testing of DESC owned petroleum product, but also supports U.S. Army,

Navy, and Air Force units, civilian agencies, and Into-Plane & Bunker contractors located throughout the European Command area of responsibility, and in some cases the United States Central Command area of responsibility. The European Command area covers more than 29 million square miles and includes 93 plus countries and territories with the majority of these countries and territories being located on the continents of Europe and Africa.

The DESC Europe Petroleum Laboratory plays an important role in providing petroleum product quality surveillance testing and imparting knowledge to military units serving under Operation Enduring Freedom throughout the areas. Early in the war against terrorism, the lab processed petroleum product samples from as far as Uzbekistan and Qatar. Never having performed testing on Russian Grade Jet Fuel, the lab had to rapidly adapt to new grades of fuel and specifi-

cations on a moment's notice. The lab also provides complete quality surveillance petroleum product testing in support of both the Bosnia Stabilization Forces and Kosovo Protection Forces.

Laboratory personnel consist of a diverse mixture of three U.S. Army soldiers, two German local nationals, and one U.S. civilian employee. This diversity offers the flexibility of interactions with other military personnel, the local economy, and American civilians. This diversity is capitalized upon when U.S. Army units and Department

of Defense personnel throughout Europe arrive for quality surveillance training at the lab on a weekly or bi-weekly schedule. It's also beneficial when U.S. Army laboratory technicians are assigned to the lab from a two-week to three-month period for refresher training. Even more notable is the utilization of the laboratory personnel's expertise in the certification of fixed, mobile, or air-mobile laboratories to both U.S. Army and DoD standards as evidenced by the recent certification



Sgt. 1st Class William Davenport (left) and Sgt. Joseph Hunnewell discuss petroleum distillation analysis.

of the fixed U.S. Army Laboratory in Kosovo.

The lab provides the entire suite of test methods required to ensure the quality during the petroleum product life cycle. This is inclusive of petroleum product procurement, movement, storage and stability, product identification, and suspected contamination or deterioration. In this fast changing technical environment, the lab has had to make some major adaptation such as procurement and integration of a state-of-the art X-Ray Fluorescence Spectrometer and an Atomic Absorption Spectrometer.

In a rapidly changing world, the DESC Europe Petroleum Laboratory is committed to its mission of providing efficient quality surveillance testing of U.S. government owned petroleum product and training. The lab continues to be the premier provider of petroleum quality surveillance testing while adapting to a dynamic technological environment. ♦

DLIS Hosts College to Improve American Allies' Supply Communication

By Joyce Davis
Defense Logistics Information Service
Public Affairs Office

When the defense systems of the United States and its military allies can communicate using a common language, all countries involved benefit. Recently, 16 representatives from 13 nations attended a "National Codification Bureau College," hosted by the Defense Logistics Information Service at the Federal Center in Battle Creek, Mich.

The eight-week "college" taught them the common cataloging process and military supply logistics "language" used by the North Atlantic Treaty Organization and many other nations around the world. Established in 2000, the college also helps U.S. allies develop a defense department cataloging system for their own nations.

At a graduation ceremony on October 31, DLIS Commander Col. Joseph Cassel, USMC, described the NCB College and its students as, "An effort much bigger than any of us individually or as a group. This college – and your work – are literally tying together our militaries and our economies, so that we can work together,

face future challenges against democracy and world safety." He added, "Cooperative military supply logistics has become critically important."

DLIS is the United States military activity responsible for cataloging U.S. manufactured items, which are adopted by NATO and foreign governments. DLIS also oversees the U.S. Federal Cataloging System that is the basis for the NATO system. It is the largest cataloger of its type in the world, managing more than six and a half million active line items.

According to John Zellers, DLIS program manager for the NCB College, "These roles put DLIS in a favorable position to take the lead in such an international training initiative. This is an extension of our leading role in the expansion of the system outside the NATO Alliance."

Zellers said, "This training initiative is the only one of its kind in the world. We share with these other nations the United States' very sophisticated military supply process – a broad management overview of procedures, tools, and information systems."

Countries from around the world have had representatives attending the college at the Federal Center. This third annual class included military logistics personnel from Austria, the Czech Republic, Croatia, Ecuador, Egypt,

Estonia, Korea, Lithuania, Macedonia, Mexico, Slovakia, Thailand, and the United Kingdom.

Most of the students come from smaller nations that have limited military supply systems, and many hope to help their own countries qualify to be part of the NATO Codification System (NCS). The benefits can be tremendous, since NCS opens up a worldwide information network for acquiring needed military parts and



Marine Col. Joseph Cassel, USMC, (front, third from left), DLIS commander, with recent graduates of the National Codification Bureau College. The students were at the Battle Creek Federal Center taking part in intensive eight-week supply logistics training. With the students are several DLIS employees who were instrumental in developing and managing the college.

materials.

Chris Yoder, DLIS deputy director for international cataloging, also noted that the NCB College students gained exposure to and better understanding of various aspects of American life. "It's been very important for students to learn about our nation and our way of life," Yoder commented. "We've made it both informative and entertaining for them."

The students traveled to Dearborn, Mich., to view the historical displays of American industrial technology at Greenfield Village. They visited Michigan State

University's Kellogg Biological Station and Experimental Dairy Farm in Augusta, Mich., as well as facilities at the Battle Creek Police Department and District Court. They also toured the Michigan Air National Guard Base in Battle Creek.

The students' responses about their experiences here were uniformly positive. Edward Sroljaric, a captain in the Croatian Army, said he was moved by the closeness of the American people a year after the September 11 terrorist attacks, and he found it encouraging to see Americans' resolve in dealing with national security. ♦

DLA's Information Operations Leaders Review Progress and Plans at Offsite

By Information Operations, J-6

Information Technology continues to play a major role in supporting current operations and enabling change at the Defense Logistics Agency. Most of what we do at DLA is heavily dependent on IT support, and continued developments in information technology capabilities provide the opportunity to enhance our mission performance and reduce costs. And while the IT spotlight largely shines on the Business Systems Modernization project at present, there are many other significant IT initiatives underway, plus numerous ways in which daily information technology operations are critical to our ability to support the warfighter.

It was in this spirit that Mae De Vincentis, director of Information Operations (J-6) and DLA's Chief Information Officer, convened the third in a series of semi-annual J-6 Leadership Offsite sessions in October. The intent of these periodic offsites is to ensure common awareness of key initiatives both at headquarters and in the field, and how they complement each other in support of the DLA enterprise. In

that regard, J-6 was established as part of the DLA 21 enterprise approach to DLA. J-6's role includes capitalizing on information technology as an enterprise asset, used consistently and efficiently throughout the Agency to help meet mission objectives.

While most IT operations and projects are managed within J-6, they reflect the requirements of the entire Agency and involve IT activities at the Defense Supply Centers, Defense Distribution Center, Defense Energy Support Center, and elsewhere throughout the Agency. J-6 also oversees Defense Logistics Information Service, Document Automation and Production Service, Defense Automatic Addressing System Center, and Defense Logistics Management Standards Office.

The most recent J-6 offsite focused on sustaining the on-going transformation of DLA while ensuring that information technology provides first rate support to current operations. This perspective was directly supported by opening the first day with an overview of national security and Department of Defense objectives and where DLA fits in,

delivered by the DLA Vice Director Maj. Gen. Mary Saunders, USAF, and starting the second day with a briefing on Enterprise Transformation by its director, Al Banghart. It was further reflected by a succession of headquarters and field presentations that included lively dialogue throughout. De Vincentis' closing remarks reinforced the focus of the offsite as she outlined significant progress to date and remaining challenges.

The following summarizes some key factors included in the briefings or otherwise discussed at the offsite regarding how DLA already is or soon will be capitalizing further on information technology's potential to help DLA achieve its strategic objectives:

□ IT coordination: IT's potential is well-recognized at all levels of the Department of Defense. DLA is participating in several coordinating groups that are striving to enhance interoperability through information technology. Despite turnover in senior leadership positions, the basic tenets regarding effective use of IT committed to during "DLA 21" have been consistently followed for several

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years – both within and external to DLA. This is a key factor in our continued progress. But we must succeed in BSM implementation and in other key IT areas, including secure IT operations (information assurance), to sustain this commitment.

- ❑ IT integration: Within DLA we are also expanding our efforts to best integrate various information technology systems initiatives, to ensure they are on compatible schedules and will interact effectively with each other to improve our ability to support warfighter needs. This is part of the Program Executive Officer role of Dave Falvey (J-62) and of the Modernization Executive Board process co-chaired by Banghart and the Executive Director of Business Modernization Christine Gallo (J-32). It is further reinforced by Banghart's role as Director of Enterprise Transformation.
- ❑ Use of best practices: It is important to recognize that what we are doing is taking advantage of best practices of both the private and public sectors. For the most part our information technology systems initiatives such as BSM, and our IT infrastructure initiatives such as an Enterpriser Data Center, are in keeping with the best practices of the private sector – including taking maximum advantage of existing commercial-off-the-shelf software. However, we recognize that as a military organization with a combat support mission, in some cases our existing or planned practices are in fact the best practices to use. Thus it was reinforced at the off-site that DLA is using the best practices of logistics, information technology and other communities – from whatever source – and if appropriate, DLA will use commercial practices when they are truly the best value way to meet mission needs.
- ❑ IT portfolio management: A critical factor in making the best use of current and potential information technology capabilities is DLA's portfolio management

process to review IT requirements and ensure maximum use of existing or planned IT efforts when considering investment in additional systems. This not only helps ensure we make efficient use of information technology's potential, but it also helps free up resources to invest in other areas or to return to the warfighters through the Program Objective Memorandum process.

- ❑ Security of IT operations: In light of the events of Sept. 11, 2001, and the continued concern for information security, DLA has expedited several projects designed to improve both the security and interoperability of our information technology infrastructure.
- ❑ Sharing of IT practices: It is vital that all aspects of information operations be understood and their potential payoff appreciated throughout the Agency. For example, DAPS provides documentation automation services that enable other DLA activities to reduce costs or better access key information. Information technology practitioners throughout DLA frequently develop effective local management approaches, such as consolidation of selected elements of IT infrastructure to support collocated DLA activities, or effective processes in support of the Agency's telework policy. Dialogue at the offsite, and at other between-offsite events such as the monthly Information Operations Panel coordinated by J-63, increases our ability to capitalize on these practices across the enterprise.
- ❑ Staffing: As DLA continues to roll out modern information technology systems and treats IT infrastructure as an enterprise asset, there will inevitably be an impact on IT staffing. The Agency remains committed to the approach whereby experienced IT staff displaced by this process will be trained to meet requirements in other mission areas. In turn, we are working to ensure that our IT intern programs drive effective recruitment and training to meet

out-year IT staffing needs.

- ❑ Organization structure: As part of the overall DLA organizational reassessment noted by DLA Director Vice Adm. Keith Lippert at the recent Director's Forum, J-6 is considering if any changes would be appropriate to support its existing and transformational operations.
- ❑ Overall status: DLA has made great progress in IT over the past several years. Examples include developing BSM and implementing its Concept Demonstration; achieving major milestones in the Fuels Automated System project; revitalizing support of contemporary and legacy IT systems at the DLA Systems Integration Offices; improving infrastructure security; conducting a comprehensive A-76 and MEO process for DAPS; etc. But we need continued success as BSM progresses towards Release 2, as we further integrate various transformation IT initiatives, and as we do so while meeting any and all operational challenges required in support of the warfighter. ♦

While the IT spotlight largely shines on the Business Systems Modernization project at present, there are many other significant IT initiatives underway, plus numerous ways in which daily information technology operations are critical to our ability to support the warfighter.

Headquarters' "Weekend (Plus) Warriors" Do It For Love of Country, Navy, Variety

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

More than 600 reservists worldwide, representing all four military services, are assigned to the Defense Logistics Agency or its field activities. About 70 of them routinely drill (conduct their two-days-per-month of military time) at DLA headquarters at Fort Belvoir, Va. Of those "headquarters reservists," nearly 20 belong to a single Naval reserve unit. This overarching Navy unit, called the DLA Contingency Support Team Staff (DCST Staff), helps to prepare DLA reservists for mobilization, contingency operations, and emergencies.

The DCST Staff unit is one of just two reserve DLA units -- both Navy -- that drill at DLA headquarters. The second Navy unit, the DCST Fuels Management Team (DCST FMT), supports the Defense Energy Support Center. (The remaining reservists assigned to DLA headquarters are members of the Air Force, Army or Marine Corps who drill individually and generally conduct their drills on weekdays.) Like most Naval reservists, those drilling at DLA perform their drills on weekends,



Capt. Claire Parsons, commanding officer of NR DCST Staff (the largest reserve unit to drill at headquarters), drove a Hum-Vee during a mock convoy attack during Exercise Keystone in May 2002. Parsons and her unit helped plan and conduct the field exercise for DLA reservists.



Members of NR DCST Staff prepare the outdoor meal during Exercise Keystone in May 2002.

when the headquarters building is largely vacant. This emphasis on accounted weekends means that much unaccounted liaison and planning must occur between drills – squeezed between civilian tasks, or on “personal time.”

HQ's largest reserve unit: Who are they?

Like other reserve units, the DCST Staff represents diverse civilian and military backgrounds. The unit roster includes a shipbuilder, pilot, technologist, entrepreneur, student, financial manager, computer specialist, market research consultant, media director, FBI agent, two attorneys, and

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at least two auditors. Together the 18 members represent 383 years of Navy experience (including 117 years on active duty). They have been recalled to active duty more than 30 times during their Navy careers, and have been deployed at sea or overseas nearly 35 times. Two of them were recalled to active duty at DLA to support Operation Enduring Freedom (OEF) for nine months or more. Not counting the two recalled for OEF, unit members have served nearly 2,000 hours in DLA's Joint Logistics Readiness Center (JLRC) and have spent more than 180 weekdays at DLA headquarters. All but five are married, and collectively they have 26 children.

Why do they serve?

Their motivations vary but, when asked independently, reservists echo some common themes. Certainly retirement and other benefits figure for many; but the predominant factor is patriotic pride and a simple desire to serve their country. Other factors figure too. So why do they maintain this "second job," which eats up at least one



Cmdr. Mike Zabel, Operations Officer for NR DCST Staff, loads his weapon as he prepares to qualify on the 9-mm M-9 Beretta pistol during Exercise Keystone in May 2002.

weekend each month and a minimum of two full weeks each year?

- ❑ Cmdr. Bruce McCarty, attorney: "I try to give something back to my country, which has given so much to me."
- ❑ Cmdr. Peter McKenney, market research consultant: "Affiliation with a great network of quality people."
- ❑ Yeoman Second Class Steve Austin of Verizon Communications: "To serve and protect my country."
- ❑ Yeoman Third Class Jynell Spriggs of the Internal Revenue Service (IRS): "I joined the Navy to become more of an extrovert. Also to travel and explore the world. The Navy has taught me to trust others, and to work as a team."
- ❑ Lt. Cmdr. Alec Levy, attorney: "Every American should be required to serve his or her country for a minimum of two years, though not necessarily in the military." (Levy served for a year in the LRC to support OEF).
- ❑ Cmdr. Mike Zabel, Naval Sea Systems Command (NAVSEA) consultant: "I like the ability to make a difference."
- ❑ Lt. Cmdr. Dan Conrad of the U.S. Department of Agriculture (USDA): "To serve my country and make my family proud." (Conrad served a nine-month recall in the LRC during OEF)
- ❑ Capt. Tom Pickles, maintenance manager: "Pride, patriotism, and a change of pace."
- ❑ Cmdr. Jim Semerad, technology consultant: "I enjoy the opportunities, challenges, and high caliber of people that I work with."
- ❑ Capt. Victoria Skinner, English and anthropology instructor: "The satisfaction of serving my country."
- ❑ Capt. Claire Parsons, unit commanding officer and pilot: "I grew up in a small town near the Florida coastline. I've always loved the ocean. My great grandfather was a seagoing tea merchant who sailed to and from China. When I thought of joining the Armed Forces, no service drew my interest more than the Navy."

How do they balance?

No matter how motivated, DCST Staff members sometimes struggle to juggle their reserve careers with civilian jobs and family obligations. How do they manage the juggle?

- ❑ Levy: "My top priority is my family. After 9/11, my priorities changed. I put my legal career on hold for a year because I had raised my right hand and said I would be available when and if called upon. So patriotism became my top priority for a time."

- ❑ Zabel: “It’s difficult—there’s no getting around that. You must sacrifice. In my case, I can only sacrifice sleep and free time.”
- ❑ Parsons: “Everything must be balanced. My boys have grown up without a mother at home for several days each month. This has made them more independent, self-reliant and disciplined--which has helped me to continue my reserve career.”
- ❑ Pickles: “The civilian career and family sometimes has to take a back seat.”
- ❑ McKenney: “Less sleep! We have to be efficient in completing the “must-do” tasks.”
- ❑ Cmdr. Paul Raedeke of the U.S. Courts: “My family and employer have been supportive. I coordinate to avoid important scheduling conflicts.”
- ❑ Capt. Jim Gates of the VA Medical Center-Cleveland: “It’s not easy...the squeaky wheel often gets the grease.”
- ❑ Cmdr. Mike Krebs, State of Maryland auditor: “There’s no conflict. If we have another war, I wouldn’t hesitate to leave my civilian job to support my country.”



Cmdr. Mike Krebs, Donna Austin, YN2 Steve Austin, Capt. Claire Parsons celebrate Austin’s reenlistment.

- ❑ Raedeke: “An emphasis upon organization, administrative skills and attention to detail form a solid foundation upon which to prosper in any field.”

The bottom line

Those skills of organization, administration and attention to detail allow this Navy unit to give DLA what it needs — trained, ready and available reservists. The unit planned and hosted Exercise Keystone, attended by 125 DLA reservists in May 2002 to train for deployment. The unit is creating an enhanced joint reserve training curriculum for all DLA reservists who support DCSTs, and plans to make site visits to field units, to implement and track those standards, beginning in spring 2003.

“The bottom line is readiness...operational, family, and personal mobilization readiness,” said Rear Adm. Fenton Priest, DLA Director of Reserve Readiness (J-91). “The field units are working hard, and our job is to help them with their readiness training. We are developing better, more relevant training tools, which will be validated based on new mission requirements. The benefits will be more effective training and more accurate metrics to measure readiness. It will be a continuing cycle, designed to meet the evolving needs of DLA’s logistics operations department (J-3). They need to know that they can get the support they need for ‘around the clock, around the world operations’ when they need it. We are going to ensure that happens.” ♦

Is there a reserve-civilian connection?

As with many reservists, the civilian skills of the DCST staff members add value to their reserve responsibilities — or the other way around. For many, their civilian and reserve task are similar. For others, one enhances the other.

- ❑ Levy: “As a lawyer, I can look at an issue from both a logistics and a legal perspective.”
- ❑ Austin: “In my civilian job, I use some of the same technology products — equipment and software — that I use in my Navy job. This makes both jobs easier.”
- ❑ Pickles: “The Navy enhances my civilian career. The stereotypical view civilians hold of the military is that it’s dictatorial and cold — but I’ve found that the leadership taught and used in the Navy is far ahead of that typically found in industry.”
- ❑ McCarty: “My civilian job at the Document Automation and Production Service gives me unique insight into the world-class DLA organization. In turn, the operational perspective I receive in my reserve hat enhances my value to DAPS.”
- ❑ McKenney: “As a software firm manager, I stay current in software tools.”

Reserves Get Special Thank You

They come from all walks of life – from lawyers to ranchers – and they live in cities, in suburbs, and in rural areas. The common thread they share is a dedication to serve their country as members of the United States' military reserves.

Even though they are extremely motivated, reservists sometimes must juggle their reserve careers with civilian jobs and family obligations. Recognizing the importance of family support, the Defense Logistics Agency's Director of the Joint Reserve Forces (J-9) Maj. Gen. Joseph L. Thompson III, USAR, sent framed certificates of appreciation to the families of all DLA reservists mobilized or deployed during 2002.

"The support of families is essential to DLA Joint Reserve Forces who are on tour to help fight America's war on terror," Thompson said. "This nation and Agency are grateful to those families for their sacrifices."

Nearly 100 certificates and letters were sent not only to spouses of reservists, but also their children, and in some cases, their parents. "We included parents, because they are sometimes forgotten," said Lt. Col. Iris Bulls, USAR, J-9 executive assistant. "Parents deserve recognition -- also it's a small gesture, a way to say thank you to the parents for raising sons and daughters that selflessly defend our nation."

"The support of families is essential to DLA Joint Reserve Forces who are on tour to help fight America's war on terror. This nation and Agency are grateful to those families for their sacrifices."

*-- Maj. Gen.
Joseph L.
Thompson III,
USAR*

forces military family certificates of appreciation, personally signed by Thompson, were accompanied by letters of appreciation signed by the Director of

The DLA effort was an outgrowth of Military Family Month, which is observed in November. "However the idea to thank the reservist's families was General Thompson's," Bulls said. "Major General Thompson is a believer and advocate for family readiness and has an interest in making sure our program is working."

The DLA Joint Reserve



DLA Director of Joint Reserve Forces, Maj. Gen. Joseph L. Thompson III, USAR, signs one of the many certificates of appreciation mailed to DLA reservists mobilized or deployed during 2002. Certificates and letters were also sent to the reservists' families and employers. (Photo by Thomas Wilkins)

Reserve Forces (J-91) Brig. Gen. John C. Levasseur, USAR. The letters thank those spouses, children, and parents for their personal sacrifice as "unsung heroes" to DLA mobilized and deployed reservists. "As a reservist, I understand the hardship placed on families when a loved one is deployed or mobilized," Levasseur noted. "Those back home must shoulder family responsibilities and the uncertainty inherent with their loved ones' absence."

As for the juggling act that many reservists must endure, Bulls put it this way, "reservists have to balance three important areas in their life: their families, their civilian employers and their military training. I visualize it as a three-legged stool. Too often, we focus only on getting the Reservist trained and ready to perform their mission. But we can't ignore the other two legs of that stool, because they too are critical for sustaining and supporting the Reservist so that they can serve."

Thompson also sent notes to the reservists' civilian employers expressing thanks to them for shouldering the impact of their employees' absence in support of Operations Enduring Freedom and Noble Eagle. ♦

DLA Contingency Support Team is a Way to Make a Difference

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

An opportunity to work side-by-side in Europe with military customers providing knowledge, skills and abilities in expediting parts, working strategic issues and ordering and tracking Defense Logistics Agency-managed items is available to members of the DLA Contingency Support Team.

DCST volunteers are Class IX (spare parts) specialists. They deploy for several months from their regular jobs when needed, research and resolve critical Class IX items and act as the DLA focal point in resolving the Critical Items List as well as supporting any DLA-related issues.

"My mission is to recruit others (to the DCST) so they can see and feel the urgency of the customer who really needs that part," said Gloria Bowman, a Defense Supply Center Richmond, Va., contracting officer, after returning from a six-month tour in Kosovo.

"You get a sense of real accomplishment," she said. "It gave me a different perspective of my job. You feel like you are still part of them

when you return because you have worked so closely with them. They are out there laying their lives on the line to keep us safe, so you want to do everything possible to help them."

Brenda Gee, a quality assurance specialist at DSCR, has volunteered for a second tour to Kosovo as a member of this team because it was a most rewarding experience. Working one on one with the military customers gave her a firsthand look at how her work affected them and has made a difference in her day-to-day job.

"The customers are so appreciative of every effort made by the contingency team, which makes it all worthwhile," Gee said. "I have gained a new perspective on supporting the warfighter. I have seen first hand how one person can make a difference."

Ron Heimberg, contracting officer of the Pratt & Whitney integrated support team at DSCR, recently returned from a four-month tour in Uzbekistan. "Life on the other side of the supply chain is very different than here [state-side]," Heimberg said. "Serving as a member of this team was a great experience. We make decisions here every day, but we don't live with the results of those decisions. A lot of the items we purchase, we utilize there. My work has taken on a whole new priority."

Volunteers need to have two years of supply chain experience at the GS-9 level and a working knowledge of SAMMS. Employees in grades GS-9 through GS-12 are eligible. Experience may have been gained through occupations such as supply specialist, inventory manager, equipment specialist, contract specialist, quality assurance specialist or supply systems analyst.

The following DCST coordinators are available to discuss this exciting assignment with interested employees: DLA program manager, Cmdr. Drew George, USN, DSN 427-3097; Defense Supply Center Richmond, Judy Marty, DSN 695-1567; Defense Supply Center Columbus, Christine Judkins, DSN 850-4165, Defense Supply Center Philadelphia, Helen McGreal, DSN 444-7305; Defense Distribution Center, Sue Alpaugh, DSN 771-2805; Defense Energy Support Center, Deanie Estes, DSN 427-8414; and Defense Reutilization and Marketing Service, Barry Earls, DSN 932-7159. ♦



Gloria Bowman said she would volunteer again because the experience was so rewarding and significant.



I have seen first hand how one person can make a difference," said Brenda Gee.



"My work has taken on a whole new priority," said Ron Heimberg. (Photos by Brenda McCormac)

"Life on the other side of the supply chain is very different than here [state-side]."

-- Ron Heimberg

Contingency Support is a DLA-wide Team Effort

By Defense Reutilization and Marketing Service
Public Affairs Office

The complexities of contingency support can't be planned or managed by a single individual, the effort requires the kind of shared focus that only an effective team can bring to the table, and when Dave Utterback talks about contingency support and effective teamwork, he's talking about the Defense Logistics Agency.

"The DLA Contingency Support Teams in the Pacific have really worked well together in several exercises. Team members come from all over DLA. There have been no animosities nor turf wars. The teams have been focused and professional," said Utterback, an environmental protection specialist with Defense Reutilization and Marketing Service International's Forward Support Team-Pacific.

He also considers DRMS participation on a DCST important to professional growth. "It's one of the few opportunities for a DRMS person to see how DLA functions with the military in the real world."

Team members often assume extra responsibilities and functions, assisting one another as required. "It's a broad range of duties," said Utterback. "Often, our team roles overlap, and we do a number of things we don't normally do in our day-to-day jobs. For instance, we get to work with the transportation and supply sides of the house. So, you really learn how DLA supports the services when they deploy."

More is often asked of those serving on a DCST because of conditions specific to a deployment. For those representing DRMS, these challenges include assisting with the development of temporary accumulation sites for hazardous waste and material.

"Our field exercises take place in

areas where there are no U.S. facilities or DRMOs [Defense Reutilization Marketing Offices]," he said. "We work in conjunction with the exercise executive agent, environmental officers, fuels officers and safety officers, helping them to put together their accumulation sites."

The sites are set up in the field on a short-term basis and sometimes scattered over an extensive area,



Dave Utterback

depending on the nature of the deployment. Utterback said that he and a coworker, Environmental Protection Specialist Gary Crosson, worked together at four accumulations sites recently in Thailand. "In this year's Cobra Gold, the one way drive between just two of our four sites was more than four hours," he said.

In such an environment, communications can be a substantial challenge. "We just don't know if the systems are going to work," he said. "We've had periods when everything - land lines, cell phones, web-mail -

was down."

It's under these conditions that professional judgment comes to the forefront, becoming the difference between success and failure. As Utterback put it, "You have to make important decisions. You just have to make the best judgment you can and shoulder the responsibility."

This kind of decision-making has been called for in each exercise. "Something will come up that needs a decision, right then," he said. "It's not a matter of calling Camp Smith, Battle Creek or Wiesbaden and saying, 'Give me an answer.' The military is on the ground. They're moving. They have something that has to be done - now. We take action and get it done."

A similar response to problem-solving occurs when an exercise ends. The curtain drops quickly, often varying from the planned date. The military generator is required to provide a 48-hour notice to DRMS personnel assigned to the DCST. This short-fused request is passed on to a contractor and the property is removed.

"If the executive agent decides to end the exercise early, it ends," said Utterback. "The bottom line is when the military leaves, nothing is left behind. It's not like a DRMO or base where there is a continued presence. We are a guest on foreign soil and when the exercise is over, everything has to go."

Closing down quickly can be a challenge, especially when it comes to paperwork. "We have to move with them," he noted. "There is no way we can say, 'You can't leave until you give us the correct paperwork.' This can be a burden for contracting specialists assigned to close out the contracts. It can be difficult for the contracting office, they have to reconcile everything."

The post-exercise paperwork-shuffle can be time-consuming, but it's the

name of the game when it comes to supporting the military in the field. “Even after extensive planning, changes occur at a moments’ notice. The team has to adjust quickly,” he said.

From beginning to end, contingency and exercise support takes effort, dedication and flexibility. “We’re ready to work 24-7, just like the guys in the field,” he said. “We’ve lived in the same tents, wore the

same Battle Dress Uniforms, and have stood in the same rain and sun. There are challenges all the way through, but our military people have been outstanding to work with.” ♦

From The Field with DCST Member

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

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

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

DLA’s Joint Reserve Forces public affairs officer is conducting on-line interviews with members of this CENTCOM DCST. The first interview was with the Commander DCST (Forward), Army Reserve Col. Frank Daniels; the second with civilian contract specialist Carol Knierim. This third interview is with Navy Reserve Lt. Cmdr. Marc Platt, Officer-in-Charge (OIC) of DCST Uzbekistan from April through July 2002. When not on Navy duty, Platt runs a ranch in Arizona. He has a wife and four children.

What service did you provide on behalf of DLA?

As the DCST UZ Forward Commander [or Officer-in-Charge], my primary responsibility was first to the members of my team, to provide administrative, security, and leadership support, enabling them to provide the services required by the combat units in theater. My mission responsibilities included providing direct logistics expertise and support for all material managed by DLA within Class I, II, III, IV, VIII, and IX material and to

interface with the Combat Support Battalion/Group at both the Intermediate Support Base (ISB) and Forward Support Base (FSB) in the Joint Operating Area. As the forward deployed DLA representative, I was not only the in-theater point of contact for DLA-managed material, but also took on the role as the ‘eyes and ears’ of DLA. It was my responsibility to report daily to DLA headquarters the overall logistical posture, to advise and forward information of upcoming missions necessitating DLA logistic support.

Here are some examples. When I first arrived, I found a lot of broken construction machinery—probably 25 pieces. My goal was to work on that list. Within 30 days, at least half of those items were identified and closed out, or up and running. They were able to construct their runway, and provide the base security they needed. Talking to a base engineer, I heard he was trying to construct living quarters, and got him what he needed. In the chow line one day, a colleague found out that the soldiers needed insulated boots, and got them. That’s where the satisfaction comes. We really are contributing to the mission; we have a direct impact.

Please describe other deployments, and how this one differed. What key thing has this deployment taught you about deployment preparedness?

This was my second deployment, the first being to the United Nations Mission in Haiti in 1995. In that deployment I was the Automation Officer attached to the UN military staff, providing computer logistic support to the Coalition Contingents of the United Nations peacekeeping forces. The roles differed significantly. In the previous mission, I dealt with a totally different bureaucracy with equally confusing policies and missions. However, there were similarities in the austere operating and combat environment, the living conditions and cultural challenges, and life away from home. The main difference between the two deployments was the direct contact I had during this deployment with the Army. I wasn’t prepared to meet that challenge as I wasn’t familiar enough with the Army culture and supply systems to be viewed as competent in their eyes. It is important to the Army hierarchy that logistics personnel understand Army supply systems, although this knowledge isn’t required for the DLA rep to do their job. However, perception is important, and I felt that I could have been better prepared for that role had I been able to

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‘sing and dance’ Army logistics.

How did you integrate with other key players on the DCST?

Initially, I followed the organizational tasking put in place by my predecessor. As the command structure in the Joint Operating Area changed, we needed to adjust to meet their structure and requests. I tried to align expertise with the appropriate functional areas; however, personalities were an important factor and required consideration. The team evolved with the mission, and we became better with time. Although the Army units began to rotate during my tenure, we were able to adapt easily to the new structure, as we had very professional team members who were willing to acclimatize to changing and challenging circumstances.

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

No single event precipitated my conviction about the importance of our role. The combination of daily intercourse with Army personnel and frequent logistic firefighting culminated in the necessity of our presence. I was surprised to find a lack of expertise in some areas. And most Army people I met did not understand DLA or what we are capable of providing. Smooth material flow is really not rocket science; nonetheless, a clear understanding of the services of all DoD logistic components is vital to make the pipeline effective. DLA brings enormous resources and expertise to bear, and we need to better exploit those capabilities.

What surprised you during this deployment?

More than anything, I was disappointed in the lack of focus on the combat soldier. Sometimes we logisticians are so far removed from them and focused only on the impersonal ‘customer’ – that is, the Army. But the actual soldier is the end-user. When we think of the ‘customer’ rather than the end user, we can’t associate a face or a name with the title. Being forward deployed, I saw the faces and met the individuals who ultimately were affected by our support. I ate with them, slept in the same tents, and talked to them about their missions. I saw first hand the results of our efforts. I saw our products being eaten by the soldier, worn by them, put on their equipment, and built into their force protection structures. Not only did I see our

material being used, but I also was using it, and the successes and failures of the system had a personal affect on me!

How did the work you did during this deployment differ from the work you do for DLA at home?

In my DLA unit at home, we provide depot support, mainly in the receiving and shipping areas. As the training officer within that unit, I was almost completely removed from the real operations of logistics. This deployment gave me an eyeful of the extensive operations of DLA. As a user myself of DLA material, I was certainly affected by the DLA system as a whole.

What was most enjoyable about this deployment?

Perhaps the greatest satisfaction was seeing the effects our efforts had on the soldiers – not only their mission, but also their morale. It felt good when an aviation maintenance officer thanked me for our help, and said that we had a direct impact on his capability to keep his aircraft flying. But it was disappointing to hear that same maintenance officer say that he didn’t know previously what we were capable of doing for him. Here was a senior enlisted Noncommissioned Officer with many years of service, and this was the first time he had interface and contact with a DLA person who provided him with a critical service. I was also so proud to have served with such great Americans as our combat soldiers, and the civilian item managers in our supply centers. Both provided such impressive service, such dedication and professionalism, and heartwarm-

ing patriotism.

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

There is great satisfaction in providing our services. There is also great frustration. As in any situation, people are the greatest challenge. It can be a challenge to stay focused when you are dealing with difficult personalities. When I was burdened with those challenges, I would get out among the soldiers and start soliciting what we could provide to them. This put my efforts in perspective. Traveling within the area of responsibility also gave me a good feel for the operations and the needs for each location. I was able to redirect my focus on mission when I moved about. ♦

“I was surprised to find a lack of expertise in some areas. And most Army people I met did not understand DLA or what we are capable of providing. Smooth material flow is really not rocket science; nonetheless, a clear understanding of the services of all DoD logistic components is vital to make the pipeline effective.”

*-- Lt. Cmdr.
Marcor Platt*

Richmond Teams Aid USS Constellation

By Scott Andreae
Defense Supply Center Richmond
Public Affairs Office

The officer in charge of logistics for the U.S. Pacific Fleet has commended the quick response of Defense Logistics Agency personnel in Richmond, Va., after a fire aboard an aircraft carrier.

Staff from the Defense Supply Center Richmond and Defense Distribution Depot Richmond worked over the three-day Veterans Day weekend to provide 30 bottles of Halon gas to several Navy ships in Pearl Harbor, Hawaii. The ships had transferred their Halon to the USS Constellation, which had a fire Nov. 8 in a main machinery room.

“The dedication of your staff this

weekend was an example of what makes the Defense Logistics Agency such an outstanding organization...focused on the needs of the warfighter,” Rear Adm. Michael S. Roesner, the Pacific Fleet’s deputy chief of staff for logistics, fleet supply and ordnance, wrote in a letter to Brig. Gen. James P. Totsch, USAF, DSCR commander.

Halon is not stocked on Hawaii due to environmental reasons. The ships that gave up their supply of the gas needed to be replenished so they could stay operational.

At the time of the fire, Constellation was in Hawaiian waters headed for the North Arabian Sea on a regularly scheduled deployment in support of Operation

Enduring Freedom.

“The critical matter is the Constellation was due to deploy,” said Maj. Raymond H. LeGall, USMC, branch chief of the Emergency Supply Operations Center at DSCR.

The ESOC, staffed around the clock for such urgent needs, received the request for replacement Halon on Saturday, Nov. 9. DSCR and DDRV employees returned to the center, identified an Air Force C-5 flight that could transport the bottles, and by Sunday evening the shipment had arrived at Dover Air Force Base, Del., for loading onto the aircraft. The C-5 arrived at Hickam Air Force Base in Hawaii on Monday, Nov. 11, and the ships were restocked the next day. ♦



USS Constellation departs Naval Air Station North Island, Calif., at the start of a deployment in support of Operation Enduring Freedom. A Nov. 8 fire on the ship triggered a need for Halon gas cylinders from Defense Supply Center Richmond and Defense Distribution Depot Richmond Virginia. (U.S. Navy photo by Photographer’s Mate 2nd Class Tim Smith)

At DNSC, Sales are Still Going Strong

By Kristin Guss
DLA Public Affairs

Whatever trend the economy may be following, sales of excess materials from the Defense National Stockpile Center are proceeding briskly. The latest commodity to sell out is mica. The total aggregate sales of mica in fiscal 2002 amounted to 5,801,454 pounds, for a value of \$452,177.80. Now only a little over 28,000 pounds of mica remain, and that is expected to sell quickly.

This news comes as a bit of a surprise, considering that mica was not always a hot selling item. In the 1980s, it was classified as one of the DNSC's 'slow movers' because the Stockpile contained a large quantity of the material and market demand was declining.

Since the mica was not turning a profit and was costing money to store, DNSC officials doubled their efforts to

market it. What was needed, it turned out, was a change in sales methods. The mica was hard to market because of its various forms and grades. The historical practice in the DNSC was to sell by type, quality, grade and location. However, that approach wasn't working well, so DNSC changed its sales method for mica, grouping the material into broader categories for sales purposes.

Then, too, the DNSC mica team started actively looking for new customers for their mica, advertising in industry publications and attending international minerals conferences. DNSC found new mica customers in India, which is, ironically, the country that much of the Stockpile's mica came from. There it's still used as an insulator in the types of heating elements and vacuum tubes that are no longer used extensively in the United States. And, because Stockpile mica is of such high quality, it can be sold for very attractive prices. ♦

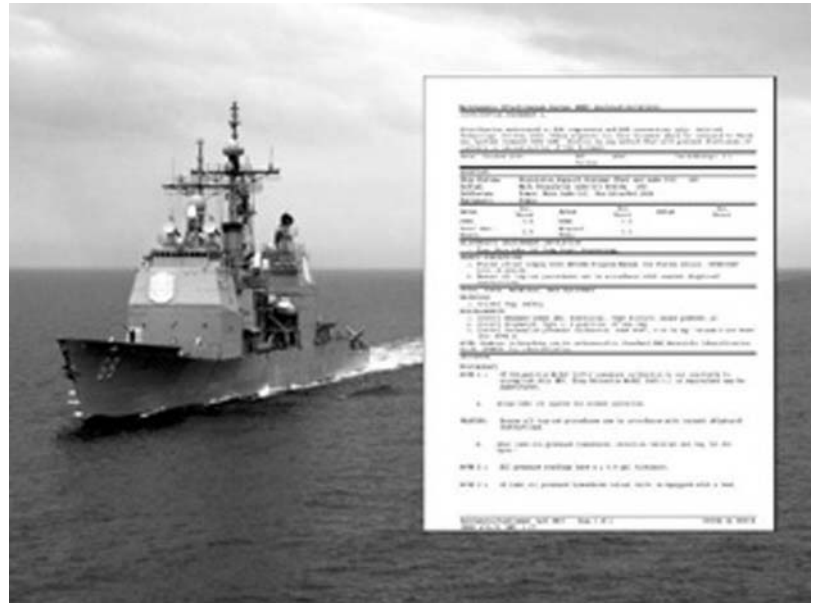
DAPS Helps the Navy to Maintain Its Equipment

By Keith Beebe
Document Automation & Production Service
Corporate Communications

The Document Automation & Production Service has a key role in helping to maintain the myriad of equipment items in the United States Navy. Twice a year, in the spring and fall, DAPS facilities at Norfolk, Va., and San Diego, Calif., print and help distribute more than 4.5 million hard copies of information contained in Maintenance Index Pages (MIP) and Maintenance Requirement Cards (MRC) as part of the Navy's Planned Maintenance System. More than 10,000 Compact Discs (CDs) containing the documents are also produced and distributed. The items are sent to more than 2,000 Navy customers including all ships, military schools and shore activities.

The Planned Maintenance System documents provide detailed instructions on how to maintain every piece of Navy equipment ashore and at sea. This includes guidance on maintaining items ranging from fire extinguishers to weapons systems.

The DAPS facilities at Norfolk and San Diego work closely with the respective Fleet Technical Support



DAPS prints the Maintenance Index Pages and Maintenance Requirement Cards the Navy uses for information on how to maintain its equipment worldwide as part of the Planned Maintenance System.

Centers in those cities to receive the documents to be printed. The centers provide the Portable Document File digital copies of the documents to DAPS via CD, direct via File Transfer Protocol or via the DAPS

DocAccess online system. Once received, the DAPS facilities print the millions of copies required. Personnel from the FTSC Atlantic (FTSCLANT) and FTSC Pacific (FTSCPAC) then determine the appropriate distribution to each ship, school or activity.

“The DAPS role in the Force Revision process is vital to the overall maintenance of Navy equipment,” said Phil Hans of the Naval Sea Systems Command (NAVSEA). “It helps our sailors get information to

ensure their equipment will work when needed and maintain readiness. DAPS has been outstanding in their efforts to assist NAVSEA in providing the customer with these very important maintenance information products.”

DAPS representatives will participate in an upcoming workshop hosted by NAVSEA to determine lessons learned in previous Force Revisions and how to improve the process for the next cycle of updates to the Planned Maintenance System. ♦

DAPS Provides Onsite Document Conversion Operation for NAVICP Mechanicsburg

*By Keith Beebe
Document Automation & Production
Service
Corporate Communications*

The Document Automation & Production Service, in conjunction with a commercial business partner, established a document conversion operation in September 2002 to meet a rapid turn-around onsite requirement of the Naval Inventory Control Point (NAVICP), Mechanicsburg, Pa. The project is part of an on-going Naval Operations (OPNAV) initiative to convert legacy documents and drawings to digital files. DAPS has the core competency within the Department of Defense for such document automation services.

In a partnership with Docucon Imaging Services, DAPS is providing a service to convert approximately one million aperture cards containing data and engineering drawing images onto Compact Disc (CD).

An aperture card is a legacy computer data storage device, or punch card, that can contain a microfilm image such as an engineering drawing. In this case, the majority of the cards contain

images of engineering drawings of Navy ships parts. The contractor relocated specialized scanning equipment and conversion personnel to the DAPS facility at Mechanicsburg, to provide the required onsite presence for the customer. They scanned and con-



Brenda Kish, of the Technical Services Branch, Naval Inventory Control Point Mechanicsburg, Pa., holds several completed CDs with converted data and engineering drawing images from thousands of aperture cards.

verted to digital files the data and images on the cards that are then delivered to the customer on CDs.

The images and indexing information from the CDs will be incorporated into the Joint Engineering Data Management Information Control System (JED-

MICS) for use by military and government personnel, which includes Navy re-procurement technicians who use JEDMICS to establish sets of drawings needed in support of the NAVICP's procurement and provisioning process. The drawings comprise a 'bid-set' for solicitation to commercial vendors to build ship parts.

The DAPS project is the initial phase of the NAVICP conversion effort. The cards to be converted in this phase were determined from an analysis of 11 million cards as the most critical. It is anticipated other cards will be converted in subsequent phases.

Brenda Kish, of the NAVICP Mechanicsburg's Technical Services Branch, said “DAPS is fulfilling the need to get this project underway as part of the OPNAV initiative. It will reduce the reliance on a dated and manually intensive system plus reduce our physical storage requirements for these cards. The digitized drawings and data will provide us with much faster access to our engineering documents and thus improve the life cycle management of Navy ship parts.” ♦

Memorandum Supports Service-Disabled Veteran-Owned Small Businesses

The Defense Logistics Agency and National Veterans Business Development Corporation, commonly known as The Veterans Corporation, have entered into a memorandum of understanding to enhance business assistance and support to veterans and service-disabled veterans, and to act as a catalyst to improve business opportunities for all America's veterans.

The memorandum is in response to Congress, which determined the federal government must do more to assist military veterans, particularly service-disabled veterans, who faced risk and personal sacrifice to preserve the American dream of freedom and prosperity. Public Law 106-50, the Veterans Entrepreneurship and Small Business Act of 1999, encourages government agencies to implement further efforts to assist veterans, particularly service-disabled veterans, in the formation and growth of small businesses.

A formal signing ceremony between DLA Director Vice Adm. Keith W. Lippert, and retired Army Maj. Gen. Charles R. Henry, president and CEO of The Veterans Corporation, took place at the Andrew T. McNamara Headquarters Complex on Fort Belvoir, Va., on Sept. 30, 2002.

"DLA is proud to be an active partner in this endeavor," Lippert said. "The support provided to America's armed forces worldwide will benefit from the skills and experience military veterans will

bring to our organization."

The Veterans Corporation provides veterans and service-disabled veterans with the tools they need to start and expand successful businesses, including entrepreneurial training, access to markets, access to capital and mentoring programs. No other public or private organization provides this specific



Retired Army Maj. Gen. Charles R. Henry, president and CEO of The Veterans Corporation, signs the memorandum of understanding as DLA Director Vice Adm. Keith W. Lippert, SC, USN, looks on.

assistance to the 24-million-strong veteran community.

The Veterans Corporation was created in 1999 by Public Law 106-50, which also set a government-wide goal for participation by small business concerns owned and controlled by service-disabled veterans of not less than

3 percent of the total of all prime contract and subcontract awards for each fiscal year. The law also calls for The Veterans Corporation to work with the public and private sectors to establish an independent nationwide network of business assistance and information centers for veterans.

DLA has also entered into cost-sharing cooperative agreements to support procurement technical assistance programs. The PTA program consists of centers throughout the United States, including Puerto Rico, that provide specialized and professional assistance to individuals and businesses seeking to learn about contracting and subcontracting opportunities with the Department of Defense, other federal agencies or state and local governments.

DLA's major buying activities, along with procurement technical assistance centers, will cooperate with The Veterans Corporation to coordinate technical assistance to veterans and service-disabled veterans interested in learning about contracting and subcontracting opportunities with federal, state and local governments. DLA will also ensure that information and counseling about the various procurement programs is available to veteran-owned small businesses.

"Today's veterans have high-end leadership experience and advanced technical skills," Henry said. "This partnership with DLA will not only help our veterans, but will also benefit the economy through small business growth." ♦

DLA Signs Contract with Tribal-Owned Company

By DSS Corporate Contracting

Defense Logistics Agency Support Services awarded its first contract to a tribal-owned company Sept. 24, 2002, when it signed a knowledge management support agreement with Chenega Technology Services Corporation.

Chenega is an Alaskan native corporation with headquarters in Anchorage and an office in Springfield, Va. Robert H. Little, DSS associate director of small business, said, "While there have been other contracts with Native American companies over the years, this was the first tribal-owned award DSS Corporate Contracting had made."

The contract provides for contractor technical and consulting support services for the DLA Knowledge Management Program Management Office directed by program manager Rex R. McHail Jr.

Chenega will provide support in the development and implementation of knowledge management solutions for specific KM communities of practice and assist in the transition toward longer-term phases of the fully defined KM program. McHail emphasized that the contract signing was a very important event for DLA. "Together with Chenega," he said, "the Knowledge Management Program Office can offer strong, dedicated support to our customers – the employees of DLA – the knowledge workers."

He said the emphasis is on

implementing near-term solutions, while positioning for long-range transition objectives. "Our first communities of practice are DLA's Balanced Scorecard, One Book and initial roll-out of the DLA Enterprise Portal at headquarters," McHail said. "We are delighted to be partnering with

"Our first communities of practice are DLA's Balanced Scorecard, One Book and initial roll-out of the DLA Enterprise Portal at headquarters. We are delighted to be partnering with Chenega in this next phase of knowledge management in DLA."

-- Rex R. McHail Jr.

Chenega in this next phase of knowledge management in DLA."

At the signing ceremony, Patrick J. Kennedy, chief of contract operations and contracting officer, signed for the government. McHail and Philip Silas, chief of the DLA Corporate Contracting Division, presided. Little was the contract specialist for the project.

Richard B. Frederick, DLA Headquarters Complex operations staff director, and Jay Thomas, enterprise portal program manager, also attended.

For Chenega Technology Services Corporation, Terry L. Grimm, director of contracts, signed the contract. Other Chenega representatives attending were Warren Steen, senior director of software services, and Kevin Thompson, executive program coordinator for the new contract.

The contract consists of a base year and two option years through Sept. 23, 2005.

Alaska Native Corporations were created in 1971 through the Alaska Native Claims Settlement Act. More than 200 village and 13 regional Alaskan native corporations were established. The government granted 42 million acres of land and \$962 million to the corporations. They were brought into the small, minority-owned business program in the mid-1980s.

Chenega Corporation consists of 117 Alutiiq shareholders. It was formed as a village corporation in the Prince William Sound region of Alaska, which is only accessible by small plane or boat. ♦

Long-term Contract Could Reach \$49 Million Value

By Mike Ward
Defense Supply Center Columbus
Public Affairs Office

A long-term contract to provide supply items for the Army's Bradley Fighting Vehicle, Hercules Recovery Vehicle and Paladin self-propelled howitzer was signed Nov. 12 at the Defense Supply Center Columbus, Ohio, after more than two years in the making.

The two parties involved are United Defense Industries Inc. of Anniston, Ala., and DSCC.

“This is an important first step in building a strategic partnership with DLA for supplies needed for vehicles supported by United Defense. DLA can now manage one contractor, instead of many contracts. It also will ensure that the ultimate end user, the soldier, will have the right parts when he or she needs them.”

-- Greg Potts



Robert L. Houston (right), vice president, United Defense - Steel Products Division, looks on as DSCC Commander Rear Adm. Alan S. Thompson signs a contract between DSCC and United Defense Industries that will provide military supply parts for land vehicles. (Photo by David Benzing)

The contract has four options, which could extend its life to 15 years from the initial three-year base period, and lists about 300 national stock numbers, with additional items added later. The contract supports three Defense Logistics Agency commodity centers in Columbus, Richmond, Va., and Philadelphia. The contract is specifically authorized to provide support for the Army's Tank and Automotive Command managed items as well.

“The commitment we needed is now here,” said DSCC Commander Rear Adm. Alan S. Thompson, SC, USN. “Our objective is to manage the supplier, not the supplies and with UDLP's help and this contract we now can to do that.”

Greg Potts, United Defense's marketing manager for the program, said, “This is an important

first step in building a strategic partnership with DLA for supplies needed for vehicles supported by United Defense. DLA can now manage one contractor, instead of many contracts. It also will ensure that the ultimate end user, the soldier, will have the right parts when he or she needs them.”

According to DSCC officials, the benefits of the partnership include supporting the field and depot requirements, no timing issues related to large spares procurements and turn-around-time is cut from an average of 320 days to two to 10 days in most cases.

“We've reached the focal point — customer satisfaction and readiness,” said Patty Snyder of the DSCC Land Based Weapon Systems Group. “Everything is focused on the customer. Both DLA and UDLP are focused on the customer.” ♦

Co-op Program Offers Potential Career Opportunities

By Scott Andreae
Defense Supply Center Richmond
Public Affairs Office

With an eye to creating a pool of new workers who may become career-long employees, the Defense Supply Center Richmond, Va., has established a co-op program for undergraduate college students.

Since July 2001, the program has brought in two groups of students at the sophomore, junior or senior level and trained them as buyers. The students work at least 20 hours a week during the school year and 40 hours a week in the summer, and after graduating from college they are qualified to be hired as full-time federal employees.

"Our whole workforce is aging," said Cathy Moore, a supervisory procurement analyst in the center's professional development office who coordinated the program for the first year. "We need to create a pipeline of people who want to work here. They could be here 25 or 30 years."

Each group had 12 students, competitively selected from about 50 applicants after a recruitment, prescreening and interview process. Most students have come from colleges or universities in the Richmond area.

Student trainees receive a GS-3 salary as sophomores and GS-4 salary as juniors and seniors, along with insurance and leave benefits. Tuition assistance is not provided. By the time they graduate, co-op students must have at least 24 credit hours in business courses to be eligible for regular employment.

Three student trainees have graduated and been hired at DSCR, Moore said.

"It's a good job, a way to earn some money, get some experience and make yourself marketable," said Crystal Barden, a Virginia Commonwealth University graduate now employed as a buyer in the product center for gauges, instrumentation and miscellaneous weapons hardware.

Barden said she appreciates the opportunity for regular promotions in the buyer's career series (GS-1102). "I can look ahead four years and know where I'll be if I choose to stay on that route," she said. New employees in the series are hired as GS-5s or GS-7s – for outstanding scholars with

a minimum grade point average of 3.5 – with a target level of GS-11 after several years.

After six to eight weeks training, the students are placed in one of the product centers, where they solicit quotes from vendors, analyze prices, evaluate offers and write contracts.

"Once they get to the floor they work independently, just like any other contract specialist," said Carl Allen, the current program coordinator. "Their contributions are great. They like to work. They're very adaptable and flexible."

Product center employees were very supportive and treated her as a co-worker rather than a student, Barden said.

Randy Dortch, a senior at Virginia Commonwealth University, will weigh the option of taking a job at DSCR against offers from other employees when he graduates next May. He is a member of the first group of co-op students and works in the product center for jet aircraft.

Dortch said he was surprised by how much flexibility the federal government offers, particularly in work schedules. "I had never heard of this place [DSCR] before. I figured it would be rigid, the atmosphere a lot less accepting. The first thing that popped into my mind was the military," he said.

The opportunity to earn credit hours and receive benefits appeals to Dortch. "The guaranteed promotion is a very nice perk," he added. He

also has acquired a greater sense of discipline and social skills in dealing with supervisors and co-workers.

Reasons for students to participate in the program include good pay and experience, Moore said. "It's a real job, a professional job," she said. "To me there is a certain amount of respect that goes with being a professional. They have something waiting for them that they trained in for a couple of years. That's hard to find."

The program gives students a feel for the "real world," Allen said. "I think for most of them if they didn't have this, they would be doing something that doesn't have as much of a future," he said.

Allen would like to have up to 18 students participate each year. "If other agencies are having trouble recruiting, it's a good tool," he said.

"We would like to continue," said Moore. "We're trying to get it as a permanently funded program." ♦



Crystal Barden is one of three DSCR employees who completed a college co-op program and took a job at the center. Randy Dortch is enrolled in the program. (Photo by Jackie Palmer)

DSCC Hispanic Employment Program Establishes First Sponsorship Program

By Chris Long
Defense Supply Center Columbus
Public Affairs Office

The Defense Supply Center Columbus, Ohio, Hispanic Employment Program, under the direction of the DSCC Equal Employment Opportunity Office, has established the Defense Logistics Agency's first formal Hispanic Employment Sponsorship Program.

"The program has existed informally at DLA since 1984," DSCC EEO manager Charles Palmer said. "Maria Castillo, the DSCC Hispanic program manager, has taken on the responsibility of expanding it to include a Hispanic Employment Sponsorship Committee. The HEP committee is a group of people who serve as a 'welcome wagon' for Hispanic new

hires who are relocating to Columbus from as far as Puerto Rico," he said.

The DSCC program began in 1999 when two DSCC Hispanic associates sponsored the only Hispanic corporate intern hired that year. The program continued in 2000 when the newly established DSCC Hispanic Employment Program Committee sponsored the only Hispanic corporate intern hired that year.

"Here's how the process works," said Castillo. "When a Hispanic applicant accepts an offer, the Customer

Support Office-Columbus sends notification to the EEO Office and the HEP manager. The HEP manager selects a sponsor team, which consists of at least two Hispanic associates selected from a volunteer list.

"The sponsors are matched to new hires based on the needs of the individual and common interests. Once the sponsor team accepts its role, the HEP manager gives the team mem-

bers' names to the CSO-C, the chief of the DSCC intern office and the EEO office. The HEP manager then notifies the new hire and sponsor team via e-mail or telephone and provides their names, e-mail addresses and telephone numbers," Castillo said.

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Members of the DSCC Hispanic Employment Sponsorship Program committee and the DSCC Hispanic corporate interns continue to stay in contact. Pictured are (rear from left) Edwin Carabello, Francisco Cruz, William Melendez, Olga Rodriguez and Angel Gonzalez; and (front from left) Maria Figueroa, Norma Calderon, Carmen Reid, Maria Castillo, Karla Garcia and Liza Stronza. (Photo by David Benzing)

Marine Corps Customers Learn About BSM at DSCC

By Dan Bender
Defense Supply Center Columbus
Public Affairs Office

U.S. Marine Corps customers were told during a briefing at the Marine Corps Logistics Base in Barstow, Calif., that better customer service is the Defense Logistics Agency's goal in implementing a new way of doing business.

Ben Whitney, a demand planner at Defense Supply Center Columbus who is part of DLA's Integrated Customer Team for the Marine Corps, explained Business Systems Modernization to his Marine customers during a quarterly Industrial Forecast Support Group meeting last October.

BSM involves the gradual implementation of commercial off-the-shelf software to replace DLA's aging legacy system, Standard Automated Material Management System, and provide improved support in processing customer requests for the four million items DLA handles.

The first phase of BSM involves about 5 percent, or 170,000 items, of DLA's managed items, including a small portion of items used by the Marine Corps. BSM items are managed under the new Routing Identifier Code of SMS.

During his briefing, Whitney provided an overview of BSM, a comparison of BSM and SAMMS, and how BSM will affect Marine Corps customers.

Dennis Dalton, a senior logistics analyst for contractor Advanced Research Engineering Association at the Marine Corps Logistics Base in Albany, Ga., said BSM will help DLA become much more customer-oriented.

"We will have our own DLA support team," he said. "Instead of making 15 calls about 15 different items, we will just have to make one call to a member of our team to accomplish the same thing. For the Marine Corps, BSM

will really speed up the response time for getting parts," added Dalton, a retired Marine Corps master gunnery sergeant. "Getting answers to problems will be a lot easier and faster."

So far, there have been no problems associated with the small number of items used by the Marine Corps that were included in the first phase of BSM, Dalton said. "DLA has been real proactive in helping us out," he said.

"I think it's good that DLA is reorganizing under BSM," said Kevin Barnett, a project manager for M198 howitzers and small arms at the U.S. Marine Corps Logistics Base in Barstow, Calif. "I think this will just enhance the capability a little bit and help us out even more."

Dalton said Whitney's briefing was very informative and helped Industrial Forecast Support Group members better understand BSM. "He kind of drilled down into it and made it make sense," he said.

Whitney said he was glad to have the opportunity to meet with a customer and explain the nuances of BSM to them. "I think it's a very good way to educate the customers about BSM," he said. "We need their partnership and effort to make this a win-win for everyone involved."

He presented the BSM briefing during a quarterly Industrial Forecast Support Group meeting in Barstow. The purpose of the quarterly meetings is "all about forecasting efficiently for the maintenance programs and how we can better predict what they will need so DLA can have it ready when they need it," said Dave Kramer, a weapon systems support manager in DSCC's Land-based Weapon Systems Group who also attended the meeting.

Pat Kowalski, a DLA customer support representative at MCLB in Albany, said the IFSG has helped prepare the Marine Corps for BSM. "The goal of the Industrial Forecast Support Group meetings is providing enhanced supply support to the customer, which is what BSM is all about on a much larger scale," she said. ♦



Among the DSCC associates who provide support to the U.S. Marine Corps are (from left) Brian Wilson, in the Land-based Weapon Systems Group; Dorothy Rike, in the Commodities-based Application Group; Dave Kramer, in Land; Ben Whitney, on the DLA Integrated Customer Team for the Marine Corps; and Ruth Davis, on the Marine Corps ICT. (Photo by Chuck Moffett)

DSCP Participates in Veterans Small Business Training and Outreach Conference

By Frank I. Johnson, Jr.
Defense Supply Center Philadelphia
Chief, Public Affairs Office

Several representatives from the Defense Supply Center Philadelphia, Pa., participated in a Veterans Small Business Training and Outreach conference co-hosted by the local Chamber of Commerce in October 2002.

U.S. Representative Curt Weldon, who represents Pennsylvania's seventh district, said that he's committed to promoting the strength and vitality of small businesses throughout Pennsylvania. He said one goal of the conference was to launch a cooperative relationship between business leaders interested in doing business with the federal government.

"I want to work with DSCP to make them a main player in obligating contracts to firms in this area and where there is a business fit that's advantageous for all involved," said Weldon. "We've made them aware of the various contracting opportunities available through DSCP. It's now up to these businesses to call and to begin working with DSCP to see if there's a match

between the services that they are offering and what DSCP is looking for."

The conference included sessions on finding contracting opportunities; subcontracting with prime contractors, and doing business through e-commerce. During the exhibit portion of the meeting a number of people came by the DSCP table with questions about contracting opportunities.

"New lines of communication were opened by DSCP being here," said Michael McCall, DSCP's associate small business director.

"We're always willing to work with reliable business partners, regardless of size, that can bring quality supplies and services to the table."

DSCP annually buys and supplies about \$7.4 billion worth of food, clothing, textiles, medicines, medical equipment, general and industrial supplies and services for America's warfighters, their eligible dependents, and other customers worldwide. Of that, \$2 billion is awarded to other than large businesses including small, small disadvantaged, minority, and women-owned businesses. ♦



Lt. Col. Peter Altavilla, USA, (second from left) talks with U.S. Rep. Curt Weldon about potential contracting opportunities with the DSCP while Gary Shute (far left) and Michael McCall (center) listen in. Altavilla is chief of DSCP's readiness commodity business unit in the clothing and textile directorate; Shute is chief of the clothing directorate's organization clothing commodity business unit, and McCall directs DSCP's small business office. (Photo by Frank I. Johnson, Jr.)

A Salute to Veterans of Past Wars

By Phyllis Rhodes
DLA Public Affairs

The Defense Logistics Agency saluted veterans of past wars at a ceremony held at DLA headquarters in November. DLA, Defense Contract Audit Agency, Defense Technical Information Center and Defense Threat Reduction Agency honored America's veterans who fought bravely and sacrificed much to preserve America's freedom.

In DLA Vice Director Maj. Gen. Mary Saunders' opening remarks, she recalled a young private's letter home that described his reaction to the end of World War I in 1918 "at the 11th hour, of the 11th day, of the 11th month."

"The young soldier just stood in silence and stared," Saunders said. "Today is our time for a moment of silence, to reflect about America's veterans who, like the young private, have given so much to our nation. Through their sacrifice, dedication and courage they have given us all the most precious gift, the continued freedom and opportunity to live in a country unique to any other."

Saunders reminded veterans in attendance that "the American public must not forget the service you have individually rendered. There are no words adequate enough to express what your devotion and sacrifice have meant to this nation."

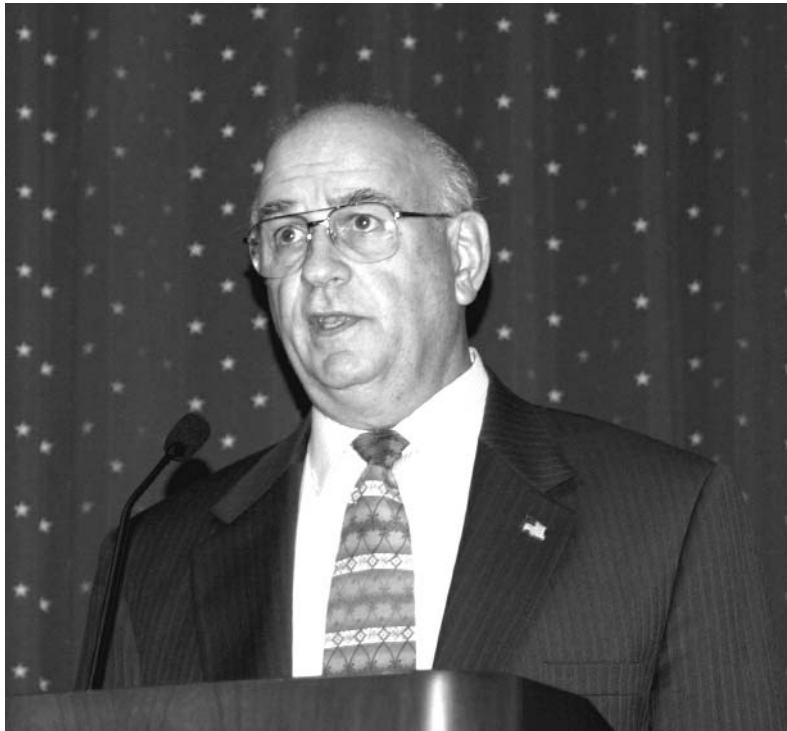
Keynote speaker Thomas N. Kuhn enlisted in the Army July 22, 1959. He served on active duty for more than 25 years and attained the rank of sergeant major. He now directs the Casualty and Memorial Affairs Operations Center, The Adjutant General Directorate, U.S. Total Army Personnel Command.

Saunders presented awards to the following DLA staff members for their outstanding records as U.S. military veterans and federal employees:

Michael E. Rundle served in the Marine Corps from 1962 to 1985 and is an inventory management specialist who has been with Defense Supply Center Columbus, Ohio, since November 1989. He has received many sustained superior performance awards, certificates of appreciation in support of Operations Joint Guardian, Noble Anvil and Sustain Hope, as well as Desert Shield and Desert Storm. He is the Emergency Supply Operations Center Employee of the Month. He has many team and on-the-spot awards, multiple special act or service awards, and military awards and decorations. Rundle

is a member of the Marine Corps Association, Marine Corps League, Veterans of Foreign Wars, American Legion and Vietnam Veterans of America.

John D. Means, also with DSCC, joined the Marine Corps in June 1965. Upon graduation from Marine Corps Recruit Depot, Parris Island, S.C., he was assigned to 2nd Marine Division, Camp Lejeune, N.C., in October 1965. He was honorably discharged in April 1967. He then reenlisted in the Air Force in January 1971. He retired as a disabled veteran in 1980. He has been employed with DSCC from April



Thomas N. Kuhn was the keynote speaker at the DLA headquarters salute to veterans of past wars. (Photo by Charles Turner)

1986 to the present. He has many Navy, Marine Corps and Air Force awards and decorations. He is a lifetime member of the Veterans of Foreign Wars, Post 4719, Gahanna, Ohio. He is senior vice commander, post adjutant and post honor guard member.

DLA Director Vice Adm. Keith Lippert, who was in Europe at the time of the event, presented an award to Donald W. Kehren who is with DLA Europe. Kehren is a mail clerk who has served 20 years in the Air Force with a tour in Vietnam. Kehren has 18 years of civilian federal service, eight of which have been with DLA's veterans organization. He is a member of VFW Post 27, Watch of the Rhein. ♦

Defense Logistics Agency 2002 Hall of Fame Induction Ceremony

By Phyllis Rhodes
DLA Public Affairs

The Fifth Annual Defense Logistics Agency Hall of Fame Induction Ceremony was held in front of a full house, on Nov. 14, at DLA headquarters. Seven dedicated and deserving personnel were inducted.

DLA Director Vice Adm. Keith W. Lippert was the keynote speaker. He acknowledged the distinguished guests present, "The seven people who we will induct into the Hall of Fame today have left a legacy they and all of us can be proud of," Lippert said. "They demonstrate an unwavering commitment to excellence."

The following were inducted into the 2002 Hall of Fame:

Robert P. Arnold, chief of the Property Utilization and Disposal Division, Directorate of Technical and Logistics Services, Headquarters DLA from 1980 to 1994. Arnold described the many moves throughout the Agency he experienced in his 33

years with DLA. He said, "Obviously, an award of this type is not a product of a single person. It takes a lot of help from people throughout the Agency."

Gen. George T. Babbitt, DLA director from 1996 to 1997. "DLA continues to take the lead in Department of Defense logistics. With the possibility of conflict looming, logistics readiness of our forces is due largely to the efforts of all of you in DLA," Babbitt said.

Lt. Gen. John J. Cusick, commander of Defense Supply Center Philadelphia from 1990 to 1991. "As the two prior inductees said, the real heroes of this business should be up on that wall with one line that says the employees of DLA inducted as one body," Cusick said. "As logisticians, you have to understand that you are the first in and the last out and never the guys who get the praise, but that is not what it is all about. It is about taking care of the soldiers, sailors, airmen and Marines out there on a day-to-day basis."

Rear Adm. Ernest A. Elliot, commander of Defense Supply Center Columbus from 1994 to 1997. "As the folks before me have said this is not an honor for me but an honor for a lot of other people; first and foremost my family who made it possible for me to make a career of the military, it is a family affair," he said. "As we go toward another conflict, we should not lose sight of that. It is not just the person in uniform who goes but the whole family goes, too."

Henry T. Flint, deputy director of Defense Distribution Depot Columbus from 1992 to 1995. Flint was not able to be present. However, his nephew, Victor Flint, represented him. Flint thanked the nominating committee on behalf of his uncle and all the people who made the honor possible. The younger Flint stated that his uncle worked for the government for 53 years and retired with more than 4,400 hours of sick leave and 700 hours of annual leave, and that was a true testament to his uncle's love and dedication to his work and his country.

Nicholas J. Ranalli, administrator of Defense Industrial Supply Center Philadelphia from 1990 to 1997. Ranalli reiterated what the previous inductees had already said -- that without the support of fellow DLA staff members this would not all be possible and "the ultimate mission is to support our troops."

Donald A. Saari, deputy to the commander of Defense Logistics Services Center Battle Creek from 1982 to 1993. Saari humorously referred to Battle Creek as 'Camp Swampy.' "Sometimes it was difficult to get people's attention, however, we had significant support from DLA staff," Saari said. "Those who knew and understood our mission critically supported us when others did not." ♦



DLA 2002 Hall of Fame inductees, from left to right: Robert P. Arnold; Retired Gen. George T. Babbitt; Retired Lt. Gen. John J. Cusick; DLA Director Vice Adm. Keith Lippert; Retired Rear Adm. Ernest A. Elliot; DLA Vice Director Maj. Gen. Mary Saunders; Victor Flint, nephew of Henry T. Flint; Nicholas J. Ranalli; and Donald A. Saari. (Photo by Charles Turner)

Warfighter is Guest Speaker at DLA Navy Birthday Celebration

By Master Sgt. Patrick E. Clarke, USAFR
DLA Public Affairs

Hè's a warfighter who has spent many, many years on the point of the spear," said DLA Director Vice Adm. Keith W. Lippert, who presided over the 227th Navy birthday celebration Oct. 15 at DLA headquarters. The director was referring to Vice Adm. Charles W. Moore Jr., deputy chief of naval operations for fleet readiness and logistics, and the guest speaker for the event.

Moore's many distinguished assignments include two combat tours during the Vietnam conflict flying the A-7 Corsair II. He also led his squadron into combat during the Libyan crisis,

earning the Vice Adm. James B. Stockdale Award for inspirational leadership. Moore has more than 5,000 flight hours and more than 1,000 carrier arrested landings on nine different carriers.

"As the oldest naval officer here, I look at this day as an opportunity to reflect on the past and think about the future," Moore said. He stated that he has served for 37 years, and "would serve another 37 years if they'd let me. I'm proud of our Navy. It's true that we're the greatest Navy in the world," Moore continued. "We've never lost on our ocean battlefield. We've taken some hits and fought some tough battles."

The admiral's remarks were followed

by a reading of the poem, "Reflections of a Blackshoe," by Vice Adm. Harold Koenig and the Navy two-bell ceremony.

Honored guests at the ceremony included Maj. Gen. Robert P. Bongiovi, deputy director of the Defense Threat Reduction Agency; DLA Vice Director Maj. Gen. Mary Saunders; and Rear Adm. Fenton Priest, director of Reserve Readiness, DLA Joint Reserve Forces, and the senior Reserve officer present.

Moore participated in the ceremonial cutting of the cake and said, "227 years from now, I'm convinced there'll be people celebrating the 454th birthday of the Navy, and they'll be talking about our legacy." ♦

DLA-P "Shows the Flag" at 8th U.S. Army Logistics Conference in Korea

By Van Siegling
DLA Pacific

The 8th U.S. Army Logistics Conference was held at the Dragon Hill Lodge, Yongsan Garrison, in Seoul, Korea on Nov. 13-14. There were nearly 150 logisticians from Army units scattered throughout the Korean peninsula in attendance. Document Automation & Production Service Korea manned a table with information on their printing services and answered questions. DLA-Pacific erected a display, passed out brochures and Customer Assistance Handbooks, and answered many questions about what services DLA provides the logisticians and the warfighter. DLA-Pacific provided a briefing covering DLA's role in the Pacific theater, U.S. Army and DLA initiatives, and the role of a DLA Contingency Support Team in the Korean Theater of Operations.

Brig. Gen. Timothy McHale, J4 United States Forces Korea (USFK), gave the opening remarks. Fifteen different speakers talking about a variety of subjects including Single Stock Fund, Lost or Damaged Organizational Clothing and Equipment



DLA personnel 'show the flag' at the 8th U.S. Army Logistics Conference held in Yongsan Garrison, in Seoul, Korea on Nov. 13-14.

See Korea, page 36

(OCIE), New Equipment Fielding, and Army Prepositioned Stocks (APS) followed him. Capt. James Jenkins of the DLA-Pacific plans office gave the DLA briefing/presentation.

DLA was well represented at the conference. The three Korea customer service representatives Yuri Yune, Van Siegling and Fred Stemple manned the DLA display table. Also from DLA-P were USFK LNO Lt. Col. Craig Bond, and from the DLA-P plans office Capt. James Jenkins, and Donald Ellis, who were available to answer questions. Defense Supply Center Philadelphia Pacific Korea Chief Mike Gargiulo and DAPS representatives Kevin Gabel and Maurice Epps handled inquiries in their fields of expertise.

The conference organizers and attendees were very pleased with the showing of support provided by DLA.

The conference organizer, Maj. (P) Jeffrey Smiley, announced that the meeting had been such a success that planning was already underway to hold it twice a year. DLA-P will assuredly "show the flag" while supporting our troops, here on the far side of the world. DLA-P thanks the marketing offices of DLA headquarters, Defense Supply Center Columbus, Ohio; Defense Supply Center Richmond, Va.; and Defense Logistics Information Service, Battle Creek, Mich., for the support they gave in this endeavor. ♦

Marine Corps Celebrates 227th Birthday

By Phyllis Rhodes
DLA Public Affairs

The U.S. Marine Corps celebrated its 227th birthday Nov. 6 in the Defense Logistics Agency's McNamara Auditorium with both active-duty and retired Marines in attendance as well as other military branches and civilians. The festive tone was set by the musical performance of the Marine Corps Brass Ensemble.

Attendees included guest speaker Brig. Gen. Robert C. Dickerson Jr., director of the Marine Corps Logistics Plans, Policies and Strategic Mobility Division; DLA Vice Director Maj. Gen. Mary Saunders; and Col. Ed Dillard.

Saunders welcomed the guests. "There are no ex-Marines; once a Marine always a Marine," she said. "When I think about the Marines, one of the first things I think about is esprit de corps, the spirit of the human. All members of the corps probably reflect this spirit. It implies devotion, loyalty to the Marine Corps, with deep regard for history, tradition and honor."

The keynote speaker was Brig. Gen. Robert C. Dickerson Jr., who entered the Marine Corps in 1973. He has served at many stateside assignments and overseas at Seoul, Korea, Southwest Asia, Operation Desert Shield-Desert Storm, Operation Eastern Exit and the Caribbean. Dickerson is assigned as director of the



From left, Brig. Gen. Robert C. Dickerson Jr.; Col. Ed Dillard; Staff Sgt. Alwyn Alli; and retired Lt. Col. Larry Gerlach participate in the Marine Corps' 227th birthday celebration. (Photo by Charles Turner)

Logistics Plans, Policies and Strategic Mobility Division in the Installations and Logistics Department at Marine headquarters.

Dickerson said everyone forgets certain events, but "anyone who has had the Eagle, Globe and Anchor tattooed to their souls, embedded on their hearts, remembers November the 10th. Marines hold November the 10th as a hallowed date on the calendar to cele-

brate the birth of the Marine Corps and to celebrate where we are today and how we got here."

Dickerson, with the aid of Master Gunnery Sgt. Tony King, performed the cake-cutting ceremony and wrapped the celebration with the introduction of the oldest Marine present, retired Lt. Col. Larry Gerlach, and the youngest, Staff Sgt. Alwyn Alli. ♦

DLA Participates in Gallaudet University's 2002 Career Fair

By Gladys Bush
DLA Public Affairs

Twenty-six organizations, including the Defense Logistics Agency, participated in the annual Career Fair at Gallaudet University in November. Gallaudet is the world's only university in which all programs and services are specifically designed to accommodate hearing-impaired students. It was founded in 1864, and its charter was signed by President Abraham Lincoln.

Representing DLA at the fair were Shonna Eagleton, human resources strategist, J-12; Angela Shannon, visual information specialist, DLA Support Services; and Don Ames, information technology specialist, Defense Energy Support Center. The DLA booth contained a variety of information for the attendees.

Sign language was the primary way of communication, and there were interpreters available throughout the entire day. All three of DLA's representatives were experts in sign language. Shannon and Ames are hearing-impaired DLA headquarters employees who have excelled in their positions. Shannon was recently selected DSS Employee of the Month.

DLA representatives spoke to prospective candidates on what the Agency has to offer and what DLA is looking for in future employees. Primarily, the team had a goal to bring outstanding scholars into the internship program for positions in contracting, inventory and quality-assurance specialists.

The requirement for outstanding scholars is a bachelor's or graduate degree with a minimum cumulative grade point average of 3.45. For the positions currently available, DLA is seeking graduates with a bachelor's degree in business and demonstrated leadership potential through experience in college or in the work place. Selected students will participate in a three-year program that will provide formal training to provide the skills needed for careers in logistics, personnel and other professional areas.

"We identified three candidates at this career fair. That makes it all worth it," said Mark Smith, DLA's corporate recruiter.

More information on Gallaudet University can be found at www.gallaudet.edu, and details on DLA's Intern Program are available at www.hr.dla.mil/dtc/dlacip.htm. ♦



DLA representatives at Gallaudet University's 2002 Career Fair (from left) Shonna Eagleton, Angela Shannon and Don Ames.



Don Ames answers questions from a student.



Shonna Eagleton communicates in sign language with Gallaudet University students during lunch. (Photos by Gladys Bush)

Columbus Reservists are Critical Component to Military Capability

By Lt. Cmdr. Craig Gibson, SC, USNR
Executive Officer, DCST DRT Columbus

Members of the Joint Reserve Force gathered to discuss techniques and strategies, network and share information on supporting the warfighter during their annual Joint Reserve Conference at the Defense Supply Center Columbus, Ohio, in November.

“Working in a joint environment can be challenging, but in light of current events, teamwork is more important than ever. This conference provides a unique synergy, and is a key driver to helping us meet our goals and objectives,”

DSCC Commander Rear Adm. Alan S. Thompson, SC, USN, said in welcoming the group of nearly 70 attendees.

Guest speaker DLA Vice Director Maj. Gen. Mary L. Saunders, USAF,

set the pace for the conference by addressing the theme “Transformation for Customer Support.” She kicked off her session with an action-packed video that captured the warfighter in combat.

“This video illustrates that today’s combat-ready warfighter has different needs in the 21st century,” Saunders said. “Therefore, the Defense Logistics Agency’s support to the warfighter is not business as usual. We need to realize that and act accordingly.”

Saunders explained that the DLA role is expanding, as is the role of the Reservist. “Today, DLA has a huge role in readiness and the warfighter realizes that they can’t go to war without us. So, we must put the cus-

tomor on the front end and improve communications with our suppliers. We must look out at the customer and then look back at ourselves, and turn the mirror around,” she said.

DLA’s Joint Reserve Forces Director Army Reserve Maj. Gen. Joseph L. Thompson III (J-9), gave an overview of the Joint Reserve Forces, stating that the JRF has a proud record of contingency support from Panama to current contingency operations in Bosnia,

Kosovo, Croatia, Kuwait and Uzbekistan. “J-9’s personal mission is to interface with customers and to educate them on Reservist capabilities,” he said.

Navy Reserve Rear Adm. Fenton F. Priest III, director of Reserve Readiness at DLA (J-91), spoke about the need for better metrics in reference to



DLA Vice Director Maj. Gen. Mary L. Saunders, addresses attendees during the annual Joint Reserve Conference at DSCC. Other panel members include (from left) Steven R. Bernett, DSCC deputy commander; Rear Adm. Alan Thompson, DSCC Commander; Maj. Gen. Joseph L. Thompson III, DLA Director J-9; and Rear Adm. Fenton F. Priest III, director of Reserve Readiness at DLA. (Photo by Chuck Moffett)

JRF readiness. “If you don’t have good metrics, all you have is a strongly held belief. Implementing an enhanced readiness reporting system to monitor operational readiness, personal readiness and family readiness in preparation for mobilization requirements is vital to our mission,” he said.

The two-day conference included a panel discussion with general officers, a job fair to make reservists aware of missions and functions at DSCC and briefings on such topics as personnel updates/records review, deployment experiences and family readiness. ♦

Giacalone Retires After More Than 60 Years' Service

By Kim Wayland
Defense Supply Center Philadelphia European Region

October marked an end of an era as Defense Logistics Agency Support Center Philadelphia-Europe closed its Rome office. Along with the closure, DSCPE said goodbye to a treasure, Louis Giacalone, chief of the Defense Supply Center Europe Rome Liaison Office.

At 86, he has spent over 60 years keeping America's troops fed. His career in military food service began when he was drafted in 1941 into the Army Quartermaster Subsistence Unit at Camp Edwards, Mass.

In 1942, he found himself aboard the transport ship USNS Santa Rosa bound for the South Pacific and in

charge of keeping the troops fed again.

Through the next several years he would serve with the Americal Division in World War II in the Guadalcanal campaign and was reactivated to active duty during the Korean War at Camp Picket, Va.

A pivotal career point came in 1955 when he accepted the position of chief supervisory inspector for fresh fruits and vegetables for the Quartermaster Corps, Defense Supply Center in Rome, Italy.

During the next 47 years Giacalone would see DSCR, now known as DSCPE, grow into the nation's leader in subsistence logistics support for the military. His



DLA Director Vice Adm. Keith Lippert presents a plaque to Louis Giacalone (center) as Mel Sembler, U.S. ambassador to Italy, looks on.

contributions and long service to the United States have benefited military personnel and their family members stationed throughout the U.S. European Command. ♦

From Last Choice as a Career, Security Chief Rises to the Top

By Master Sgt. Patrick E. Clarke, USAFR
DLA Public Affairs

He ran a three-person drug and narcotics unit in Okinawa. He was the program security officer for the U-2 program. He used to prepare a weekly "black book" intelligence summary for high-ranking officials.

Ironically though, the security field was the last choice for Billy Owens, who was the staff director for the Command Security Office at the Defense Logistics Agency, until he retired at the end of January.

"When I was selected for the Bootstrap Commissioning Program in 1970, I had to pick three possible career choices," said Owens. "Working for the Office of Special Investigations (OSI) was my last choice." (His first two choices were in the medical laboratory or intelligence career fields).

Yet, that choice launched his security career.

"It's turned out great for me," said Owens, who

joined the Air Force in 1955 and worked in the medical research career field, rising to the rank of Master Sergeant before his selection for the Bootstrap Program.

"I was successful in the OSI because I was able to develop good sources and I had the ability to interact and work one-on-one with people," said Owens. The three-person drug and narcotics unit he ran in Okinawa had many significant successes. His team made the largest LSD seizure in the history of the island, in addition to the largest seizure of "Thai-sticks," marijuana. Owens recalls being able to convince a dealer who had hidden \$10,000 to reveal where he had hidden the money. "I used to be a very good interrogator," said Owens. He attributes his interrogation skills to his ability to get a good read on people and to sympathize and empathize. "You can't beat things out of people – you have to make people feel comfortable with confessing to you," said Owens.

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“And you need to have your facts in line – and you can never let them know how much you know.” Owens added, “The real key thing isn’t how much you know – it’s how much they think you know.”

Later in his career, Owens was the program security officer for the U-2 program – issuing security policy and classification guidance. “That was good for my career, too – the experience helped me when I got involved with special programs at DLA,” said Owens.

Owens also got an opportunity to get familiar with DLA as part of his last career assignment. “I was attached to DLA (as part of the Defense Reutilization and Marketing Service) as an OSI agent from 1984 – 1987 to help provide security support throughout the entire Pacific,” said Owens.

After retiring from the Air Force as a major with 32 years of service in 1987, “I was contacted by the person who held my current position at DLA to see if I was interested in applying for a division chief position,” explained Owens. Owens served as the chief of the Intelligence and Security Division at the Command Security Office at Cameron Station, Va. (the former DLA headquarters location), from 1988 to 1993.

“We provided daily to weekly intelligence briefings throughout Desert Storm/Shield to the Director and his staff,” said Owens.

The weekly briefings have continued since then. “The deadlines were tough,” said Owens, comparing his job to that of a journalist working with classified material. “Some very important information had to be synthesized.”

“We also ran the Personnel Security Central Adjudication Facility – we had to determine who received clearances,” said Owens. He continued, “The job was extremely demanding and time-consuming. A person’s job can depend on having a clearance – so, it was very difficult if the decision went against them.”

From 1993 to January 2001, Owens served as the first Assistant for Special Programs in DLA. He is

deliberately vague about his job responsibilities, based on the current need for increased security.

In January 2001, Owens moved to his last position, where he was in charge of a 60-person workforce – 20 staff people and a 40-person police force. “The most challenging thing in this job has been responding to the demands placed on us after the Sept. 11 terrorist attacks – as far as providing the right security processes for the DLA headquarters complex as well as in the field,” said Owens.

“I think we have a model Vulnerability Assessment Program as it relates to security,” said Owens. He bases that remark on oral feedback he got from the Joint Staff.

“We were having weekly teleconferences with all command security officers to work out enhanced security procedures and access control,” said Owens. He thinks those meetings helped all of DLA get on the same wavelength. “And I think we’re all safer now.”

Owens beams with pride when he mentions his security staff. “We try to instill in our security people a sense of respect and responsibility for the people we serve.” And he’s heard enough kudos from

headquarters complex employees to have confidence that his people are conducting themselves in an alert, professional and helpful manner.

After putting in 10 to 11 hour days on a regular basis, Owens was ready to end his career with a total of 47 years military and civil service. He and his wife Hazel will retire to a house they’ve already purchased in North Carolina. There, Owens plans to pursue his hobbies of fishing, traveling, gardening, reading, and spoiling his grandchild, Andrew. Plus, he’s already talked to the local hospital about doing volunteer work. “I feel fortunate and that I’ve been very blessed, and I want to give something back,” said Owens. He concluded, “Life’s been good to me – but, you have to work to make it good.” ♦



Billy Owens

Three DLA Employees Receive Presidential Rank Awards

By Jim Katzaman
DLA Public Affairs

For years their colleagues have singled out Frank B. Lotts, Steven R. Bennett and Phyllis C. Campbell among the top echelon at Defense Logistics Agency. On Nov. 13, they were named recipients of Presidential Rank Awards for 2002, among less than 350 members of the entire federal work force so honored.

Lotts, DLA Logistics Operations deputy director, was a 2002 Distinguished Executive Award Winner. Bennett, Defense Supply Center Columbus deputy commander, and Campbell, Defense Distribution Center deputy commander, were 2002 Meritorious Executive Award Winners.

The DLA award recipients, if a bit taken aback at their accomplishments, were quick to point out that their being singled out was as much a tribute to the entire DLA work force as of their own achievements at the Agency.

"This award is for the people here at the DSCC -- they're the ones who really deserve it," Bennett said. "This award is a result of all their hard work and dedication. I'm just fortunate enough to be the recipient. I want to thank them all and invite each and every one of them to share in this honor."

For her part, Campbell said, "I am honored by the recognition and share this moment with the great DLA-DDC team working together in the transformation of [Department of Defense] distribution."

Being named a 2002 Distinguished Executive

represents a double honor for Lotts, now near the pinnacle of his 31-years-and-counting career at DLA. In 1999, he, too, was selected for the Presidential Rank Meritorious Executive Award.

The deputy director of logistics operations said he was pleasantly surprised in being named to receive the Distinguished Executive Award, and it reaffirmed his commitment to the Agency he joined in 1971.

"Sometimes I ask myself, 'Are you just muddling through the twilight of a marginal career?' and before I can answer I find myself in a great hallway conversation, trying to help someone struggling with a business problem, passionate about a solution and refusing to be told it won't work," Lotts said. "To be recognized by the president as a Distinguished Executive says as much, if not more, about the people who are DLA. They are a magnificent ocean with

strong tides and deep currents, upon which DLA sails like a great ship.

"Some of us may stand on the deck of that great ship and shout orders to the helmsman and the crew," Lotts said. "We may be the ones who are heard and seen by others and recognized for steering the ship, but what really counts is the ocean on which we sail."

Lotts began his DLA career in 1971 as a college intern in the Directorate of Supply Operations at the Defense Supply Center Richmond, where he was trained as an inventory manager. Moving up through the organization, he was selected as the deputy commander of DSCR in June 1994. In 2000, he transferred to the DLA headquarters to serve in his present position. ♦



Frank Lotts



Phyllis Campbell



Steven Bennett

DLA Honors Employees in 35th Annual Recognition Program

By Phyllis Rhodes
DLA Public Affairs

The 35th Annual Defense Logistics Agency Employee Recognition Ceremony was held Dec. 10 at DLA headquarters to recognize the Agency's outstanding personnel of the year.

The master of ceremonies, Famia Magaña, DLA equal employment opportunity director began the awards ceremony and introduced DLA Director Vice Adm. Keith W. Lippert, who presented honorees with their awards.

"We have chosen, in my opinion, the best of the very best. They are representatives of the entire work force here in DLA. We have reduced costs, backorders, improved readiness and supply availability across the board, and we have achieved the highest aviation supply availability in the history of the organization," Lippert said.

The Outstanding DLA Personnel of the Year award recognizes deserving superior performers in every aspect of the DLA work force. To be recognized as one of the outstanding DLA personnel of the year, the staff member must have exhibited superior performances that have been highly exemplary and inspirational to others and have contributed significantly toward the overall accomplishment of the DLA mission. The winners were:

- ❑ Master Sgt. Kevin G. Zantt, Defense Supply Center Columbus.
- ❑ Alberta Gaines, Defense Supply Center Richmond.
- ❑ Margaret M. Weaver, Defense Supply Center Philadelphia.
- ❑ Tech. Sgt. Byron K. Rose, Defense Supply Center Columbus.
- ❑ Ronald Rickman, Defense Distribution Depot Norfolk.
- ❑ Alan G. Mickle, Defense Reutilization and Marketing Service Guantanamo Bay, Cuba.
- ❑ Lisa A. Shaub, DLA Training Center.
- ❑ Guy W. Murdock, Defense Supply Center Richmond.
- ❑ Gene Leon Parker, Defense Distribution Center.
- ❑ Lt. Cmdr. Kevin John Carrier, Defense Distribution Center.

Team Performance Award were presented to these teams for improving organizational performance by

using structured improvement methods and/or advanced the principles of teaming and teamwork in the work environment.

- ❑ Hazardous Materials Information Resource System, Defense Logistics Information Service.
- ❑ Logistics Operations Center Team, Logistic Operations (J-3), DLA Headquarters.
- ❑ Focus 02 Customer Wait Time Team, Defense Supply Center Columbus.
- ❑ Business Systems Modernization Concept Demonstration Phase Team, Information Operations (J-6).
- ❑ Direct Booking Team, Defense Distribution Depot San Joaquin, Calif.

The Defense Supply Center Columbus received the Equal Employment Opportunity Activity of the Year award. The Distribution Management Division, Logistics Operations (J-3) received the DLA Environmental Award.

The DLA Outstanding Employee With Disabilities award was presented to James R. Johnson, Information Operations (J-6).

Guy Murdock, Defense Supply Center Richmond received the award for Achievement in EEO by a Line Manager. Ruben A. Filomeno, Defense Supply Center Philadelphia received the award for Achievement in EEO by a Non-Manager.

Catherine Knowles, Defense Reutilization and Marketing Service received the award for Most Suggestions Approved. James Phillips, Defense Reutilization and Marketing Service received the award for Largest Monetary Amount for suggestions.

The Annual Winner of the DLA Employee of the Quarter was Marie Verbo, Defense Supply Center Philadelphia.

The Company Grade Officer of the Year was Lt. Fernando J. Harris, USN, Defense Supply Center Richmond. The Senior NCO of the Year was Air Force Master Sgt. Theodore H. Millard II, USAF, Defense Supply Center Richmond. The Junior NCO of the Year was Air Force Tech. Sgt. Nicole L. Sheleva, USAF, Defense Supply Center Philadelphia.

The DLA Joint Reserve Forces Senior Officer of the Year was Lt. Col. Edmund G. Herald, USAR. The DLA Joint Reserve Forces Junior Officer of the Year was Maj. Benjamin J. Williams, USAFR. The DLA Joint Reserve Forces Senior Enlisted Member of the Year was Navy SKC Robert McCullough, USNR. The DLA Joint Reserve Forces Junior Enlisted Member of the Year was SK1 David S. Holt, USNR. ♦

Honoree Hears Applause for Overcoming Disability

By Jim Katzaman
DLA Public Affairs

For the first time in more than half a century, James R. Johnson can follow conversations among groups of people. Music, voices, birds singing and all other sounds the average person takes for granted have become part of his life.

Thanks to a cochlear implant three years ago, the 53-year-old supervisory computer specialist who had been deaf since infancy is even more active on the job and in his community than in all the productive years he spent managing his disability.

In fact, Johnson made such a mark as a person who overcame disability while helping others do the same that he was honored Dec. 3 as one of 16 Department of Defense employees with disabilities recognized for outstanding performance in 2002. He is also the technical branch chief in Defense Logistics Agency's Systems Integration Office in New Cumberland, Pa.

The recipients were spotlighted during DoD's 22nd Annual Disability Awards Ceremony at the Bethesda Hyatt Regency Hotel, Bethesda, Md. Principal Deputy Undersecretary of Defense Charles S. Abell hosted the event, which also recognized DLA as one of the Defense Department organizations with outstanding affirmative action programs for people with disabilities.

DLA Director Vice Adm. Keith W. Lippert accepted the organization award on behalf of the Agency, and James Johnson was on hand to receive his personal recognition.

DLA received the Secretary of Defense Trophy for Achievement in Employment of People with Disabilities, Best Mid-Sized Component for 2002. This is the second year in a row the Agency has received this honor and the sixth time (1993-94, 1996, 1999, 2001-02) DLA has received the trophy since inception of the award in 1993.

For his part, when Johnson was told he would receive the Outstanding Employee award for DLA he said he felt "Marvelous!" At the same time he didn't know

what to expect. He wound up accepting his award in a ballroom packed with defense officials and flanked by Abell and Lippert.

The recipient later said he could retire in seven years, "but I don't think I will. I like working." In fact, he left the hotel right after the reception to drive home to Pennsylvania to be in his office the next day. As he said, "We've got a lot of work to do."

Johnson has been deaf since he was 18 months old. As a child growing up in Mechanicsburg, Pa., he attended a state-run school for the deaf. During years of intense training, Johnson learned to speak well, although he had never heard language spoken. He attended public schools throughout his life and graduated from high school in 1967.

Throughout Johnson's work life he has used lip reading and his voice to communicate with co-workers and associates during daily business activities. For meetings, training and other events, a sign language interpreter lets him follow conversations among groups of people where it would be difficult to lip read.

Johnson worked in the private sector for 13 years before coming to the federal government. During this time, he went to a trade school to learn meat cutting, served an apprenticeship for two years, became a journeyman meat cutter, assistant meat manager, meat manager and meat supervisor. During this time he went to college at night. He has completed 23 years of federal service, including almost nine years in his present job

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James R. Johnson (center) receives his Outstanding Department of Defense Employee with Disabilities award from Principal Deputy Undersecretary of Defense Charles S. Abell (left) and DLA Director Vice Adm. Keith W. Lippert. (Photo by Thomas Wilkins)

at New Cumberland.

Although his professional career has been challenging and rewarding, Johnson has always been active in his community. For 14 years he has been a mentor for deaf children through the Capital Area Intermediate Unit. He goes to the school and works directly with children to help them develop their speech and communication. He helps with projects and plans special activities and events for the classes, including a Mother's Day tea for the children and their mothers, aunts and grandmothers for the last several years. This popular and festive occasion has been featured in several local newspaper articles.

Married and the father of two children and two step-children, Johnson loves church activities, gardening, fishing, hunting, camping, hiking, family vacations and boating. He also enjoys reading, computers and baseball, for which he coached and umpired for 15 years.

Johnson is also active in his church, where he is a past deacon, helps with the offering and is one of the leaders in a growing deaf ministry. He is an instructor for disability merit

badge and computer merit badge for the Boy Scouts of America. He also works with the Girl Scouts and Cub Scouts as they earn their communications badge. Johnson is also a member and past member of the Board of Managers for the Pennsylvania Society for the Advancement of the Deaf.

He might easily have continued his giving and winning ways without ever again hearing the world around him, but his life changed in 1999 when his cochlear implant opened his ears to the sounds of the world around him. Typically for him, Johnson wants others to benefit as well from his good fortune.

Since receiving his implant, he has helped with research and experiments on the device and its use in support of area hospitals. He also presents sign language courses on a voluntary basis, to individuals, companies and community groups.

Even before his DoD award, Johnson had been recognized for his support of other employees with disabilities. This included his award as Employer of the Year in 2001 by the Central Pennsylvania Multiple Sclerosis Society. He also served for two years as the Northeast Region Coordinator for Deaf, Hard of Hearing in Government. ♦

Armentani, DSCP Honored by JWOD Firm

By Frank I. Johnson, Jr.
Defense Supply Center Philadelphia
Chief, Public Affairs

Receiving an award for a job well done is an honor in itself. But when your Agency also wins an award because of your efforts that's worthy of headline news.

That's exactly what happened for the Defense Supply Center Philadelphia, Pa., and what brought both George Allen and Anthony Armentani to New York in October. Allen, DSCP's deputy director, accepted an award from FEDCAP that recognized both DSCP's and the Defense Logistics Agency's role in helping to build and promote a positive reputation for the Javits-Wagner-O'Day (JWOD) program. Armentani, a program manager in DSCP's general and industrial directorate's lighting team, was honored for his role in initiating

successful partnering efforts with FEDCAP Rehabilitation Services to make distress markers.

Armentani said it's a good feeling to be helping people achieve independence by finding meaningful

employment.

"We've been a partner with FEDCAP Rehabilitation Services for four years," he said. "FEDCAP's employees have been outstanding in delivering on its commitment to customer service and providing quality distress markers."

DSCP's lighting team has a long-term indefinite delivery, indefinite quantity direct vendor delivery contract with FEDCAP Rehabilitation Services worth \$3 million annually to make up to 60,000 distress markers. About 24 people living in New York City's five boroughs with various mental and physical disabilities make these markers that are used primarily by America's Navy and Air Force warfighters. Each marker cost about \$60.

Armentani said the distress markers send out strobe signals and are about the size of a cellular telephone. FEDCAP buys



George Allen (right) poses with Robert Seabrooks after accepting FEDCAP's Special Recognition award. The award was accepted by Allen on behalf of both the Defense Supply Center Philadelphia and the Defense Logistics Agency for 'opening doors to employment for New Yorkers with disabilities in partnership with FEDCAP under the Javits-Wagner-O'Day Program.'

the marker's components from a Florida-based firm but then assembles them at its facility in lower Manhattan.

DLA annually awards about \$4 billion to other than large businesses including small, small disadvantaged, minority and women-owned businesses. Of that \$4 billion, \$2 billion are the result of contracts awarded by DSCP, with about \$265 million awarded to businesses covered by the JWOD Act. The JWOD Act was created by Congress to provide job opportunities for Americans



Susan Fonfa (left) presents Tony Armentani with a FEDCAP award. Armentani, a program manager in the Defense Supply Center Philadelphia's general and industrial directorate, was honored for his role in initiating successful partnering efforts with FEDCAP Rehabilitation Services to make distress markers. Fonfa is FEDCAP's executive director. (Photos by Frank I. Johnson, Jr.)

who are blind or have other severe disabilities.

Michael McCall said the partnership between DSCP and FEDCAP Rehabilitation Services is another example of a beneficial business partnership between DSCP and a JWOD Agency.

"DSCP and DLA not only have the ability to come up with innovative business practices, we also have the ability to make them work," said McCall. "This partnership is an example of turning innovation into positive results for America's warfighters and for people with disabilities." ♦

DRMS Executive Director Receives DLA's Highest Honor

By Kathy Hausknecht
Defense Reutilization and Marketing
Service
Public Affairs Office

Nancy Rheaume, executive director for the Defense Reutilization and Marketing Service, was recently awarded the highest civilian honor possible from the Defense Logistics Agency – the Exceptional Civilian Service award and medal.

The award, presented to civilians by DLA for exceptional service and contributions, states "Rheaume's dedicated efforts reflect great credit upon herself, the Defense Logistics Agency, and the Department of Defense."

Rheaume is considered the backbone of the Agency and her extensive disposal experience is unmatched by her colleagues. When Rheaume graduated from Lake Superior State University in Sault Ste. Marie, Mich., she had planned to teach social studies in junior high school. But her

friends were planning to take the federal service exam in Battle Creek, Mich., so she decided to take the test too. Today, Rheaume is still in Battle Creek and serves as second-in-command for DRMS – a world-wide agency with an annual operation budget of \$315 million that directs 2,050 military, Department of Defense civilians and foreign nationals at 96 locations in 14 countries.

Rheaume is a recognized expert on the implementation of the Balanced Scorecard (BSC) and maintaining the strategic focus of DRMS. She has been a major player in developing and communicating the BSC strategy to the DRMS and DLA work force, and attends monthly DLA Balanced Scorecard Review and Analysis briefings.



DRMS Executive Director Nancy Rheaume was awarded the Exceptional Civilian Service award and medal – the highest civilian honors possible from DLA. (Photo by Jace Armstrong)

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Through dedicated efforts, Rheume has firmly commanded DRMS' strategic direction in its mission to provide reuse, recycling, and disposal solutions for excess DoD property. Her direction and drive have provided exceptional results. DRMS reduced operating costs by 5 percent while continuing to improve disposal services of maximum value for the customer. Rheume has provided leadership to innovative DRMS teams such as the Scrap Venture, the A-76, and Commercial Venture, and worked

with staff to improve current business processes. DRMS' fielding of their electronic turn-in document and the new General Services Administration's Xcess Xpress programs made significant contributions to accuracy and timely disposal.

Rheume is also devoted to creating an environment that encourages innovative thinking and enables the DRMS work force to deliver and sustain world-class performance. She worked hard to restructure the awards system to ensure employees who are innova-

tive thinkers and problem solvers are recognized. When asked what she attributes her success to, Rheume credits the DRMS and DLA family. "I've been very blessed and had an amazing opportunity to work with quality people," Rheume said. "You should surround yourself with people who are smarter than you. Watch them. Listen to how they answer the tough questions and try to understand why they respond a certain way. Consider what their strong points and their weak points are." ♦

DoD Value Engineering Achievement Awards for 2002

By Phyllis Rhodes
DLA Public Affairs

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

This year's recipients of the Defense Value Engineering Achievement Awards included five Defense Logistics Agency people or teams assigned to Defense Supply Center Columbus, Ohio; Defense Supply Center Philadelphia, Pa.; and Defense Supply Center Richmond, Va.

The Value Engineering Awards Program acknowl-

edges exemplary achievements and encourages improvement in productivity. The recipients of the award from each DoD component must meet one of the following criteria for consideration: program-project, individual-team, organization and contractor. "Special" awards are given to those who implemented innovative applications or approaches



From left, Mike Wynne and Spiros Pallas and (far right) Scottie Knott, DLA senior procurement executive, present the DoD Value Engineering Award for Outstanding Individual to Francis Belill. (Photo by Thomas Wilkins)

that exceeded the conventional scope of value engineering practices.

Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics Mike Wynne and Principal Deputy Director, Defense Systems, Spiros Pallas presented the annual Department of Defense Value Engineering Achievement Awards at a ceremony Nov. 22 at the Program Executive Officers-Systems Command Commanders' Conference at Fort Belvoir, Va.

The DLA Non-Metallic Bushing Sleeve Team at Defense Supply Center Richmond received the award for Outstanding Project. The team members are Ben Arthur, Debra Hood, Ruth Liendecker and Ruth Stith. The team worked with the Navy to identify two additional qualified sources with procurement savings of \$1,335,243 and further savings expected. Originally, the non-metallic bushing sleeve was procured solely from the engine manufacturer and later the actual manufacturer. Their efforts were quite an accomplishment, according to the award citation. Arthur, Liendecker and Stith were on hand to receive their award.

Francis Belill, Defense Supply Center Columbus, received the outstanding individual award. He is recognized for consistently improving the procurement process resulting in better supply availability at a more economical cost. Belill's documented savings for fiscal 2001 is a reported \$5.7 million, with a return on investment of 115-to-1.

The organization award went to the Defense Supply Center Richmond. DSCR has proactively

teamed with the military services as well as the private sector to reduce weapon system life cycle cost and provide new sources to

Study results reflected that the Army budget requirements showed a shortage of 1.4 million cases in the first 75 days of mobilization.

However, the analysis of the combatant commanders' time-phased force deployment data revealed a surplus of 2.33 million cases in war reserve for the same timeframe.

their customers. Their integration of the value engineering methodology with other cost reduction initiatives has proven

successful with savings of more than \$50 million realized during fiscal 2001 with a return of 20-to-1. Jim Bailey, deputy commander of DSCR, said, "I am accepting this award on behalf of the Defense Supply Center Richmond team. I feel grateful, and they did a tremendous job; they are a great work force. I am extremely proud of them."

The value engineering special award recipient was Carmen J. Viola, Defense Supply Center Philadelphia. Viola initiated a value engineering study to assess the Army Meal-Ready-to-Eat War Reserve on-hand stocks. Study results reflected that the Army budget requirements showed a shortage of 1.4 million cases in the first 75 days of mobilization. However, the analysis of the combatant commanders' time-phased force deployment data revealed a surplus of 2.33 million cases in war reserve for the same timeframe. The value engineering proposal recommended a reduction of 2 million cases and received approval from the Army to reduce war reserve stock by 1 million cases. The fiscal 2001 cost avoidance of \$14.8 million and the total cost avoidance through 3 years will exceed \$52 million.

Another DSCR staff member, Rob Schaffer, received an award in the special award category. He served as the value engineering program manager at DSCT from 1987 to 2001. While serving in this capacity, reported value engineering savings and cost avoidance exceeded \$456 million with a return on investment of 16-to-1. During the same timeframe, DSCR received several DoD value engineering achievement awards for outstanding field command. ♦

2003 February

African-American History Month

