

# Dimensions

Defense Logistics Agency

November/December 2001



40<sup>th</sup>

ANNIVERSARY

1961 - 2001



*40 years of Logistics Excellence*

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# ★★★ From the Director

**A**s 2001 rapidly draws to a close, I am reminded of the many events we have all experienced this past year. This year marked the 40th anniversary of the Defense Logistics Agency. On October 1, 1961, the Defense Supply Agency was created to be the single manager for food, clothing, medical supplies, petroleum, industrial parts, and electronic items for the Armed Forces.

Since its creation, DLA has grown to become a worldwide logistics combat support operation. Our staff of more than 24,000 military and civilian employees work in all 50 states and 27 foreign countries to provide support to warfighters worldwide. I am confident that DLA will continue its tradition of 40 years of logistics excellence.

When the tragic events of September 11 occurred, our Agency and our work force were put to the test. I was impressed with the DLA response to those initial events, and you are still as professional and dedicated today in your support.

We recently honored 10 former DLA employees by inducting them into the 2001 Hall of Fame. Their contributions are a testimony to the talents of our work force. They exemplify the best in public service, and they set examples for us all.

As many of us prepare for the upcoming holiday season, please take time to appreciate the many blessings we as Americans enjoy. We know that many in the Armed Forces are in harm's way. Their continued dedication motivates us to provide them with the best possible logistics support to ensure that our Nation will remain a beacon of freedom and light throughout the entire world.



We are currently being tested in extreme ways, but American determination will not be subdued. It is our steadfast hope for peace on earth and goodwill to all that provides us with that strength. We are united in our cause, and we are resolved to ensure that future generations will also enjoy the many blessings of this holiday season.

May you all have a joyous and safe Holiday Season and a Happy New Year. ♦

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

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# DLA Marks 40 Years of Logistics Excellence

The general order was one paragraph, handwritten and signed by Lt. Gen. Andrew T. McNamara, USA, on a plain piece of paper, and dated 1 October 1962. It read:

General Order #1 pursuant to authority contained in Memorandum, Office of the Deputy Secretary of Defense, Subject: Establishment of the Defense Supply Agency, dated 12 September 1961, the undersigned hereby assumes command of the Defense Supply Agency and duties as Director thereof.

This was the culmination of the direction from then Secretary of Defense Robert McNamara to consolidate Army, Navy, and Air Force single-manager agencies into a separate common supply and service agency. The Defense Supply Agency was established on October 1, 1961, under the command of Lt. Gen. Andrew T. McNamara, and formally began operations on January 1, 1962.

The small DSA staff originally set up operations in the Munitions Building in Washington, D.C., and a short time later, moved into more suitable facilities at Cameron Station in Alexandria, Va. The agency's primary role was to provide supplies and services to America's military forces worldwide.

By July 1962, DSA included 11 field organizations, employed 16,500 people, and managed 45 facilities.

By late June 1963, the agency was managing over one million different items in nine supply centers with an estimated inventory of \$2.5 billion.

In January 1963, the agency began acquiring management of depots throughout the United States. In addition to the depot mission, DSA became responsible for administering most DoD contracts, and in

posals of DoD property for better accountability. On September 12, 1971, DSA established the Defense Property Disposal Service. During 1972 and 1973, DSA's responsibilities extended overseas when it assumed responsibility for defense overseas property disposal operations and worldwide procurement, management, and distribution of coal and bulk petroleum products; and worldwide management of food items for troop feeding and in support of commissaries.

In recognition of 16 years of growth and greatly expanded responsibilities, on January 1, 1977, officials changed the name of the Defense Supply Agency to the Defense Logistics Agency (DLA). The next decade was a period of continued change and expanded missions. Officials published a

revised agency charter in June 1978. Major revisions included a change in reporting

channels directed by the Secretary of Defense which placed the agency under the management, direction, and control of the Assistant Secretary of Defense for Manpower, Reserve Affairs, and Logistics.

As part of various organizational changes during this period, officials eliminated depot operations at the



1965, the Defense Contract Administration Services was established within DSA. As a result of support to the operations in Vietnam, DSA's total procurement soared to \$4 billion in fiscal 1966 and \$6.2 billion in fiscal 1967.

In 1972, a congressional report recommended centralizing the dis-

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Defense Electronics Supply Center in 1979 and began stocking electronic material at depots closer to the using military activities. The Defense Industrial Plant Equipment Center was phased out in the late 1980s when responsibility for managing the Defense Department's reserve of industrial plant equipment was transferred to the Defense General Supply Center in Richmond, Virginia.

Another major mission came in July 1988 when, by presidential order, the agency assumed management of the nation's stockpile of strategic materials from the General Services Administration. Soon after, DLA established the Defense National Stockpile Center as a primary level field activity. In 1989, the military services were directed to transfer one million consumable items to DLA for management.

The 1980s brought other changes as well. On October 1, 1986, the Goldwater-Nichols Reorganization Act identified DLA as a combat support agency and required that the selection of the DLA Director be approved by the Chairman of the Joint Chiefs of Staff. The act also directed the Office of the Secretary of Defense to study the functions and organizational structure of DLA to determine the most effective and economical means of providing required services to its customers. It helped the agency's mission evolve from functional concerns, such as inventory management and contract administration, to operational concerns like enhancement of material readiness and sustainability of the military services and the unified and specified commands.

Further implementation of reorganization recommendations, especially from the Goldwater-Nichols Act, resulted from then Secretary of Defense Richard Cheney's Defense Management Review report to the President in July 1989. The report emphasized improving management efficiencies in the Defense Department by "cutting excess infra-

structure, eliminating redundant functions and initiating common business practices." After the implementation of the Defense Management Review decisions, DLA assumed some of the military services' responsibilities, such as inventory management and distribution functions.

A Defense Management Review-directed study recommended the consolidation of DoD contract management. Although DLA had received responsibility for administering most defense contracts in 1965, the military services had retained responsibility for administering most major weapons systems and overseas contracts. On February 6, 1990, DoD directed that virtually all contract administration functions be consolidated within DLA. In response, the agency established the Defense Contract Management Command, absorbing its Defense Contract Administration Services into the new command. The military services retained responsibility for contracts covering shipbuilding and ammunition plants. In June, however, the services' responsibility (5,400 personnel and 100,000 contracts valued at \$400 million) for managing the majority of weapons systems contracts was transferred to the Defense Contract Management Command.

During the 1990s, the agency's role in supporting military contingencies and humanitarian assistance operations grew dramatically. Operation DESERT SHIELD began in August 1990 in response to an Iraqi invasion of Kuwait. Soon after President George Bush announced the involvement of the U.S. military, the agency was at the center of the effort to support the deployment to the Middle East and later the war. In those first critical months, most of the supplies transported to Saudi Arabia - from bread to boots, from nerve gas antidote to jet fuel - came from DLA stock. During this operation and the subsequent Operation

DESERT STORM, the agency provided the military services with over \$3 billion of food, clothing, textiles, medical supplies, and weapons system repair parts in response to over 2 million requisitions. The mission execution included providing supply support, contract management, and technical and logistics services to all military services, unified commands, and several allied nations. The quality of supply support that DLA provided American combat forces during these operations earned it the Joint Meritorious Service Award in 1991.

DLA support continued in the Middle East long after most U.S. forces had redeployed. As part of Operation PROVIDE COMFORT, in April 1991 the agency provided over \$68 million of food, clothing, textiles, and medical supplies to support a major land and air relief operation designed to aid refugees-mostly Kurds in Iraq.

DLA supported other contingency operations as well. In October 1994 DLA deployed an initial element to support operations in Haiti and established its first Contingency Support Team. In December 1995, the first element of a DLA Contingency Support Team deployed to Hungary to coordinate the delivery of needed agency supplies and services to U.S. military units deployed in Bosnia and other NATO forces. Closer to home, the agency supported relief efforts after Hurricane Andrew in Florida (1991) and Hurricane Marilyn in the U.S. Virgin Islands (1995).

An even more dominant theme for the 1990s was the agency's efforts to reorganize so that it could support the warfighter more effectively and efficiently. In August 1990, Defense Contract Management Regions Atlanta, Boston, Chicago, Los Angeles, and Philadelphia were redesignated as Defense Contract Management Districts South, Northeast, North Central, West, and Mid Atlantic, respectively. Defense

*Continued on page 43*

# History Preserved at Defense Supply Center Philadelphia

By Lorraine Netzko,  
Defense Supply Center Philadelphia Public Affairs  
and Capt. Mike Travalent, USAFR  
DLA Public Affairs

For nearly 60 years it hung high over the main entrance of the old Defense Personnel Support Center's Command building in South Philadelphia, its engraved details obscure to the casual passerby. The carved band of granite panels, known as a frieze, served as a silent symbol to the legacy of the Quartermaster Corps and its military and civilian employees.

But now, after relocation to the Defense Supply Center Philadelphia's location in the Northeast section of Philadelphia, the mural is prominently displayed on ground level for all to see.

The granite frieze was carefully removed from the main entrance at the South Philadelphia location and transported to its new home at DSCP in July. Many attended the special ceremony, including various groups of local veterans. They all agreed on the significance of the frieze and were pleased to see it find a new home.

Seigfried Hong, commander of the United Veterans Council of Philadelphia said, "I think it was time to move it before it was destroyed. This is a valuable piece of history that had to be preserved."

At the dedication ceremonies unveiling the frieze, DSCP Commander Army Brig. Gen. J.A. Mangual told the assembled audience that the mural is a symbol of DSCP's existence.

"This frieze serves as a reminder as to why we are here. DSCP is engraved in America's history," he said. "It's a symbol that marks 201 years that

DSCP's been providing dedicated and responsive support to America's warfighters. This is truly a great day to be a logistician."

The frieze was designed by a Philadelphia stone-cutter around 1937 and was completed in the 1940s. It consists of three panels, each 5 feet high by 5 feet in length with a total weight of approximately 3 tons. It depicts U.S. soldiers marching to the front lines during World War I. A wagon is in the background with the letters "QMC" on it, which stand for Quartermaster Corps. This symbolizes the significant role the Quartermaster Corps played in the victory of the war by providing transportation and supply to the troops on the front lines. It commemorates all those who gave their life in the preservation of freedom. The frieze was carved in

three panels of Pennsylvania pink granite. The center panel is approximately 4 inches thick, the two end panels are about 6 inches thick.

The move to bring the frieze to the new site began in July 1999 when the DSCP activities at 20th and Oregon Avenues were relocated as part of the Base Realignment and Closure Act. The Command building where it hung was designated an Historical Site by the Pennsylvania State Historic Preservation Office. The new owners of the South Philadelphia site, the Philadelphia Industrial Development Corporation, along with the Department of Defense jointly made a request to remove the frieze.

In February 2001, the Preservation Office received approval to remove the mural. The decision to keep the frieze in the City was made by both the commanders of the Defense Logistics Agency and DSCP.

The actual relocation was the orchestration of many players. DSCP funded the Philadelphia



*The Quartermaster Frieze is dedicated at the Defense Supply Center Philadelphia in July by former DLA Director Lt. Gen. Henry T. Glisson, USA. DSCP Commander Army Brig. Gen. J. A. Mangual told those present at the ceremony that DSCP is engraved in America's history.*

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District Corps of Engineers to design, construct the new base, and award the contract to relocate. Old Philadelphia Associates, experienced at working on old structures and renovations, was contracted to remove the frieze. They in turn hired the George Young Company, riggers experienced at moving statues, monuments, and other specialty items within Philadelphia.

In order to remove it, Old Philadelphia had to brace the frieze with wooden scaffolding that also provided a working platform for the men. Granite capstones were removed along with roof flashing.

The contractors expected to find a gap behind the panels, but ran into an unexpected problem when they found the frieze mortared to a brick wall and supported by a concrete beam. To loosen the 3-ton frieze, the brick and mortar had to be carefully demolished. Several iron ties and pins also had to be cut.

Once the panels were loose, The George Young Company hammered triangular wooden wedges under each panel to lift them about 1 inch. The rigging crew then "fished" lifting straps around each panel. The crane used for lifting also had a hand-operated winch attached to the main hook. The contractor used the winch to lift the strapped panels the first foot or two from the wall. Once each panel was totally suspended and free from the building, the panel was transferred by crane and placed into specially constructed crates.

The panels were trucked to DSCP's current location in Northeast Philadelphia where they were anchored to a newly constructed concrete monument by "L" shaped iron brackets. The top panels were attached by metal straps that tie back into the concrete and are hidden by granite trim caps and sidepieces.

In the moving process, the carver's initials -

WLS - were found on the side of one panel. The name of the carver is unknown at this time and may forever remain a mystery.

"The frieze is a remarkable piece of art and at ground level, DSCP employees will be able to see all the detail in the mural. I expect all will be pleased," said Lee K. Phillips, Project Engineer for the Corps, and project manager for the relocation project. The project took 14 months from the planning stage to the dedication ceremonies.

"The relocation of the frieze from South Philadelphia to its new home here was a huge success from start to finish," added Dennis Palladino, director of the Directorate of Support. "From the start we knew that this project meant a great deal to a lot of people. Army Brig. Gen. Mangual, and [former] DLA Director Army Lt. Gen. Henry T. Glisson both understood the significance and history of the mural. The frieze, and the soldiers it depicts, is lasting tribute to both the military, and the civilians who worked so tirelessly to provide support to the warfighters. There is no better place than DSCP to have the frieze displayed as a reminder of our outstanding history, and the importance of the mission we have."

Vincent Malatesta, president of Veterans for a Delaware Valley Nursing Home, commented, "The location is perfect. It couldn't be any better. It will be seen by thousands of people as they enter the property. It's nice that they still remember, all the way back to World War One, the men and

women who fought for this country to give them the freedom they have today."

The next time you have business at DSCP, remember to allow yourself a little extra time to appreciate this poignant artifact that honors all of us. ◆

*"The location is perfect. It couldn't be any better. It will be seen by thousands of people as they enter the property. It's nice that they still remember, all the way back to World War One, the men and women who fought for this country to give them the freedom they have today."*

*-Vincent Malatesta*

# Process Reengineering: Jump the 'Fence,' Enjoy the Ride

By Jim Katzaman  
DLA Public Affairs

Comparing upcoming challenges to riding a 1,200-pound horse leaping over a fence, Frank B. Lotts advises workers anxious about process reengineering to "hold on tight and enjoy the ride."

DLA's deputy director of logistics operations has seen previous attempts at changing DLA business processes fall by the wayside. By his count, Business Systems Modernization is the sixth such try in the last 20 years. "So far," he said, "we're 0 for 5." This time is different, he contends with conviction, and the Agency will succeed.

Process reengineering is just one portion of the overall BSM project, but its reliance on the response of the Agency's work force, in Lotts' view, makes process reengineering BSM's most crucial element. Without

that, Lotts said, BSM cannot succeed in its other goals to replace DLA's legacy material management systems with commercial-off-the-shelf systems, improve customer service, achieve best value solutions and enhance work force training and skills.

Lotts and Scottie Knott, DLA's executive director for logistics policy and acquisition management, are members of the DLA 21 Executive Board, the corporate steering committee that guides Agency business practice restructuring for the 21st century.

Along with leaders at DLA headquarters, Agency field activities, and managers on the floor, Lotts and Knott want to lead the charge to give employees greater roles and responsibilities for processes they work with every day.

"BSM is not principally a technological issue," Lotts said. "It is more about business restructuring in which the technology enables us to accomplish our job. It is about taking the current core skills that we have in our Agency and reapplying them with new business processes. We will have the same core skills but use different applications."

That way, Knott said, BSM fulfills two objectives: improvement in effectiveness, or how well the Agency does its job, and, over the long term, improvement in efficiency, or the cost of operations.

On a broad scale, four core business processes have been identified within the BSM framework: planning, order fulfillment, financial and procurement. Working with these in mind, Knott said, will lead to many beneficial and long-overdue changes in DLA's business processes, discard-



Frank Lotts, DLA's deputy director of logistics operations, and Scottie Knott, DLA's executive director for logistics policy and acquisition management are members of the DLA 21 Executive Board.

ing "old" in favor of "new."

"We got here today because SAMMS became an unsupportable system," Knott said. "Due to its vintage design and architecture and the diminishing skill base required to sustain it, it became evident in the '97-'98 timeframe that we had to have some plan to go forward. It was a matter of survival."

In one of its early actions, the DLA 21 group considered placing current systems such as the Standard Automated Materiel Management System, the Defense Integrated Subsistence Management System and others in a modern operating system and continuing forward with the same work processes, organizational structure and skill sets. That would have put SAMMS, in Lotts' words, "on a life-sustaining system" to try to keep it going.

"It would have been a considerably large investment," he said, "and we decided we'd be unsuccessful. We looked at where we were going and decided we had to go beyond a technological substitution. We needed to really move toward restructuring our business processes and redesign our skill sets for better performance."

From that concept the executive board developed BSM, emphasizing a

*"BSM fulfills two objectives: improvement in effectiveness, or how well the Agency does its job, and, over the long term, improvement in efficiency, or the cost of operations."*

*- Scottie Knott*



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bond between people and process with technology as the tool, not the solution.

"Previous SAMMS replacement attempts were technological changes," Lotts said. "We wrote our requirements around the way we did business and handed them over to automators to automate these processes to help us."

Yet, each previous attempt at change suffered from a fatal flaw, according to Knott. None of the leaders at DLA headquarters or the field activities got engaged in the process. "If you were engaged in those efforts, you were pretty much ignored by the senior people," Knott said. "This time it is totally different. As one of the senior leaders, I can tell you I am very committed."

To make BSM a success, every two weeks almost every senior executive manager within the Agency meets and talks about the issues -- sometimes for hours on end. "The executive board works hard to decide what we should do next," Lotts said. "In and of itself, that's a clear distinction of the differences in this go-around."

Another contrast Knott pointed to is a change in developing policy.

"Up to now we have been primarily a policy-driven organization," she said. "Headquarters directed policy, and the field implemented it. Now we've shifted our orientation toward the way we make the policy. That's a big distinction, and now we'll be able to embed the policy into the process."

Doing that, Lotts explained, makes everyone in DLA the owners of those processes. "We become the articulator, the motivator, the monitor and the evaluator of the business processes identified at the working level," he said.

"You must be firmly involved in the process that you are at least partly responsible for," Lotts said. "If you own the process, you evaluate it for complications, you arbitrate the differences, you evaluate the

*"It's not about SAP, Manugistics and other systems. It's about the people, the skill sets and organizational structure we're going to need to use to succeed. We couldn't do this without changing the system. We couldn't have done this with SAMMS."*

*- Frank Lotts*

deficiencies; you are in the critical position to determine the resources required to operate that process. This way you can improve resource utilization while maintaining effectiveness."

In this kind of system, Lotts said, employees have wide latitude and responsibilities to do their job as best they know how, asking, "What can I do to increase the effective use of the resources?"

There will be a lot of trial and error involved in implementation of BSM, Knott said. "There will be a number of opinions of the right way to do it. In the end, the process owner has to synthesize those opinions and draw from them the best course of action and be prepared to recommend it, advocate it and implement it throughout the organization."

That, she said, is the crux of BSM: "Know your process well, know how it fits in with other processes, and know how it contributes to DLA's overall goals. This will allow us to realize the benefits of BSM."

Lotts added that now is the time

for everyone to become part of the change in the structure of DLA.

"In the past," he said, "headquarters acted as a holding company, and the field was treated as a wholly owned subsidiary. That will not be the case in the future, as field activities become operating divisions of the corporation.

"It's not about SAP, Manugistics and other systems," Lotts said. "It's about the people, the skill sets and organizational structure we're going to need to use to succeed. We couldn't do this without changing the system. We couldn't have done this with SAMMS."

He offered this advice for everyone throughout the Agency: "You need to know and understand your process. Everyone has at least one subset of all processes. In the world that's being created with changes out in the field and interest in the new system, we have the opportunity to engage like we've never been engaged before."

The changes in organization, processes and mindset might lead some to worry about what lies ahead. For that, Lotts said everyone in DLA from headquarters to floor managers should hold on for the ride, just as his daughter Kate does upon her horse, Dillon.

As the father recalled, "I asked Kate how you jump a 1,200-pound horse over a 3-foot fence. She said, 'Dad you just get it lined up and get it going at a pretty good canter, and you get to a point where the horse is going over the fence. You've got a decision of whether you're going with it or not.'

"Just like the horse says, 'We're going over this fence. You can ride, fall off or just hang on, but we're going.' My message is that the horse may be BSM, you may be Kate, and you've got to decide whether you're going over that jump," Lotts said.

"The momentum's there," Lotts said. "Now's the time to jump over the fence and enjoy the ride with BSM." ♦

# BSM Leaders Commit to Work Force Training for DLA Employees

By Jim Katzaman  
DLA Public Affairs

As the drive to Business Systems Modernization gathers momentum, DLA workers might worry about getting lost in the dawning of a new era. To allay those concerns, BSM leaders say they know that the success of BSM depends on the person who will be using the system. The leaders are committed to providing the training, experience and opportunity to succeed."

"Actually, some of the training has already begun," said Phyllis Campbell, Defense Distribution Center deputy commander. She said DLA employees assigned to BSM offices have received some formal training in the commercial software packages to help them decide how to configure the programs to meet the Agency's business needs.

Between now and fiscal year 2005, Campbell, along with Jeff Neal, DLA director of human resources, and Fred Baillie, DLA executive director of business management for logistics operations, and other members of the DLA 21 Executive Board will keep their attention focused on the progress of BSM training within the Agency.

"We are serious about making sure DLA provides the training, experience and opportunity to succeed in this new business environment," Neal said. "From our

DLA 21 positions, we need to be certain we stay on track with our overall and just-in-time training programs. We will guide the execution of just-in-time, relevant training programs for employees involved with BSM."

Work force training and skills comprise just one part of the overall BSM transition plan. Executive board members are also overseeing progress of process reengineering, information

configured for DLA use -- will require added skills training for Agency employees, but the results, according to Baillie, will be well worth the effort.

"Because BSM entails the implementation of well-tested off-the-shelf software products, such as SAP, Manugistics, and PD2, as well as new or redesigned business processes," he said, "training will have to address both the new software and changes in current ways of doing business."

Baillie's experience with another change, Distribution Standard System implementation, spurs his passion for training and preparation. He lived through four versions of the distribution system and can quickly recite versions of it known as MOWASP, MOFAST, DWASP and DSS. "You can have the best system in the world, but if the user doesn't understand, it won't work," Baillie said.

"We recognize that just throwing a person in front of a training course isn't enough," he

said. "We need to understand why we need to do something, be able to work the mechanics of the system and then internalize the training so we know the little tricks that make our jobs easier and make the new system become our normal way of doing business."

That might mean some change or a lot, depending on where people work, Neal explained.

"Not everyone will undergo a rad-



Fred Baillie, DLA executive director of business management for logistics operations, (left) and Jeff Neal, DLA director of human resources, review BSM training plans.

technology replacement, improved customer service and best-value solutions.

For the DLA work force, according to Neal, training on the new processes must start before the full BSM can be deployed. To help the Agency succeed, the training will support and enhance customer collaboration.

The new systems -- actually readily available commercial software

ical change from what he or she is now doing," he said. "But in those cases where new roles and job descriptions are being developed, the skills and abilities to perform the new or revised functions will determine the necessary training."

DLA functional experts already working on the BSM team will provide the initial training for the concept demonstration phase, which is scheduled to start in the fourth quarter of fiscal year 2002. For subsequent phases, BSM team members and people involved in the demonstration portion will deliver training. Each DLA field activity will coordinate schedules and logistics for DLA employees. Some computer-supported classroom training will be offered, and some training will be what Neal called "traditional on-the-job training, designed to be very effective."

He went on to explain that this is more than training, it's transferring knowledge. "With this approach we look to see that people have picked up skills -- that they're 'job ready' for the new business processes and the new system. We're putting an enormous dollar and resource investment in knowledge transfer because we're committed to the success of the person using the system."

As DLA moves toward becoming even more customer-focused training in customer relationship management and enhanced customer support will be essential, according to Campbell. The Defense Distribution Center deputy commander added that shifting to "an enterprise-wide, process-oriented view of our business and the introduction of integrated customer teams will require skills training in team building and systems thinking."

That is why, she said, "We absolutely have to get this right. To implement cutting-edge software and world-class business practices, we must live up to our commitment to provide DLA employees with the appropriate tools. That certainly includes education and training to ensure their success. To do otherwise would be flirting with failure and, ultimately, risking the future of the Agency."

Campbell, Neal and Baillie keep their commitment in mind as they lead work force training and skills programs throughout BSM. Leaving little to chance, Campbell said even town hall meetings, posters and newspaper articles have training components.

"One good example is the BSM

web page at [www.dla.mil/j-6/bsm](http://www.dla.mil/j-6/bsm)," she said. "It has links to SAP, Manugistics and other sites for those interested in learning on their own."

As BSM moves forward, Campbell added, it is only natural for employees to wonder when they will be trained in the reengineered business processes and software programs.

"Most of us are familiar with -- or perhaps even experienced -- situations in which training is received and not used right away," she said. "Then by the time it is relevant to one's work assignments, much of the training has been forgotten. The Knowledge Transfer and Training Integrated Process Team is developing detailed plans and schedules to provide 'just-in-time' training specific to a person's roles and responsibilities to avoid those situations."

Overall, Campbell explained, most software-related training will likely be provided two to three months before a given work unit will begin using the new software products.

"It's all part of our commitment," she said, "to do right by our employees who have labored long and hard to keep DLA at the forefront of logistics. The success of BSM depends on us all." ♦

## Vice Director Talks about BSM

**B**usiness systems modernization is an integral part of Defense Logistics Agency's vision that depends on everyone acting together as a single management team, according to the DLA vice director.

Rear Adm. Raymond A. Archer III made those points recently when he spoke to more than 220 people at two town hall sessions at Defense Supply Center Richmond, Va.

At the first meeting the admiral spoke about the DLA vision, what sponsors have been told about BSM, and the integral role of the BSM team in delivering the vision.

Then at the second quarterly Integrated Product Team leadership meeting, the various IPT co-leaders and BSM chiefs and deputies continued to enhance the growth of the BSM as one virtually single management team. Besides discussing the latest program status and issues, the group reviewed Franklin Covey's 7 habits of effective leadership to enhance the collective leadership skill of the project. ♦



DLA Vice Director Rear Adm. Raymond A. Archer III talks about BSM at Defense Supply Center Richmond.

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# The BSM Program: Then.....Now.....What's Next?

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

**A** little less than a year ago, the buzz around the Defense Supply Center Philadelphia and throughout the DLA was that major changes were about to occur that would alter the way we do business into the millennium. Those changes were the implementation of the Business Systems Modernization program.

This corporate-wide effort focuses on achieving five key goals: providing the best value for our customers; reengineering our processes to field leading business practices; replacing aging legacy systems with current commercial technologies; improving customer service through better collaboration; and providing opportunities for employees to grow and succeed in this new environment.

A sponsorship kickoff meeting, led by George Allen, DSCP's deputy commander, was held off-site with the directors, deputy directors, and commodity business unit and office chiefs. Topics at the meeting focused on sustaining the leadership commitment to BSM strategy and included discussions on the process blueprint, specific sponsorship actions, organizational alignment, and knowledge transfer and training.

As DSCP's change agents, Allen told the group that they must take responsibility for the initiation, ongoing support, and facilitation of change within DSCP.

"We need to make sure our change agents – our first line supervisors – have the information they need to implement BSM," he said. "We need to get answers to ques-

tions and we need to do a better job of communicating the strategy to employees.

"In the last three years, DSCP has increased sales nearly 50 percent," he added. "We want to continue that through the new BSM capabilities."

"This is the first time we've met with this group in a joint session where they're getting a full overview of the BSM Program," said Gina Trovarelli, who works in DSCP's BSM office. "It's important that DSCP's business leaders (sponsors) and change agents understand their roles in making this program work." Trovarelli emphasized that plans are ongoing to share this information across the DSCP enterprise.

Dennis Dudek, director of the BSM office at DSCP, said it's important that every employee understand that DLA is committed to giving employees the opportunity to suc-



George Allen, DSCP's deputy commander, leads a off-site discussion on BSM with DSCP directors, deputy directors, and commodity business unit and office chiefs. (Photo by Nathan Pierson)

ceed in their jobs.

"We cannot survive without replacing mission critical legacy systems like SAMMS and DISMS," he said. "We're working for an Agency that is committed to giving employees the training, experience and opportunity to succeed in this new business environment." ♦

## Five Key Goals

- ✓ Providing the best value for our customers;
- ✓ Reengineering our processes to field leading business practices;
- ✓ Replacing aging legacy systems with current commercial technologies;
- ✓ Improving customer service through better collaboration,
- ✓ Providing opportunities for employees to grow and succeed in this new environment.

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# DLA Reservists Answer the Call

**P**resident George W. Bush, in declaring a National Emergency, also invoked the provisions of law that authorize Partial Mobilization of the Ready Reserves. Partial Mobilization, under the provisions of section 12302, 10 United States Code, authorizes the Secretaries of the Military Departments, at the direction of the Secretary of Defense, to order to active duty up to 1,000,000 members of the Ready Reserve without their consent, for a period not to exceed 24 months.

In response to the Partial Mobilization Authority, DLA Joint Reserve Forces, J-9 is currently coordinating the recall to active duty of some of DLA's reservists, according to Col. Peter Carozza, director of reserve mobilization.

The DLA Joint Reserve Forces, consisting of almost 600 billets, have personnel assigned from the Air Force, Army and Navy. The reservists being recalled are working in support of the Agency's current operational needs. These reservists are, in most cases, reporting to the duty positions for which they have been training. The recalls are for a period of one year.

"Everyone approached for recall has been very positive and ready to do their part," said Carozza.

As the current situation develops, additional requirements for DLA reservists to support the Agency's on-going mission are possible. Members of the DLA Joint Reserve Forces who want to volunteer for possible recall to active duty should contact their Service Team representatives in J-9.

Service members being called up for active service or those deploying have a new tool kit to help their families,

a DoD reserve affairs official said.

The Guard and Reserve Family Readiness Programs Toolkit is available as a printed product and also on the Internet at [www.defenselink.mil/ra/family/toolkit/](http://www.defenselink.mil/ra/family/toolkit/).

"It is a comprehensive set of resources," said Army Col. James L. Scott II, director of individual and family support policy at DoD's reserve affairs. "It's a set of tools that commanders, members, family members and family program directors or managers and the support group directors of managers can use to assist them in preparing units for the separations that take place during mobilization and deployment."

At any given time, services may mobilize some units and individuals while demobilizing others, making it possible for these figures to either increase or decrease. ♦

## Rights and benefits

**F**or information on rights and benefits when recalled, individuals can go to:

[www.defenselink.mil/ra/index.html](http://www.defenselink.mil/ra/index.html) and [www.defenselink.mil/specials/Relief\\_Act\\_Revision/](http://www.defenselink.mil/specials/Relief_Act_Revision/).

Two sites for financial information for military personnel include: [www.military.com](http://www.military.com) and [www.roa.org](http://www.roa.org).

The Guard and Reserve Family Readiness Programs Toolkit is available as a printed product and also is available on the Internet at [www.defenselink.mil/ra/family/toolkit/](http://www.defenselink.mil/ra/family/toolkit/). ♦

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# DSCC Partners with Columbus Public Schools for Columbus Reads

*By Chris Long  
Defense Supply Center Columbus  
Public Affairs*

**G**iving back through volunteer efforts and donations to the Central Ohio community has always been of great importance to Defense Supply Center Columbus employees. They have shown their support in annual Combined Federal Campaigns, Operation Feed campaigns, and also in the Partnership In Education program.

In the spring of 1999, Ohio Governor Bob Taft's office

implemented the ColumbusReads program in a few Columbus public schools to test its success. At the request of Rosa Smith, former superintendent of Columbus Public Schools, and Les Wexner, chairman and chief executive officer of the Limited, Inc., and Intimate Brands, Inc., 400 DSCC associates were encouraged to become reading tutors and mentors to kindergarten students. The DSCC volunteers provided students with 30 minutes of one-on-one tutoring twice a week. Wexner's companies provided 600 tutors for the 1999-2000 school year.

This year, DSCC's adopted school, Broadleigh

*Continued on next page*

# Defense of Freedom Medal Unveiled

Department of Defense News Release

Secretary of Defense Donald H. Rumsfeld announced the creation of the Defense of Freedom medal to honor civilian employees of the Department of Defense injured or killed in the line of duty.

The Defense of Freedom medal will be the civilian equivalent of the military's Purple Heart. The first recipients to be honored will be those Defense Department civilians injured or killed as a result of the terrorist attack on the Pentagon.

At the discretion of the Secretary of Defense, the medal may be awarded to non-Defense employees, such as contractors, based on their involvement in Department of Defense activities.

The medal itself consists of a golden circle framing a bald eagle holding a shield which exemplifies the principles of freedom and the defense of those freedoms upon which our nation is founded. The reverse of the medal is inscribed with "On Behalf of a Grateful Nation" with a space for the recipient's name to be inscribed.

The laurel wreath represents honor and high achievement. The ribbon is red, white and blue. The



red stripes commemorate valor and sacrifice. The wide blue stripe represents strength. The white stripes symbolize liberty as represented in our national flag. The number of red stripes represents the four terrorist attacks using hijacked airplanes and the single blue stripe represents the terrorist attack on the Pentagon on September 11th.

"This medal acknowledges civilian employees of the Department of Defense and other civilians in service to the Department of Defense who are killed or injured while on duty," said Charles S. Abell, assistant secretary of Defense for Force Management Policy. "It reinforces the total force concept that makes our nation so strong." ♦

Continued from page 13 "DSCC Partners with Columbus Public Schools for Columbus Reads"

Elementary School, will implement the governor's program. ColumbusReads program coordinators believe that this new program will be beneficial and that DSCC tutors can play an integral part in its success at Broadleigh.

ColumbusReads aims to improve the reading skills of Columbus' youngest students, to prepare them for the first grade and to initiate a process which eventually enables them to pass the reading portion of Ohio's fourth-grade proficiency test.

ColumbusReads tutors are fully trained and agree to commit one hour per week in the classroom during the regular workweek, for one school semester. Each tutor provides two children with 30 minutes of one-on-one

tutoring and mentoring one day each week, and another DSCC associate meets with the same two students on a different day. Those volunteers who opt to stand in as a substitute tutor for an assigned associate will also be fully trained and committed to attend a tutoring session in the event the assigned tutor has to cancel. The substitute tutor agrees to be available at least three times a semester.

Volunteers are required to complete "Help One Student To Succeed" professional training. The HOSTS training provides each tutor with the academic techniques related to the tutoring program, what to expect during the sessions, and what to expect of themselves. ♦

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# Depot Supports Army's DEPMEDS

By Polly Charbonneau  
Defense Distribution Center  
and Judy Luthy  
Defense Distribution Depot Hill, Utah

**D**efense Distribution Depot Hill, Utah has added two super machines to its super support of the Army's Deployable Medical Systems (DEPMEDS) and other DDHU customers.

DDHU assembles, modifies, repairs, rebuilds, certifies and stores Deployable Medical Systems modular units that can contain operating rooms, x-ray equipment, blood labs and pharmacies. The medical units can range in size from a single unit general-purpose lab to a 1,000-bed hospital containing 12,000 line items. These self-contained, portable units are capable of being positioned quickly in an area of operations during war or a national emergency.

The depot's Fantuzzi Super Stacker is used to move DEPMEDS containers and containers of various sizes. DDHU has a crane attachment for the Fantuzzis that is also used.

Only one person is needed to operate the super stacker, which is a real benefit to the depot. Occasionally, the depot will use an additional person as a spotter for added safety or unusual work.

The Fantuzzi has a lifting and moving capacity of 99,200 pounds – that's more lifting capacity than the containers can hold. The super stacker can reach higher than 40 feet – the equivalent of five containers stacked one on top of another. Usually, DDHU stacks containers only three high.

*The Fantuzzi Super Stacker moves Deployable Medical Systems containers at Defense Distribution Depot Hill, Utah.  
(Photo by Jackie Noble)*



The Fantuzzi has a short turning radius, increased lifting capacity, better field of vision, readouts and control panels which provide more information and are easily seen. In addition, the cabin is sound proof, and there is interior and exterior lighting. The Fantuzzi also has better safety features than similar machines previously used at DDHU.

DDHU has three primary Fantuzzi operators and two alternates, and they all like these diesel-powered machines. The operators and alternates are Tom Aylor, Mark Barlow, Carl Lindsay, Wiley Worrall and Scott Fredrickson. All have been trained and certified on the Fantuzzi but also have multiple skills that support various functions within Stock Maintenance Division.

DDHU is located at Hill Air Force Base, Utah, which is also home to the Ogden Air Logistics Center. Distribution Center employees perform key distribution operations that support the maintenance functions at the Ogden ALC. Primary distribution support to the Ogden ALC is provided for various systems and aircraft, and Air Force-wide depot level overhaul and repair for all types of landing gear, wheels, brakes and tires. ♦

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## At Defense Logistics Information Service, International Students Graduate from "NCB College"

By Tim Hoyle  
Defense Reutilization and Marketing Service Public Affairs

**T**en students representing eight nations graduated from an eight-week course that taught them how to implement NATO-based national logistics management systems in their home countries.

The graduates attended the second annual Logistics

Information Management Course for International Logisticians, more commonly referred to as the "National Codification Bureau (NCB) College."

Marine Col. Philip N. Yff, commander of the Defense Logistics Information Service, spoke to the graduates, whom he acknowledged as friends. "Recent events have shown us the importance of friends and makes us

*Continued on next page*

appreciate having friends from around the world," Yff said, referring to the recent tragedies in New York and Washington, D.C. He also noted that DLIS personnel had the chance to learn from their students as they discussed the U.S. Federal Cataloging System, which serves as the basis for the NATO Codification System (NCS). This system of naming, classifying, describing and numbering supply items is recognized as an important contributor to logistics interoperability between the United States and its allies.

John Zellers, the NCB College's course coordinator, explained how students spent time "behind the scenes" learning the infrastructure that supports a cataloging system as well as how to catalog supply items. Each student had the chance to catalog an actual item of supply and contribute to the U.S. cataloging system while they were learning about it.

Hungarian Lieut. Col. Attila Falcsik spoke on behalf of the students to express their sympathies for the American people and their hopes that life will soon return to normal for their new friends. The students felt they had gained a great deal of knowledge about what cataloging is and why it is important. "But more importantly," Falcsik said, "we can now explain it all to people in our countries."

Teaching students about how a National Codification Bureau operates is intended to allow them to implement a cataloging operation in their respective countries that

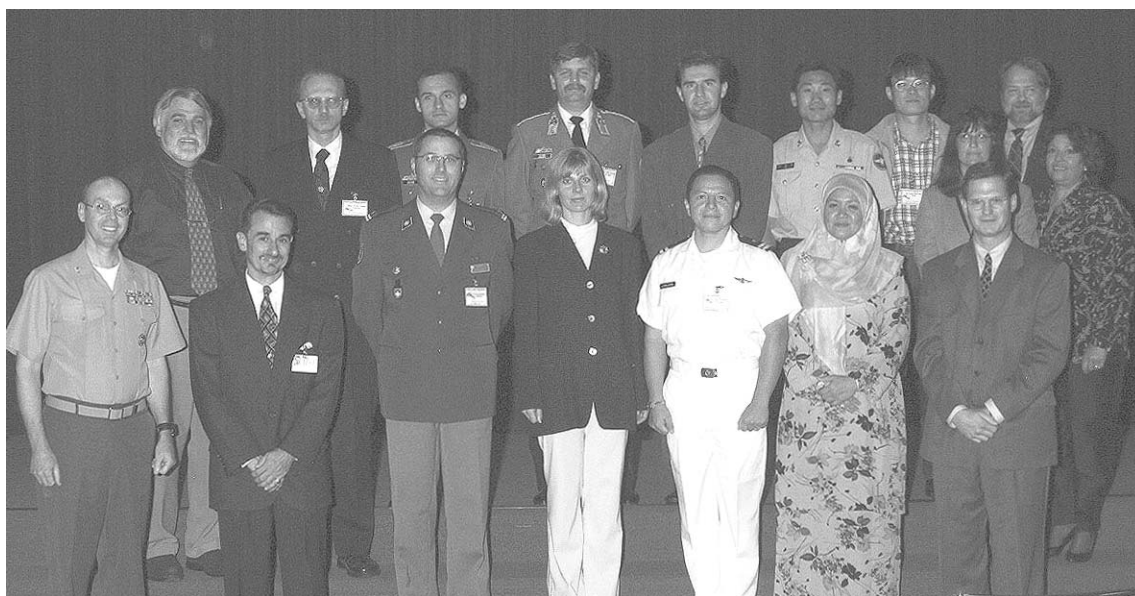
can interface with the NCS. These bureaus serve as a central cataloging organization that is the focal point for the management and exchange of logistics data for each nation.

The training reviewed the entire scope of supply: requirements, acquisition, storage, distribution and maintenance. "It's not just cataloging, it's how the cataloging data relates to overall logistics," Zellers said.

Students in the program represented the countries of Brunei, Ecuador, Estonia, Hungary, Korea, Lithuania, Macedonia and Switzerland. Besides their logistical studies, students visited local, state and federal facilities and participated in many cultural and social events to get a feel for the American way of life. "For many of us, this has been the first time we have visited America. It has been one thing to read about America but another to live here and see how Americans live every day," Falcsik said.

The "NCB College" is sponsored by DLIS, which operates the U.S. National Codification Bureau at the Battle Creek Federal Center.

A leading logistics information broker for the Defense Department, DLIS employees are involved in the creation, management and dissemination of logistics information to military and government customers using the latest technology. The activity serves as part of the Defense Logistics Agency to provide logistics reference data that helps the Agency manage more than four million consumable items and process more than 30 million annual distribution actions. ♦



Ten foreign officers and civilians were among the graduates of the second NATO Codification Bureau College conducted at the Defense Logistics Information Service. Shown from left to right: (front row) Marine Col. Philip N. Yff, DLIS commander; John Zellers, course coordinator; Swiss Army Lt. Col. Beat Kocherhans; Anu Kutt, head of Estonian Codification Bureau; Ecuadorian Navy Lt. Jorge Saldana M; Bruneian Warrant Officer HJH Siti Sarawati Ahamad; Rick Maison, DLIS deputy. (back row) Lynn Schmoll, deputy chief of DLIS' International Division; Lithuanian Army Maj. Antanas Surkus; Hungarian Army Lt. Col. Tamas Dicse; Hungarian Army Lieut. Col. Attila Falcsik; Gjoko Vancov, Macedonian systems engineer; Korean Air Force Maj. Dong-Won Lee; Kwang Yeong Kim, Korean Federal Supply Class manager; Mary Lloyd, DLIS Foreign Military Sales specialist; Chris Yoder, chief of DLIS' International Division; and Celia Torres, DLIS International Division member.



# DSCC Marketing Team Gets the Word Out

By Glynis Spencer  
Defense Supply Center Columbus  
Customer Marketing Support

The Defense Supply Center Columbus Customer Marketing Support Team keeps busy providing information and support to Defense Department customers. Many associates have worked with the Marketing Support Team when representing DSCC to their customers.

"Our goal or job is to 'brand' the DSCC name into the thoughts of all those we do business with, so when they hear or see the name "DSCC" they will immediately associate the name with a quality, customer-driven organization," said Bob James, chief of the customer communications unit. "When our customers hear DSCC, we want them to think timeliness and quality. We want to drive the thought that when the customer communicates with the DSCC work force they are dealing with a 'DSCC Professional.'"

One of the methods the team uses to "brand" the DSCC name is producing informational publications such as the DSCC Products and Services Book, which is a compilation of items managed by DSCC, and is about on-going initiatives, services provided to customers, and points of contact. This publication gives the customer a sample of the full range of items sold by the DSCC.

The team also publishes the Customer Facts and Summary book, which gives an analytical

perspective of DSCC's business. Developed to help DSCC professionals understand their customers and serve as a tool for identifying customer usage patterns, the book provides information such as dollar value of closed requisitions by service, dollar value of closed requisitions by agency, and top ten customers.

According to James, "These publications are a work in progress. The marketing support team is continuously reviewing and updating them with new information. It's our intent to provide the most current, relevant information to all internal and external customers."

Additionally, the team writes the internal quarterly newsletter Marketing Business, which pro-

vides information on current marketing activities.

Surveys are a specialty of the marketing support team. As the DSCC focal point for surveys, the team works with DLA Headquarters and DSCC offices to measure DSCC effectiveness from a customer's perspective. The data is analyzed and distributed to the DSCC leadership for action.

"The feedback received from these assessments highlights areas where improvement in our support to the customer may be necessary," said Kathy Faul of the marketing support team. ♦



The DSCC Marketing Support Team discusses strategy for the promotion of new items. From left are, Sandra Batiste, Bob James, Glynis Spencer, Michael Kraft and Kathy Faul.

# DLA's "Partnering With Industry Program" Informs and Educates

By Kathy Hausknecht  
Defense Reutilization and Marketing Service  
Public Affairs

Barry Chapman, Jimmy Parrish and Devin Winton from the Battle Creek Federal Center recently participated in DLA's "Partnering With Industry Program." This executive level development program is designed to enable participants to compare management concepts, practices and techniques used by DLA and its activities to those used by private industry. Participants also sharpen their executive leadership skills by completing complex projects, including mentoring junior and senior executives.

Chapman and Parrish, from the Defense Reutilization and Marketing Service, and Winton, from the Defense Logistics Information Service, spent their workdays at the Battle Creek Enquirer. Beginning in mid-April, the team of three has been evaluating management practices used at the paper as well as spearheading individual projects.

Through their experience in the four-month program, the Federal Center team concluded that the management concepts, practices and techniques used by DLIS and DRMS compared quite favorably to those used by managers at the Battle Creek Enquirer. "The DLA family is definitely headed in the right direction, with a clear understanding of its vision and various core functions," said Chapman. "DLA

is also effectively leveraging technology, its internal employees and its external partners to reach this vision."

In addition, each team member completed complex individual projects involving Enquirer staff and their internal processes that included mentoring junior and senior executives in project and initiative management.

Chapman, DRMS comptroller, conducted a management review of the single copy area (daily sales). This area is responsible for selling one-third of the Sunday newspapers and one-fifth of the daily newspapers. The area also ensures delivery of newspapers to both single-copy distribution locations and home delivery.

Chapman proposed and provided training in the latest management concepts, principles and techniques, especially trend analysis, for single-copy managers. He also ensured that the single-copy area had adequate trend data available for analysis. As a result of the training, sales for the single-copy function greatly surpassed its earlier projected goals.

As Parrish experienced during his stint at the Enquirer, "advertising drives a paper ... the news supports and supplements the advertising." Parrish, a supervisor for DRMS National Command, reviewed the newspaper's paid advertising program. He found the internal advertising operating processes to be essentially sound, but the implementation was somewhat inconsistent. He proposed an error reduction program,

which he devised, and trained Battle Creek Enquirer executives and staff on how to implement the program internally. The benefits of the training were evident almost immediately. In less than four months, total errors had



Barry Chapman, Jimmy Parrish and Devin Winton from the Battle Creek Federal Center participated in DLA's "Partnering With Industry Program" at the Battle Creek Enquirer. (Photo by Jace Armstrong)

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been reduced by 56 percent, resulting in a cost savings in excess of \$20,000 per month.

Parrish has high praise for the Enquirer work force. "We were part of the Enquirer family while we were there. They allowed, and welcomed, our participation in their functions, such as the Balloon Festival and the Taste of Battle Creek," said Parrish. "We owe them for their kindness. I really enjoyed the people there."

DLIS cartographer Devin Winton reviewed the Enquirer's largest revenue source - the Classified Sales. Winton suggested an extensive training for executives and staff of the Classified Sales Function. After reviewing a variety of training programs available through commercial vendors, Winton recommended and directed Enquirer management to those sources.

In addition, Winton made recommendations for improving credit card collections, using ICVerify software. He supervised the implementation of ICVerify at the Enquirer, which included coordinating with the software vendor and the Enquirer's bank. Comprehensive recommendations for future similar operations within the Enquirer's parent company, Gannett, were also prepared by Winton.

The partnership program allowed for sharing the latest management concepts and techniques with private industry. It also presented the opportunity to dispel preconceptions about the government. "To be truthful, there was always the perception that the government might be behind the times. However, we are at the leading edge regarding the use of technology, capturing accurate cost data, using metrics and the Balanced Scorecard, partnering with outside sources, and leveraging the value of our employees," said Parrish. "DRMS is definitely visionary with a long term focus...including planning. This gives me a more comfortable feeling knowing where we want to go and how we are going to get there."

At the end of their four-month program, the team of three had advice for improving the partnership program. All three agree that the program should be expanded to include companies with similar organizational structures to DRMS and DLIS, such as major multi-national enterprises, to allow for a closer match.

"It's been a very informational and educational experience for all of us," said Winton. "We've learned a lot." ♦

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# DLA Strategic Sourcing Wins Packard Award

By Jim Katzaman  
DLA Public Affairs

**T**he Defense Logistics Agency strategic materiel sourcing program was awarded the David Packard Excellence in Acquisition Award at a Pentagon ceremony on September 10.

Defense Secretary Donald Rumsfeld and Pete Aldridge, undersecretary of defense for acquisition, technology and logistics, presided at the event that kicked off Acquisition and Logistics Excellence Week.

The Department of Defense's premier acquisition excellence award, the Packard Award recognizes organizations, groups and teams who have demonstrated exemplary innovation and best acquisition practices reflecting goals and objectives furthering lifecycle cost reduction and/or acquisition excellence in DoD.

The awards are presented annually to DoD programs that reduce lifecycle cost, make the acquisition system more efficient, integrate defense with the commercial base and practices, promote continuous improvement of the acquisition process and accomplish specific goals associated with acquisition reform initiatives.

Aldridge presented Packard Awards to acquisition teams from DLA and the Army, Navy and Air Force.

The theme for the week was "From Reform to Excellence." The observance emphasized the things DoD is going to do to improve acquisition processes.

DLA's strategic materiel sourcing -- a materiel sourcing program for acquisition of hardware items -- earned the Packard Award in the category of acquisition logistics.

Strategic materiel sourcing focused on partnering with industry to create win-win solutions for the customer, the supplier and the Agency, according to William Kenny, former executive director for DLA logistics policy and acquisition management.

In presenting the award, DoD officials noted that the DLA team "implemented strategic sourcing of hardware spare parts. This improved logistics response time, ensured readiness and met wartime requirements by instituting best practices in inventory management, electronic commerce, supply chain management and procurement."

As a result, the officials said, the buy of commercial spare parts increased from 18.5 percent in fiscal 1998 to 41.6 percent in fiscal 2000.

*Continued on next page*

Kenny said this is a shift from the culture of managing parts and inventory to the more challenging and rewarding culture of managing supplier relationships. The cultural change, he explained, is exemplified in the DLA-Honeywell alliance, a 12-year partnership that defines and streamlines business processes, reduces supplier risk, and reduces customer costs.

According to Kenny, the alliance represents the pinnacle of government-industry partnering and the beginning of a more beneficial business practice for the private sector, DLA and the Department of Defense.

Strategic materiel sourcing -- formerly known as strategic sourcing of hardware items -- supports the Agency's efforts to shift to commercial practices.

DLA started the program in response to increasing pressure to reduce its infrastructure and associated costs while improving logistics response time, ensuring readiness and meeting wartime planning requirements.

Strategic materiel sourcing, according to Kenny, can best be accomplished by changing DLA's acquisition strategy from the traditional "arms length" adversarial relationship to the more partner-driven integrated supply chain management concept now found in the commercial sector.

The program is based on expanding DLA's successful adoption of commercial practices for energy and troop support items by developing and applying corporate strategies and techniques to the Hardware, known as Class IX, items.

A General Accounting Office report backs up the Packard Award, stating that DLA's strategic materiel sourcing could result in significant improvements:

"The Defense Logistics Agency has made significant progress implementing the best practice initiatives ... but opportunities exist to expand these efforts. Recognizing this opportunity, the agency is taking steps to develop a strategy to expand the use of best practices for hardware items, which, if successful, could lead to further supply system improvements and cost reductions."

Specific strategic materiel sourcing actions have

included:

-- Screening DLA-managed hardware items business-base drivers. This revealed that 265,000 items drove 73 percent of fiscal 1998 hardware DLA sales. This set was expanded to a total of 310,000 stock numbers to capture lost sales and add follow-on fiscal year business-base items.

-- Accessing items not being acquired through commercial practices. Completed assessments have resulted in tailored acquisition strategies based on customer needs, supplier capabilities and product characteristics.

-- Performing market research to find emerging best commercial and government practices in inventory management, electronic commerce, supply chain management and procurement.

-- Increasing use of best commercial practices for strategic materiel sourcing measurement. The DLA and DoD performance contract for fiscal years 2001-2005 was modified to align strategic materiel sourcing-associated performance metrics with DLA business practices. Using the new performance contract metrics, fiscal 2000 performance was a 41.6 percent shift to commercial practices as compared to a 41 percent goal for fiscal 2000 for hardware items. This, according to Kenny, is a dramatic increase from a starting point of 18.5 percent at the start of fiscal 1998.

In addition to Kenny, the following people contributed to the strategic materiel sourcing team:

Air Force Col. Thomas Ashman, DLA deputy executive director of acquisition management; Peter Runfola, chief of DLA's acquisition programs division and enterprise leader; and Navy Cmdr. Dale Cottongim, strategic materiel sourcing program manager.

Other team members from DLA headquarters and its field activities include Rosalind Thomas, Ed Leslie, Jeffrey Curtis, James Cotton, Jerry Gilbert, Bruce Shively, Frankie Stewart, Marty Sass, Wayne Corelis, Don Love, John Kazlo, Pat Livingston, Clifford Wolfe and Debbie Brunk; from PriceWaterhouseCoopers, Jerome Langford; and from Honeywell Corp., Karen Wilson, Randy Williams, Maura Shaffer and Hal Miller. ♦

*DLA started the program in response to increasing pressure to reduce its infrastructure and associated costs while improving logistics response time, ensuring readiness and meeting wartime planning requirements.*

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# Quartermasters Lend a Hand at DDJC

By Doug Imberi  
Defense Distribution Depot San  
Joaquin  
Public Affairs

**T**he 887th Quartermaster Company from Sinton and Alice, Texas, gave a significant boost to stock positioning efforts at Defense Distribution Depot San Joaquin recently. The reservists from the Heavy Equipment Supply Company re-warehoused more than 2,000 line items and saved the depot thousands of dollars during two weeks of advanced individual training.

The soldiers moved low demand items out from the active item warehouses around the distribution hub to make room for stock with higher demand.

The 887th is no stranger to Defense Distribution Center procedures and systems. "About six times a year we go to Defense Distribution Depot Corpus Christi, Texas, for MOS [Military Occupational Specialty] training with our maintenance section," said Staff Sgt. Stephen Earhart.

The unit has also spent their two-week active duty tour in Germany for the last five years, working at the DDC depot in Germersheim and the depot at the Kaiserslautern Industrial Center.

"We broke the record for lines selected in one day at Kaiserslautern," said Sgt. 1st Class Troy Lopez, a platoon sergeant. "The standing record was 1,000 lines selected in a day. That was by a company from North Texas. We selected 1,890 in one day with 12 soldiers.

"Fortunately we have a crew that only complains when there is not enough work to do," said Lopez. "The bigger the challenge, the more adrenaline flows," added supply system technician CW4 Tony Irwin.

The project officer for the two-week assignment was Navy Capt. A.L. Bjerke, SC, USNR, commander of DDC Reserve Detachment B120. "This project was developed to increase physical distribution efficiency by relocating stock to the active

item area surrounding Warehouse 16 so that 90 percent of the MRO's [Material Release Orders] could be selected from this active item area," Bjerke said.

The 887th formed five teams at Tracy and one team at Sharpe for the re-warehousing project.

One of the teams moved 1,400 pallets of oversized, slow moving stock to Warehouse 2 and moved high popularity items nearer to the hub. Another team moved 1,400 lines, amounting to 400 pallets of low demand items, from Warehouse 15 to Building 240 at Sharpe. At Sharpe, another team screened and stowed the material.

In Warehouse 18, a team relocated low-activity items to higher locations, which would take more effort to reach. They also consolidated multiple locations and re-warehoused stock. In Warehouse 16, there was also a team working to position bin items to get the most active items as close as possible to the packing section. ♦

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## Columbus Ceremony Honors POW/MIA Heroes

By John Foreman  
Defense Supply Center Columbus  
Public Affairs Office

**R**ainy weather couldn't dampen the patriotic spirit of the joint Defense Supply Center Columbus – Defense Finance and Accounting Service Prisoner of War/Missing in Action Ceremony held on September 21.

Although a last-minute rain shower moved the traditionally outdoor ceremony inside, the ceremony was still marked by quiet moments of remembrance.

Numerous Prisoners of War from central Ohio attended the ceremony that featured a former POW, retired Navy Capt. Robert Doremus, as the guest speaker. During his speech, Doremus acquainted the audience with the stark realities of POW life and the value of communications.

Doremus' speech was followed by the setting of the "Table of Remembrance" by Ohio State University Air Force Reserve Training Corps cadets. The ceremony concluded with a bagpipe rendition of "Amazing Grace" by the Columbus Police and Fire Pipe and Drums. ♦

# The British Are Coming... Ok, They're Already Here

By Polly Charbonneau  
Defense Distribution Center

The personnel at Defense Distribution Center have recently seen someone at their facility in a khaki uniform that doesn't quite match any American military garb. It is Lt. Col. William Tonkins, Royal Logistic Corps, British Army. Tonkins is stationed at DDC until December 2002.

He is a member of the Royal Logistic Corps (RLC), which is equivalent to an amalgam of the U.S. Quartermaster Corp and Transportation Corp, plus a few others, Tonkins said. "The RLC, known as the Really Large Corps, is about 20,000 strong, but smaller than the U.S. Quartermaster and Transportation Corps, which are over 200,000 strong."

Tonkins' primary responsibility at DDC is improving stock positioning. Correct stock positioning is a major initiative for the DDC and all DDC distribution centers. Tonkins and his team determine where various stock is located now, where will it be used most often, and what is the most efficient way to get the stock from the manufacturer to the user, among other questions.

DDC's ultimate goal for stock positioning is to improve overall readiness. Correct stock positioning will streamline distribution and reduce customer wait time. Additionally, correct stock positioning will reduce stress on the Strategic Airlift during contingency operations and reduce transportation costs.

Tonkins' background in supply made him a good match for the American stock positioning work. "I understand the Inventory Control



Lt. Col. William Tonkins of the Royal Logistic Corps in the British Army, is stationed at DDC as part of the exchange officer program. (Photo by Polly Charbonneau)

Point business, which directs much of the repositioning effort," Tonkins said. "I also came to the States having commanded a [Distribution] Center in the UK for five years. During that time I implemented the closure of three of our centers, including my own."

Closing the UK distribution centers, "meant relocating the stocks and functions throughout the remaining distribution network in UK," Tonkins said. "I also transferred 18 of our smaller depots from the Army to the Defence Logistic Organization (DLO) so I have a good understanding of all the issues involved."

The exchange officer program is fully reciprocal. "A U.S. officer fills an appointment for me in UK," Tonkins said. "Currently more than

40 members of each army are in the program in almost every area of military life. Such interchange plays an important part in developing close understanding of each other's doctrine, organization and procedures. It is refreshing to learn that we share the same challenges."

The British government is also implementing their own version of A-76, called competing for quality. "I am a great fan of competition," Tonkins said. "It's something that we have learnt from America. So much of our industry was Nationalized [operated by the British government, vice private industry] and it only got better, and it got a lot, lot better, once competition was introduced.

"The competition has to be fair, though, and people have to be

allowed to be innovative," Tonkins added. "One thing is for sure, no one is interested in taking over the business if you are efficient. They [private industry] have to be able to make a profit!

"Fortunately our Distribution Centers in UK have been given the opportunity to make the efficiencies before industry does. It's painful though," Tonkins said.

"The 18 minor depots that I handed over from the army were all effectively closed with the exception of retaining a hub-and-spoke distribution capability. I helped to close three major depots before I left and since then, they have closed a further major depot and have the equivalent of another major depot being closed this year."

Tonkins said they are reducing the storage volume by 40 percent in the next three years, most of which will be outsourced to direct supply from contractors. "By doing this they will have a hard core of business left that industry is probably not interested in," he said.

"This will be storing strategic and warlike stores only, which can be defended as inherently governmental business for government employees."

Additionally, Tonkins said, "DDC has a partnership with the British Defence Storage and Distribution Agency and there are benchmarking exchange visits to share practices and procedures. Plus members from the DLO in the UK visit occasionally to find out what key developments are taking place so that we can learn the best practices from you."

Tonkins is especially interested in the automation in use throughout the DDC. "I believe that we can learn a lot from your automation and data capture," Tonkins said. "We do not nearly have half so much information available. We are still using stubby pencils in a lot of cases!"

The British have something

comparable to the DDC and the Defense Distribution Depot Susquehanna, Pa., Eastern Distribution Center called the Defence Storage and Distribution Agency. They have three Distribution Centers similar to DDSP and the EDC, but, Tonkins said, "Nothing quite so grand

*"Currently more than 40 members of each army are in the program in almost every area of military life. Such interchange plays an important part in developing close understanding of each other's doctrine, organization and procedures. It is refreshing to learn that we share the same challenges."*

*- Lt. Col. William Tonkins*

though."

The British government is also downsizing their military. Tonkins said, "the monumental upheavals in recent years [disintegration of the Soviet Union and democracy coming to the Warsaw Pact nations] has reduced dramatically the prospect of a major external threat to Western Europe. The "Cold War" has been over for more than five

years and Britain is now working with its former enemies towards a more peaceful and secure Europe.

"However," Tonkins added, "not all the consequences of the end of superpower rivalry have been positive. The low risk of global war has been replaced by a greater risk of smaller scale conflict and suffering. Britain is, therefore, facing this situation with a credible and effective defence policy that reflects today's fast moving world.

"We operate jointly," Tonkins said, "packing a bigger punch and making sure every pound [dollar] counts for defence. Recent developments include a Tri Service helicopter command; a joint Navy and Royal Air Force fixed wing harrier force, and a joint Army and Royal Air Force air defence. These powerful integrated forces are ready to react rapidly around the world. They are now prepared to go to the crises.

"Sometimes force will only contain a danger," Tonkins said "and then we often act in concert with our allies [like] the U.S. and on behalf of a wider community. This is to defend vulnerable civilians from repression and helping former war zones get back to normal life, maintaining peace and preventing dictators from massacring their own people.

"We are patrolling the no-fly zones in Iraq with the U.S. There are many other roles such as disaster relief and humanitarian aid helping those less fortunate than we are," Tonkins said. "Suffice it to say that Britain, despite the downsizing, is ready to meet challenges of modern world and act as a force for good by strengthening international peace and security."

Tonkins asked for this assignment to be able to see more of his sister, who is a naturalized American. Though the hardest part about living in America, he says is not seeing as much of the rest of his family as he would like. ♦

# DLA Holds 226th Navy Birthday Celebration at Headquarters

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

**V**ice Adm. Keith W. Lippert, DLA Director, presided over the 226th Navy Birthday celebration held at the McNamara Headquarters Complex on October 15th. Honored guests included Maj. Gen. Robert P. Bongiovi, deputy director of the Defense Threat Reduction Agency, and Master Chief Petty Officer of the Navy James L. Herdt.

In his opening remarks Lippert stated, "It's a special honor to have Master Chief Petty Officer Herdt here. He's a true professional."

"This morning, literally as I speak these words, thousands of sailors are putting fire and steel to President Bush's promise to smoke out the terrorists," said Lippert. He then went on to describe some proud Navy historical highlights, commenting, "We have evolved from elegant sailing vessels to huge aircraft carriers."

He reminded the full auditorium, "From its inception, the U.S. Navy has defeated every adversary our Nation has had to face and that will continue. America's Navy has never, and will never, back down from a challenge. The Taliban have learned that the U.S. Navy truly has a global reach."

Lippert concluded his remarks

with a quote from President John F. Kennedy: "Any man who may be asked in this century what he did to make his life worthwhile, I think I can respond with a good deal of pride and satisfaction, 'I served in the United States Navy'."

As the Navy Hymn was played softly to the audience, while "Olde Glory" was read, the U.S. flag was passed from sailor to sailor, onto the youngest -- Cryptologic Technician (Communication) Seaman Strandburg. The passing of the flag to the Navy's youngest sailor signifies that the next generation is ready and willing to carry on the proud traditions of the Navy.

Lippert, Herdt, Strandburg, and the oldest Navy member in the complex, Capt. Richard A. Parker, then cut cake with a ceremonial sword and refreshments were served.

"I was proud and privileged to be up there," said Strandburg. "Because of my age, it took me awhile to realize I was the oldest," laughed Parker.

"I travel around the world to talk to sailors, but sometimes we forget about the sailors in our backyard," said Herdt about his reason for attending the ceremony. "Ceremonies are incredibly important," he added. "They help define who we are. The Navy contingent at DLA, and Command Sgt. Major (Archie) Turner, USA, have every reason to be proud of this ceremony," said Herdt. ♦



(L TO R) Cryptologic Technician (Communication) Seaman Strandburg, Capt. Richard A. Parker, Vice Adm. Keith Lippert and Master Chief Petty Officer of the Navy James L. Herdt after the DLA Navy Birthday Celebration. (Photo by Thomas Wilkins)



# MCPON Addresses Enlisted Force

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

"It's hard to find good people in leadership positions who haven't forgotten where they came from. This is a man who hasn't forgotten," said DLA Command Sgt. Major Archie Turner, USA, as he introduced Master Chief Petty Officer of the Navy James L. Herdt. Herdt, in addition to being an honored guest at the Navy Birthday celebration at DLA headquarters in October, took time out to speak to the McNamara Headquarters Complex and Defense Threat Reduction Agency Navy enlisted force.

"Some of the best six months I spent in the Navy I did with the Army at the Sergeant Major Academy," said Herdt in response to Turner.

Herdt began his remarks by saying, "With regard to what's going on today, could you be any prouder than being in a position to respond to those horrendous acts of September 11. Those people have underestimated our resolve. They thought they would walk away scott free. How wrong could they be?"

Herdt spoke to the assembled group on personnel issues. He said that his office has been engaged in developing strategic approaches to preparing the enlisted force for the changes that will be occurring. But first, he asked everyone to think back to positive changes that have occurred in the enlisted force since 1998. Among them were big pay raises, a retirement system that offers the ability to leave at the 15 year mark, the Navy college program, improved promotions, and the Thrift Savings Plan. "The average pay raise this year will be 6.9 percent," said

Herdt.

He also addressed what the enlisted force will look like ten years from now. "I don't see any general detail folks for one, everyone should have a meaningful job," said Herdt.

But the real sea change will be in education, according to Herdt. Now,

*"Our expectations of what enlisted people can do must change. We've got to figure out a way that the only ceiling to your advancement is your drive and your talents,"*

*- James Herdt*

wardroom personnel have the most education. "Ten years from now, most of the education will be in the chief's mess, with many of them having graduate degrees," said Herdt. "The education line is getting blurry, going away."

Herdt believes that the enlistees coming in now are better informed and worldly, so the Navy needs new concepts, theories and ideas to pull those people in. "Our sister services do a much better job of that," said Herdt.

He said that chiefs are human resource managers, and the Navy is looking at military advancement courses for the chief, senior chief and master chief grades that will include training in the human resources area. "Our expectations of what enlisted people can do must change. We've got to figure out a way that the only ceiling to your advancement is your drive and your talents," said Herdt.

Hert said the Chief of Naval Operations would judge every leader on two things: personal commitment to mission accomplishment and their ability to grow and develop sailors.

"You don't want to get in the business of taking care of people – you want to grow and develop them to take care of themselves," said Herdt.

A leader's biggest job is to help people get the right balance of commitment to their job, family, recreation and voluntary education, according to Herdt. He asked everyone to go out and get a leadership/management book, and said there are even some he recommends on his web site. "When people really show interest in us prospering, that's when we shine the best," said Herdt.

Herdt left to great applause, and much admiration. "I thought his remarks were rewarding and insightful," said the newest chief in the room, Reginald Thomas. "He does a great job of not only letting you know about changes, but why the changes are taking place." ♦

# ABC Sportscaster Encourages Team USA to Give to the CFC

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

"Don't fumble. This is the game of life," exhorted Rene Knott, ABC television sportscaster to a full house at the McNamara Auditorium for the 2001 DLA Combined Federal Campaign kick off ceremony. "I don't want 60, 70 or 80 percent. I want 100 percent, because if you don't give 100 percent, who will?" asked Knott, who was brought back by popular demand from his 1998 CFC speech at DLA.

He referred to the bravery of the firefighters during the September 11 day of terror. "They didn't worry about themselves, they worried about their fellow man. That's what we need to do."

That theme was repeated throughout the ceremony, beginning with the opening remarks from Linda Hunt, CFC campaign manager, who told

the audience, "You are my heroes." She said she was inspired for the slogan for this year's campaign by a plaque hanging in Logistics Operations Director Maj. Gen. Hawthorne Proctor's office. The plaque reads: "Nobody cares how much you know, until they know how much you care." From that, she came up with the slogan "Pass It On."

Sgt. Maj. Andrea Marks then spoke movingly about the many reasons she

believes in the CFC campaign. Growing up in Jamaica, "there were many nights I went to bed without food," said Marks. Having personally experienced deprivation, she solidly supports CFC, which helps ease the deprivations of many. She also said, "When I thought about reasons to give, I thought of 189 of them," referring to those lost in the Pentagon tragedy.

homelessness. Dorsey debunked the stereotypical notion of a homeless person being a panhandler. "Two out of every three homeless people are age 6 to 11," he said. He concluded by quoting the words of Margaret Mead: "Never doubt that a small group of people can change the world." He implored audience members to "give of your resources."

Phillip W. Steely, DLA executive director, then spoke, saying, "If since September 11 you've been asking what more can I do, we're here to give you an answer." He added, "We've all been reminded how quickly we can cross the thin line from contributor to recipient."

When Knott took the podium again he said, "I'm not accustomed to being up at this time of day," to the laughter and applause of audience members. Then, he began clapping, and asked the audience to join him in. As the auditorium resounded with claps, he brought his point home when he said, "When I clap

by myself it's hollow, together it's thunderous. That's what we do with the CFC campaign. Together, we rumble the world."

DLA Director Vice Adm. Keith W. Lippert, presented Knott with a token of thanks from the DLA family for being the keynote speaker. "I've been in the Navy 32 years, and have been to a lot of opening ceremonies and I've never seen one better," said Lippert. ♦



(Left to Right) DLA Executive Director Phillip Steely, Col. William Faircloth from Defense Threat Reduction Agency, Kurt N. Molholm from Defense Technical Information Center, ABC Sportscaster Rene Knott, and DLA Director Vice Adm. Keith W. Lippert at the DLA CFC ceremony. (Photo by Thomas Wilkins)

Marks also spoke of the work she has been doing at the Pentagon Family Assistance Center, and of the idea that today is a gift.

Christian Dorsey from The Reading Connection then spoke on behalf of non-profit agencies that receive CFC support. "In order to make caring alive and real you must do something," said Dorsey. The Reading Connection focuses on the problems of literacy and

# DLA Headquarters Employees Collect School Supplies for Kosovo Students

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

In the midst of a national tragedy, grief and mourning, DLA employees at the McNamara Complex continue to show their generous spirit to needy children in Kosovo.

"It all started with the shoe drive last year," said Vicki Christensen, who works with the Customer Communications Team, DLA Readiness and Customer Support, in Logistics

Operations at headquarters. She continued, "We collected over 50 boxes of shoes, toys, books, clothing and school supplies that were shipped to the Ali Hadri School in Kosovo."

"The school was adopted by our DLA Contingency Support Team a year or so ago and they have

repaired the school building, and continually help out with it and visit the children often," said Christensen.

This year's drive was for school supplies. "The school master specifically requested technology items – which translated to solar calculators," said Christensen. The drive was originally scheduled to run from September 15 to the end of that month. After the tragic events of September 11, it was decided to extend the drive until October 19.

"Everyone was so saddened by events, I really thought it would adversely impact the drive," said Christensen. She was prepared to send the children at the school the items that had been collected to that point, along with a note explaining the circumstances.

"Actually the circumstances were a little ironic, in that I would have to explain that we weren't used to the tragedies they had been living with," said Christensen.

After the Chaplain's office agreed to extend the drive, Staff Sgt. Ingrid Franco

(who is helping out at the Chaplain's office) called Christensen, wanting to help out. "So, she got a big box so that people would notice it more easily, covered it with teddy bear wrapping paper and made fliers," explained Christensen.

Then, the generous nature

of DLA employees came to the forefront. "I started getting large amounts of supplies," exclaimed Christensen. "My four boxes packed for Kosovo, multiplied. So, even with our heavy hearts over the recent tragedies, the DLA family still thought about the children in Kosovo," she said.

Now, Christensen doesn't have to write a note explaining anything, and in fact, she is planning another school supply drive. She has complete faith in the charitable spirit of the DLA family. ♦



# DLA Honors Hall of Fame Inductees

By Kristin Guss  
DLA History

Employees of the Defense Logistics Agency celebrated the induction of 10 former DLA staff members into the Agency's Hall of Fame on November 15. The induction ceremony took place in the auditorium of the Andrew T. McNamara Headquarters Complex. The event coincided with the celebration of DLA's 40th birthday.

The DLA Hall of Fame honors former employees who have demonstrated exceptional dedication and whose efforts have made lasting contributions to the Agency. In his introductory remarks, Vice Adm. Keith Lippert, DLA Director, said the Hall of Fame inductees "have enhanced our nation's readi-

ness and the quality of life for our people."

The DLA Hall of Fame program began in 1998. Eighteen individuals have already been honored in the Hall of Fame. Inductees receive a medallion and plaque commemorating their induction. Their names are engraved on the Hall of Fame wall at DLA headquarters.

During the ceremony, audience members were treated to a video presentation of the Agency's history and a slide presentation reviewing past inductees to the DLA Hall of Fame. Lippert told the audience that the Hall of Fame inductees personify the highest attributes of public service. "Our legacy and our success are the results of their efforts," he said.

Four of this year's honorees were former



The 2001 DLA Hall of Fame inductees include (from left) Vice Adm Edward M. Straw, (Ret.); Brig. Gen. James E. Bickford, (Ret.); Lori Gibson accepting posthumously for her father Richard J. Hoffman; Tom De Grazia accepting posthumously for his father Thomas J. De Grazia; DLA Director Vice Adm. Keith W. Lippert; Vice Adm. Eugene A. Grinstead, (Ret.); Lt. Gen. Charles P. McCausland, (Ret.); Donald B. Shycoff; and Lt. Gen. Vincent M. Russo, (Ret.) Not pictured are Kathleen Fitzgerald and Frank Scutch. (Photo by Thomas Wilkins)

DLA Directors. Those inductees were--  
Vice Adm. Eugene A. Grinstead, SC, USN,  
Director of DLA from 1981 to 1984  
Lt. Gen. Charles P. McCausland, USAF,  
Director of DLA from 1988 to 1992  
Lt. Gen. Vincent M. Russo, USA, Director  
of DLA from 1986 to 1988  
Vice Adm. Edward M. Straw, SC, USN,  
Director of DLA from 1992 to 1996

The other inductees were--  
Brig. Gen. James E.  
Bickford, USA, commander of  
the Defense Fuel Supply  
Center (now called the  
Defense Energy Support  
Center) from 1987 to 1991.  
In that capacity, he provided  
essential fuel support to  
Desert Shield and Desert  
Storm.

Thomas DeGrazia, who was  
inducted posthumously for his  
service to the Defense  
National Stockpile Center. The  
DNSC became part of DLA in  
1988. Mr. DeGrazia was  
Administrator of the  
Stockpile's New York Zone  
from 1972 to 1995.

Kathleen Fitzgerald, who  
was with the Defense Supply  
Center Philadelphia from 1978  
to 1997. She was Director of  
DSCP's Base Realignment and  
Closure Office from 1993 to  
1997.

Richard J. Hoffman, who  
was also inducted posthu-  
mously, worked with the  
Defense Industrial Supply  
Center (now Defense Supply  
Center Philadelphia) from  
1962 to 1994. As Director of  
the Office of Systems  
Automation, he designed, developed and  
implemented automated contracting pro-  
grams that have been adopted as DLA-wide  
programs.

Frank Scutch, Director of DLA's Office of  
Civilian Personnel from 1974 to 1995. He  
worked closely with labor leaders to help  
bring about a labor relations program based  
upon a comprehensive negotiated agreement.

Donald B. Shycoff, the DLA Deputy  
Comptroller from 1983 to 1989. He helped  
introduce unit cost as a productivity initiative  
and supported efforts to find the best prac-  
tices throughout DoD and the civilian sector.

Thomas DeGrazia's son, Tom, represented  
his father at the ceremony. He recalled his  
father's dedication to his family and to the  
Defense National Stockpile Center. Lori  
Gibson attended the ceremony  
on behalf of her father,  
Richard J. Hoffman. "I never  
realized how important he was  
to the work of DLA and how  
much he had to do with the  
development of defense proce-  
dures. These  
accomplishments mean some-  
thing now more than ever,"  
she said.

Other inductees recalled  
their years with DLA. In his  
remarks Bickford remembered  
his service under Lt. Gen.  
McCausland, who was Director  
of DLA at that time. "General  
McCausland told me, 'Jim, I  
don't know much about fuel.  
All I know is, don't run out!'"  
Donald Shycoff said his years  
with DLA were his best years  
in the government.

Several inductees had high  
praises for the Agency.  
McCausland said that Richard  
Cheney, Secretary of Defense  
during the Gulf War, had great  
confidence in DLA's ability.

"They never asked us if we  
could support the war logisti-  
cally; they just waged it,"  
McCausland said. Grinstead  
also admired DLA's capabili-  
ties. "When I see what DLA

can do," he said jokingly, "I wonder what we  
need the Army, Navy, and Air Force for."

In his acceptance remarks, Straw acknowl-  
edged the contributions of all DLA employees.  
"You are the reason I am here today, " he said.  
"You are the heroes." Straw also confirmed his  
confidence in DLA. "I have been watching the  
private sector for the last six years, and they  
don't 'do it better'," he noted. "America's

*"I have been  
watching the  
private sector  
for the last six years,  
and they don't 'do it  
better', America's  
combat support  
agency does it  
better."*

*- Vice Admiral  
Edward M. Straw*

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# Johnson is New e-Business Director

**N**ancy Johnson recently assumed duties as executive director of the Defense e-Business Program Office, in Information Operations (J-6) at DLA headquarters. She is responsible for providing robust electronic business services in support of DLA and DoD missions using commercial business technologies and practices.



Johnson

"I am extremely excited to be leading an organization that is on "the cutting edge" of where the DoD is going in the provision of e-business services," Johnson said. "This is not a destination, but a powerful DoD enterprise journey."

From April 2000 until assuming her new post, Johnson served as executive director for information technology policy, plans and assessment. There she served as advisor to the chief information officer and was responsible for development, review, dissemination and promulgation of DLA-wide information technology policy plans, and procedures.

Johnson was also responsible for strategic planning for technical architecture, information assurance, telecommunications, continuity of operations, data management, records management, asset management and acquisition

management. She also established disciplines for the agency for configuration, lifecycle and knowledge management.

In her 26-year career in federal service, Johnson has held several logistics management and information management positions within the Department of the Army and DLA. She served as director of the Joint Total Asset Visibility Office in from September 1997 to April 2000 under DLA's Executive Agency. There she was responsible for development and fielding of an asset visibility capability to DoD users worldwide, including commanders in chief, joint task force commanders, military services, agencies and other DoD organizations.

Johnson is a 1974 graduate of Rutgers University where she earned a bachelor of science degree in business administration. She also completed a course with the Simmons College Graduate School of Management and Harvard University's John F. Kennedy School of Government. Johnson graduated from the Army Supply Management Intern Program in 1980. She has been a member of the Senior Executive Service since 1997.

Johnson has received numerous awards and recognition during her career, including Special Act Service Awards, the Exceptional Civilian Service Award and the Meritorious Civilian Service Award.



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# Fivehouse Is New Director of DCIA

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

**T**he term "Renaissance man" is often used to refer to strong male figures with top-notch fighting skills, a knack for handling tools and weapons, and a softer side, with an affinity for good books, travel, and maybe cooking.

Think of the "Spencer, P.I." detective series.

Recently, the female version of Spencer arrived to head the DLA Criminal Investigations Agency in the person of Tamara S.

Fivehouse. Whether she had her gun drawn, leading a group of cops into a drug bust, or whether she was running an information technology department, Fivehouse has been achieving her goal of "having an impact on people."

The Pittsburgh native majored in community development and minored in criminal justice at Pennsylvania State University in the early 1980s. "But, I didn't want to go into a traditional occupation for women," said Fivehouse. What she wanted was to work in federal law enforcement. "And in the '80s,

law enforcement wasn't a traditional occupation for a woman."

Fivehouse did several internships while in college, knowing she'd need that extra edge to get her break in her chosen field.

One of her last internships was with the U.S. Attorney's Office in Washington, D.C. "One of my sponsors suggested that I apply with either the Navy or State Department Diplomatic Security."

The Navy Criminal Investigative Service (NCIS) was the first to respond, with an assignment at Moffet Field Naval Air Station in California. She accepted the position before she

*Continued on next page*



*Tamara S. Fivehouse is the new director of the DLA Criminal Investigations Activity.*

even looked up the location on a map. But first, she had to attend the 12-week basic law enforcement school. "I was one of four women out of 35 students in my class – two of whom were Navy officers," she said.

"I got used to being the only woman in the office at that time," said Fivehouse. But, that didn't keep her from going on dangerous assignments, many of them undercover, because she didn't look like the typical special agent. One of those hazardous assignments occurred while she was assisting the break up of a drug ring of local civilians who were selling to military members. "I was the individual who could identify all the people selling drugs. I remember we entered with guns drawn with me in the lead so I could ID suspects immediately," recalled Fivehouse.

The crimes and criminals she now deals with have become more sophisticated, using computers and complex financial arrangements to commit offenses. She spent 17 years with NCIS, with her last five years at the Washington, D.C. headquarters, in jobs such as the counter-intelligence liaison to the Defense Security Service Headquarters, chief of operations for the NCIS Information Systems Technology Department, and as special assistant to the Director of NCIS.

"My favorite job was as the Chief of Operations for the IT [information technology] department," said Fivehouse. "I learned you can lead people successfully without being a technical expert." She continued, "My boss, an IT professional, was my mentor. He was a visionary and helped me focus on planning for the future – which led me into strategic planning for the IG." Also, after eight Permanent Change of Station moves in 17 years, Fivehouse didn't want to move anymore. So, she initially accepted a position as the lead special agent in the strategic planning directorate at the newly created U.S. Postal Service Office of Inspector General. "We were trying to determine where we could best use our resources as a directorate. It was a great opportunity to build from scratch," said Fivehouse.

She served with the Department of State for almost two years, where she was the assistant special agent in charge of the financial fraud branch, Office of Inspector General. She has now happily returned to

DoD, where she manages a department of more than 20 people. "We have agents all over the country and overseas, so it's a broad jurisdiction with lots of responsibility," said Fivehouse. "Included in our responsibility for the enforcement of Trade Security Controls is conducting the full range of law enforcement investigations."

"I didn't realize until I left DoD how professional DoD is – DoD has some of the best leaders and opportunities in the federal government," said Fivehouse.

With her extensive training in counter intelligence, criminal investigations and leadership, "I feel all that I've learned has prepared me very well for this position," she said.

She's been at DLA for a short time, but already likes what she's seen. "So far, I've been very impressed with this organization. The people have been incredibly friendly and it's a nice physical environment. I find it to be a very welcoming place."

But, this Renaissance woman appears eminently capable of finding her comfort level in any environment. ♦

## edLINK Launched

**T**he mission of the Defense Electronic Business Program Office is to accelerate integration of eBusiness techniques into DoD's operations. The office recently launched edLINK, the DoD eBusiness Education web site and list serve, to provide DoD instructors with eBusiness information that can be incorporated into current and future courses. Prime candidates include courses related to contracting, logistics, supply, and supervisor or manager development. You can access the edLINK site at <http://www.interactionnet.com/edLINK/index.htm>.

A list serve associated with edLINK is also in place. This list serve facilitates exchange of eBusiness information among the members of the DoD education and training community. List serve registration guidance is available at <http://interactionnet.com/edLINK/DoDListServe.htm>. ♦

# Business Modernization Director Retires After 27 Years of Federal Service

By Don Wagner  
DLA Public Affairs

**J**ill Pettibone, DLA's executive director of business modernization for logistics operations retired November 1, after 27 years in the federal government.



Pettibone

Pettibone assumed her position in April 2000, putting her in charge of implementing new business processes that enable use of an enterprise resource planning system. She has been involved in policy and operations for all contract administration mission and business functions.

From December 1994 to April 2000, Pettibone was executive direc-

tor of contract management operations for the Defense Contract Management Agency, the contract management activity for the Department of Defense. She was responsible for policy and mission operations of 12,000 contract managers around the world and led many Defense-wide efforts to reform the acquisition process.

Most of Pettibone's government career, which began in 1974, has been in the contract administration business. For six years, she worked in DLA field activities, which included production, financial analysis, pricing and negotiation before joining the headquarters in 1980.

Pettibone was the DLA representative to the Defense Acquisition Regulations Council from 1988 to

1991 when the entire Defense Supplement to the Federal Acquisition Regulation was rewritten.

From 1992 to 1994 she was the first staff director of DLA's Corporate Performance Office. The office designed and fielded an online performance management system for the agency and led the effort to have DLA designated as the first pilot activity for the Government Performance and Results Act. Pettibone has also filled many special assignments with the Office of the Secretary of Defense and the military services.

As business modernization executive director, Pettibone has emphasized key messages essential to keep business systems modernization expectations in perspective and realistic. ♦

## Two SES Assignments Announced

**I**n September, DLA announced two selections for key Senior Executive Service positions at headquarters. Christine Gallo was selected as the Executive Director of Business Modernization for Logistics Operations and Larry Glasco was selected as the Executive Director, DLA Readiness and Customer Support, Gallo's former assignment.

In her new assignment, Gallo will be responsible for continuing the transformation of DLA's business processes to Business Systems Modernization. Gallo has been a member of DLA's senior leadership for 13 years. Previous assignments in DLA include Executive Director, DLA Readiness and Customer Support and Strategic Planning; operations research and analysis; special projects and organizational policy. She joined DLA in 1988 following an assignment as Director of Systems Planning for the Assistant

Secretary of Defense for Production and Logistics.

Gallo received her Bachelor's degree in Government and International Relations from Miami (Oxford, Ohio) University and a Master's degree in Public Administration from George Washington University. She is a graduate of the National and International Security Management (NISM) Program and the Senior Managers in Government (SMG) Program at the John F. Kennedy School of Government at Harvard University.

Glasco's new duties include the oversight and the integration of DLA responses to contingencies worldwide and the planning needed to transition from peacetime operations through operations other than war. Prior to joining DLA, he was the Executive Director of the Naval Supply Systems Command (NAV-

SUP), Mechanicsburg, Pa. Other previous assignments include service in the Systems Analysis and Design Division of the Naval Supply Center, and Naval Air Rework Facility, San Diego, Calif. He has served as a Supply Systems Analyst in support of various physical distribution functions; Branch Head, Intensified Repairables Asset Management (IRAM) Program; Director, Navy LOGMARS Program Office; Director, Material and Facilities Division; and Assistant Commander, Installations and Environment.

Glasco graduated from the San Diego State University School of Public Administration and Urban Studies in 1975 with a Bachelors Degree in Public Administration and later graduated from the same school with a Masters Degree in Public Administration. ♦



# DSCC Employee's Son Meets Golf Phenomenon

By John Foreman  
Defense Supply Center Columbus  
Public Affairs Office

**D**errick DeWitt just had a day that will be hard to forget. It wasn't only because he turned 16 on July 29, but also on that same day he received a special golf lesson from the world's top rated professional golfer.

DeWitt, son of federal employees Dwight and Jenifer DeWitt, was one of 12 young golfers who received specialized golf instruction from Tiger Woods at Bridgeview Golf Course in Columbus.

DeWitt said he could hardly sleep the night before the lesson. "He's been my idol. Now that I got the chance to meet him, I can't believe it," said DeWitt.

"To get advice from Tiger Woods is better than any birthday gift I could have received," said DeWitt. "He told me I have a good swing, but to work on not dipping my shoulders. The ball flew a little bit longer, more straight following Woods' tip," said DeWitt.

"Derrick loves Tiger Woods," said Jenifer

DeWitt, Derrick's mother and a contract specialist in the Defense Supply Center Columbus' Land-Based Weapon Systems Group. "He's got pictures of Tiger all over his room." Derrick's father, Dwight DeWitt of the Defense Information Systems Agency, said, "I'm very proud of my son."

The experience for the young man was unique. "I

can't describe it, when you get trained by somebody you've admired since he turned pro. From the minutes I had with him, he's a real nice guy," said DeWitt.

Woods said, "Of all the cities that put up proposals (for this event), Columbus was one of the best. I love this area. I've always played well here and like the city. And, it has a dynamic junior golf program." ♦



Tiger Woods (left) gives Derrick DeWitt, son of federal employees Dwight and Jenifer DeWitt, specialized golf instruction at Bridgeview Golf Course in Columbus.

# Thompson is New DSCC Commander

By John Foreman and Mike Ward  
Defense Supply Center Columbus  
Public Affairs Office

**N**avy Rear Adm. Alan S. Thompson, Supply Corps, took command of Defense Supply Center Columbus, Ohio, on September 5. Thompson assumed command of the center from Air Force Maj. Gen. Mary L. Saunders.

Saunders, DSCC commander since August 1998, reported to the Pentagon as the Director of Supply for the Deputy Chief of Staff for Installations and Logistics at U.S. Air Force Headquarters.

Thompson comes to DSCC after recently completing a one-year assignment as a Chief of Naval Operations Fellow on the CNO Strategic Studies Group, Newport, RI.

"I'm honored to take command of the crown jewel of DLA, the Defense Supply Center Columbus," said Thompson.

He made three commitments. First, to Vice Admiral Keith W. Lippert, DLA Director, and DLA, "I pledge to continue the fine work of General Saunders.

Second, to Saunders and our customers, I will maintain DSCC's high levels of customer support. And finally, to the DSCC workforce, I pledge to maintain open communications as the DSCC commander."

Lippert presided over the ceremony and had this to say about the outgoing commander, "Mary Saunders has left some very big shoes to fill – but, (speaking of Thompson's tall stature) Al Thompson has big feet." Lippert praised Saunders for her work in instituting the DSCC Way culture. He said, "You have begun a culture here for all in DLA to emulate."

Thompson has served in a variety of key positions afloat and ashore. At sea, he served as commissioning Assistant Supply Officer, USS David R. Ray, from 1977 to 1979; commissioning Supply Officer, USS Chandler, 1981-83; and Supply Officer, USS Dwight D. Eisenhower, 1993-95.

His shore duty assignments have included Supply Corps Officer Procurement Officer and Head of Manpower Planning at the Naval Supply Systems



Command, Washington, D.C.; Systems Development Branch Head and S-3 Weapon System Branch Head at the Naval Aviation Supply Office, Philadelphia; Head of the Spares Programs and Policy Branch on the staff of the Chief of Naval Operations; and Commanding Officer, Fleet and Industrial Supply Center Norfolk.

Thompson's personal, unit and campaign awards include two Legions of Merit, four Meritorious Service Medals, and two Navy Commendation Medals. He is a qualified Naval Aviation Supply Officer and Surface Warfare Supply Corps Officer. Thompson has also been selected as a member of the Department of the Navy Acquisition Professional Community. ♦

## Totsch Commands DSCR



**B**rig. Gen. James P. Totsch, USAF, became the commander of Defense Supply Center Richmond, Va., on August 24. He came to DSCR from Hill Air Force Base, Utah, where he served as the vice commander of the Ogden Air Logistics Center. Totsch

replaced Rear Adm. Mark A. Young, USN, who was assigned as deputy director, Headquarters Defense Finance and Accounting Service.

Totsch was commissioned through the Air Force ROTC program at the University of Illinois and entered the U.S. Air Force in January 1974. He has served in the administrative, logistics, maintenance and programming fields at the squadron, wing, and major command and Air Force headquarters levels during his 27-year Air Force career. He also has served in two command assignments in Europe, to include the North Atlantic Treaty Organization's multinational logis-

# Levasseur is New Reserve Mobilization Director

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

Over 30 years ago, a green private, right out of high school, was a radio teletype operator with a 155mm towed howitzer unit in his small hometown of Van Buren, Maine. The private wondered in idle moments if he would make buck sergeant before he got out. Now, Col. John C. Levasseur is the Director for Reserve Mobilization at DLA, waiting to pin on his star as general officer in the Army Reserve. "The Army kept giving me opportunities and I kept accepting them," said Levasseur. One of the first challenges he accepted was completing his education, graduating from the University of Maine with a degree in Electrical Engineering. He later earned a second degree in Business Administration from Mississippi State University.

Meanwhile, his military career continued to move forward. "My career began with a heavy emphasis on combat arms serving in various armor and artillery units, then into logistics with an assignment with the Military Traffic Management Command, and now to DLA. It was a very sequential arrange-

ment," said Levasseur. His assignment prior to coming to DLA was as the Commander of the 1179th Transportation Brigade headquartered at Fort Hamilton, N.Y., providing "Fort – to Port – to Fox hole" transportation support to the XVIII Airborne Corps, USAR units and National Guard units. In a previous assignment at the 1174th Transportation Terminal Unit, Fort Totten, N.Y., he loaded commercial and military ships in support of Operation Desert Storm, Restore Democracy, Provide Comfort, Reforger, Display Determination and various other JCS missions.

"I've been a deployment commander, and bring that experience to DLA as Director of Mobilization," said Levasseur. It's also his first assignment as an Individual Mobilization Augmentee. "I bring a troop-unit focus to the process, which should be an asset as we transition many of the Army IMA positions to the Army - Joint Reserve Unit (JRU) positions. Soldiers assigned to the Army-JRU will be cared for in the same manner that traditional USAR soldiers in troop units are with supported systems, such as pay, promotion, and personnel records and

actions."

The logistics of such a transition aren't daunting to Levasseur, who as a District Manager for AT&T is responsible for the design and development of computer billing. He's hoping that both his AT&T experience and his education, which includes Mini-MBA certificates in Business Administration from George Washington University and International Business from Pennsylvania State University, can help DLA's vision and direction.

"I'm looking forward to bringing my business skills to the table," said Levasseur. "I attended a recent DLA Senior Leaders conference and got an overview of DLA as the senior executives briefed DLA Director Vice Adm. Keith W. Lippert. It was great to be the new kid on the block and learn about DLA along with the new boss. The conference confirmed my opinion that DLA is the closest thing to the private sector that a DoD agency can get to. I tell my associates and friends that I am now assigned to the Wal-Mart of DoD which provides the warfighters everything from food and clothes to parts and medical supplies," he added. ♦

tics wing.

His assignments have taken him to Keesler Air Force Base, Miss.; Grissom Air Force Base, Ind.; Andersen Air Force Base, Guam; Washington, D.C.; Maxwell Air Force Base, Ala., Ramstein and Spangdahlem Air Bases in West Germany, to Headquarters 4th Allied Tactical Air Forces, Heidelberg, Germany, Geilenkirchen Air Base, Germany, and Hill Air Force Base, Utah.

Totsch earned a bachelor of science degree from the University of Illinois, Champaign-Urbana in 1972, and then continued on to earn a Master of science degree from that same university in

1973. He has also completed the Squadron Officer School, Air Command and Staff College, and Air War College at Maxwell Air Force Base, Ala.; the Armed Forces Staff College at Norfolk Naval Air Station, Va., and the Executive Development Program, S.C. Johnson Graduate School of Management, Cornell University, Ithaca, N.Y.

His military decorations include the Defense Superior Service Medal, Legion of Merit, Defense Meritorious Service Medal, Meritorious Service Medal with five oak leaf clusters, and the Air Force Commendation Medal with oak leaf cluster. ♦

# Intern Class Still Makes Their Mark

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

**R**ichard J. Connelly, director of DLA Support Services; Secretary of the Treasury Paul O'Neil, and Sean O'Keefe, administrator of the National Aeronautics and Space Administration, have something in common.

They all went through workplace intern programs.

Connelly, a proud graduate of the 1973 Management Intern Program said, "People at the highest levels of government have been through workplace intern programs. Having that kind of opportunity helped you to define who you wanted to work with and what you wanted to do," he

said.

"The biggest thing about the intern program for me was the exposure to the big picture from the start," said Joe Delorie, a program analyst in the Defense Standardization Program Office in Logistics Operations (J-3) at DLA headquarters, who graduated with Connelly. Delorie feels that DLA got a pretty good return on their investment in the class of '73, as approximately half of the graduates are still working for, or have retired from, DLA. "It's an excellent long-term move for anyone's career," said Delorie.

Robert Tomasik, chief of the material distribution branch also in J-3,

and another graduate of the '73 class, certainly agrees. "I wouldn't have moved up so fast if it wasn't for the program," said Tomasik. "In fact, most of us have gone to GS-15 or the SES [Senior Executive Service] ranks."

"We got a lot of high visibility at a very early age, doing things like briefing the director on one of our projects," said Tomasik.

Other graduates of the class of '73 who are still working at DLA include Michael Kelley, chief of the supply management division in J-3, and David Schimmel, senior analyst with J-6 for administering the Standard Automated Materiel Management System. ♦



*The Way They Were.* Members of the 1973 Management Intern Program included DLA employees Robert Tomasik (second row, 1 to r), Joe Delorie, Michael Kelley; (third row) David Schimmel (center); (last row, third from left) Phil Strang, and Richard J. Connelly (to the right of Strang). (Photo courtesy of Bob Tomasik)

# Two Richmond Employees Have Come a Long Way with DLA

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

Remember something called a manual typewriter? How about a typing pool? Or even a flex-o-writer? As DLA celebrates its 40th anniversary, two special ladies from the Defense Supply Center Richmond, Va., can really appreciate how long 40 years really is.

Mary Cottrell, office automation clerk, started working for the DLA on February 23, 1960. And not far behind her is Doris Storrs, contract specialist, who will have been with DLA for 40 years in November.

"During World War II, my uncle (Timothy J. Sullivan) was head storekeeper here," said Cottrell. "That's what got me interested in the agency. I thought if Uncle Tim could do it, I could do it."

Cottrell got her start with the federal government by working as extra help with the Post Office during Christmas. "Then, I came to work for the Richmond Quartermaster's Detail," said Cottrell.

"Going from the manual typewriter has been the biggest change," said Cottrell. Actually, she went through the change in stages. "We went from a manual to an electric typewriter, then to a flex-o-writer, which was like a card machine. Then we went to a 4-Phase machine in which you entered the data and it went onto a tape in a computer room. You'd get a transcript back, correct it, and send it back. Then we went to actual computers," she recalled with relief.

Storrs, who started as a clerk typist with the Richmond Quartermaster Depot, doesn't look on modern tech-



Doris Storrs, (left) and Mary Cottrell

nology quite so fondly. "The most significant changes have been computers, voicemail and e-mail, none of which are my favorites," said Storrs.

She continued, "When I started we used manual typewriters and typed up our own contracts and had them printed out. In fact, at one time they had a typing pool."

Storrs does allow that all the new technology has been a plus for the center. "Before, it took me all day to type, get printed, proofread and mail out one contract. Now all that can be done in an hour," said Storrs.

Storrs also recalls when there was a program called Zero Defects, "To help us minimize errors. I got quite a few of those pins, and I'm proud of them because it shows you're doing a good job," she said.

Storrs plans to retire in the next

two years, but says, "I've made a lot of good friends over the years and I'll miss them."

Cottrell is also thinking about retirement, and the many friends she's made. "I've made many friends, walked across many people's lives." After she retires, Cottrell plans to go back and complete her college degree in general studies/non-traditional. "It's for self-satisfaction," she said.

She leaves with many good memories of the Richmond Center. "The Freedom Train of 1976 was my best memory; Lady Bird Johnson came down and I got a glimpse of her. I never thought I'd get to see a First Lady, but I did," said Cottrell.

How did she achieve her longevity? "Trying to get along with others and going one day at a time is how I've kept going for almost 42 years here." ♦

# DSCC Employee is Selected as DLA Outstanding Employee with Disability

By Mike Ward  
Defense Supply Center Columbus  
Public Affairs

**R**obert W. Bush, a computer specialist in the Defense Supply Center Columbus Business Systems Modernization Team, has been selected the Defense Logistics Agency's 2001 Outstanding Employee with a Disability.

According to his nomination, Bush has worked on several programming efforts that have had a positive impact on the DSCC mission.

As a former member of the Directorate of Corporate

Information, Bush was instrumental in developing the Paperless Order Placement Systems, known as POPS at DSCC. The program saves the manual effort associated with the setup and administration of long term contracts, saving substantial administrative lead time. He has been credited for playing a significant role in readying DSCC for the year 2000 (Y2K) date change. He was instrumental in correcting a large number of the nearly 600 unique programs that contained date problems, averting a possible mainframe-processing crisis at

DSCC.

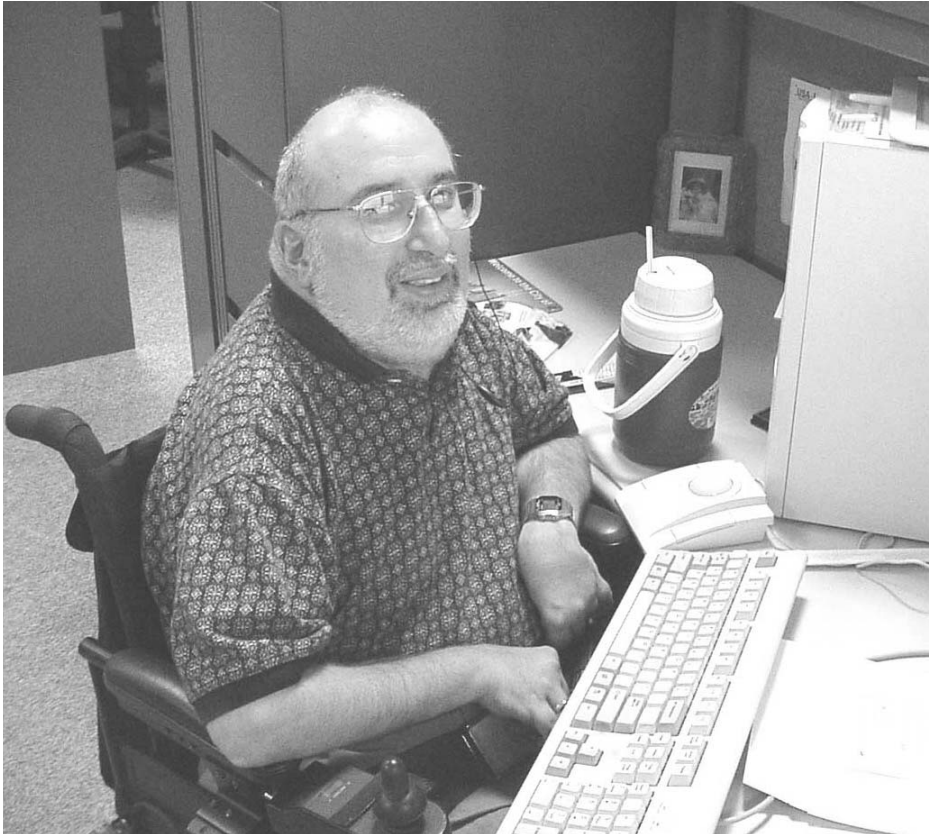
Bush was also a member of the Process Enhancement Group that worked on improving the Standard Automated Material Management System (known as SAMMS) processing times and reducing overall costs. His suggestion to store historical data on hard drives instead of tapes saves significant cost associated with the current access methods.

At age 2, Bush was diagnosed with spastic Cerebral Palsy that affected all four of his limbs, but he retained limited use of his hands.

A federal employee for 19 years, Bush came to DSCC from the Defense Electronics Supply Center, in Kettering, Ohio in 1996.

In his spare-time he serves his community in several capacities. He was elected president of the Wright State University Wheelchair Sport Club and served as project chairman, treasurer, and internal vice president of the Fairborn Chapter of the Ohio and U. S. Jaycees. He also served as chairman of the Mayor of Fairborn, Ohio's committee for the Advancement of Persons with Disabilities. He also won the Outstanding Young Men of America Award in 1985 in recognition of his achievements and service to the community.

He has a bachelor's degree in business management from Wright State University, Fairborn, Ohio, and enjoys traveling, motor sports, and learning new things. His hobbies include computers and electronics. ♦



Robert W. Bush is a computer specialist at DSCC.

# DSCC Toastmasters Club Achieves World-Class Status

By John M. Lidonnice  
Defense Supply Center Columbus

**T**he Defense Supply Center Columbus Toastmasters International Club was recently honored with the Toastmasters International President's Distinguished Club Award for 2000-01.

The award is part of the Distinguished Club Program and is the highest recognition a Toastmasters club can attain. Only 12 percent of the more than 8,900 clubs worldwide receive this annual award.

The program was established to encourage clubs to achieve their mission, which is to help members to become better speakers and leaders. To receive the award, a club must accomplish at least 90 percent of the goals as set forth by Toastmasters International. The

ten goals encompass membership growth, achievement of various communication and leadership certifications by members, and leadership training.

Named "A.G.O.I.S.S.I.," an acronym for A Group of



Members of the Toastmasters Worldclass team are: (front row l to r) Anna Crooks, Mary Lou McKay, Diane Weicksel, Karl Hinch, Sterven Bernett, DSCC Deputy Commander, John Lidonnice, Rodney Bridgeforth, Henrietta Jones and Charles Peery. (Back row l to r) David Cornwell, Hattie Millender, Shaun McKinney, Deborah Brent, Bob Genton and Karen Bernard. (Photo by Charles Moffett)

Individuals Seeking Self-Improvement, the DSCC club just completed one of its most successful years since being chartered on June 25, 1962. In addition to this year's award, the club achieved the following:

- Winner of the Club Membership Award for a 25 percent growth in membership;
- One member placed as a finalist in the District 40 Conference Evaluation Contest in Dayton, Ohio;
- Implemented a Toastmaster of the Year Program designed to recognize those members whose individual accomplishments contributed to the success of the club;
- Obtained an executive corporate sponsor to help with the promotion of the club to management and designed badge attachment cards for the purpose of marketing the club to individuals throughout the Center; and
- Had a member promoted as Area 22 Governor. ◆

## DRMO Wright-Patterson Recognized

**T**he employees at Defense Reutilization and Marketing Office Wright-Patterson received a certificate of appreciation from the U.S. Property and Fiscal Officer (USPFO) Michigan for their time and expertise in assisting USPFO obtain excess computers for the National Guard Bureau.

The Defense Reutilization and Marketing Service North Central service manager was aware of the need and informed USPFO of a large volume of computers available at Wright-Patterson, and worked with them to reutilize computers and barracks furniture with an acquisition value of \$1,245,501.

This reutilization effort saved taxpayer dollars and provided a valued customer with the equipment they needed to complete their mission. ◆

# RESOLVE Program Receives Scissors Award

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

A program that cuts red tape, puts customers first, empowers employees and saved over five million dollars while accomplishing those goals, certainly sounds worthy of an receiving an award. That is just what happened to the DLA Reach Equitable Solutions Voluntarily and Easily (RESOLVE) program recently.

DLA Executive Director Phillip

Steely, presented the DLA Scissors Award to Bruce Baird, DLA general counsel; Famia J. Magaña, director of DLA equal employment opportunity; and John Green, DLA equal employment manager. They are the key principal agents of the RESOLVE program.

"It's great to receive recognition for the RESOLVE program," said Magaña. RESOLVE was the result of a collaborative effort between the DLA Offices of Counsel and Equal Employment Opportunity

(EEO) and didn't happen overnight." According to Magaña, "DLA was among the first agencies in the federal government to develop an alternative dispute resolution program for equal employment opportunity disputes in the early 1990s. RESOLVE was launched as a pilot program in 1993 and implemented fully across DLA in 1997, well before the U.S. Equal Employment Opportunity Commission issued regulations in November 1999 establishing crite-



Phillip Steely, DLA executive director, presented the DLA Scissors Award to Bruce Baird, general counsel; Famia J. Magaña, director, equal employment opportunity; and John Green, equal employment manager, the key principal agents of the program.



ria for alternative dispute resolution programs and requiring agencies to offer ADR in the equal employment opportunity complaint process."

RESOLVE is a mediation program designed to resolve disputes that arise in connection with employee complaints of discrimination. The DLA Scissors Award recognizes individual and team initiatives and innovations which demonstrate the key principles of the National Partnership for Reinventing Government, which are to:

- 1) Cut red tape
- 2) Put customers first
- 3) Empower employees to get results
- 4) Cut back to basics
- 5) Achieve results Americans care about.

To cut red tape, the RESOLVE team developed a way to avoid the long and costly litigation process required by law to decide discrimination. They put customers first by giving employees and managers a quick and informal way to identify, discuss, and resolve the concern that caused the discrimination complaint to be lodged.

The RESOLVE program, unlike the formal litigation process, focus-

## NPR Five Key Principles

- ✓ Cut red tape
- ✓ Put customers first
- ✓ Empower employees to get results
- ✓ Cut back to basics
- ✓ Achieve results Americans care about

es on the employees' concerns, rather than on a legal inquiry to determine whether discrimination actually occurred.

The program empowers employees to get results by involving the employee and the manager directly in the problem resolution process. This has led to a program resolution rate of approximately 70 percent. By avoiding costly litigation proceedings, over \$5 million dollars have been saved since 1997.

Finally, the RESOLVE program

cuts back to basics by focusing on what is important to the complainant, which is that they feel wronged or harmed, not that an illegal act of discrimination has occurred.

The RESOLVE program has been recognized as one of the outstanding alternative dispute resolution programs in the federal government, having been given the OPM Director's Award for Outstanding Alternate Dispute Resolution Programs in 2000.

"We are proud of the RESOLVE program, and we are proud of you," said Steely as he presented the award.

The other team members are: Beth Lagana, Defense Supply Center Columbus; Stanley Braverman, U.S. Equal Employment Opportunity Commission, Philadelphia; Carolyn Perry, Defense Contract Management Agency; Michael Chiffolo, Defense Supply Center Richmond; Thomas Daugherty, Defense Supply Center Philadelphia; Lynn Enfield, Defense Distribution Center; Judi Gever, Defense Supply Center Philadelphia; Cenetia McCombs and George Sisson, on behalf of the Defense Distribution Center At Large. ♦

## SOLE Honors Anderson for BSM work

**B**arbara Anderson of the Defense Logistics Agency Business Modernization Office has been selected by the Greater Washington, D.C., Area Chapter of the International Society of Logistics Engineers to receive its annual award for outstanding achievement.

She was selected from many nominations received by key logistics leaders from various industry, government and academic institutions in the greater Washington area.

She is being recognized for her contributions to business systems modernization and her leadership in the Society of Logistics Engineers. ♦

# DLA Honors Top Employees

On December 11, the Defense Logistics Agency recognized outstanding employees in its 34th Annual Recognition Program. The program honors individuals and work force teams whose outstanding performance has provided a high level of support for the Agency's mission.

The DLA Director of Equal Employment Opportunity, Famia Magana, began the awards ceremony, stating, "We recognize the men and women who exemplify the standard of excellence set by this Agency. These employees and military members keep the Agency running smoothly.

DLA Director Vice Adm. Keith W. Lippert presented the awards. In his opening remarks, the admiral said, "The year 2001 has been a year of change and significant advancements for this Agency. We have gained more missions, we have reduced our work force and we have privatized operations so that they are more cost-effective. We have made great strides in replacing our legacy systems with our Business Systems Modernization initiative and we have maintained operational support to ongoing operations in both Kosovo and Bosnia. And of course, I couldn't make a list of this year without mentioning the impact of September 11th that will be with us for the rest of our lives.

"I am very proud of how DLA responded in the most professional and caring manner to support our troops throughout Operation Enduring Freedom, and that effort continues as I speak today. I am very fortunate to have been chosen the leader of this world class organization with a world class work force. Based upon our performance everyone deserves an award, or in other words – you are all winners. But we had to pick somebody and it was a very difficult process," he said.

In recognizing the award winners, the Director noted that the competition was tough. "The employees chosen simply represent the best of the best. They consistently show high standards, work ethic

and a selfless dedication to duty that are indicative of role models for the entire Agency," he said. "You can be justifiably proud of what you have accomplished – you have made this Agency a hero to our customers and it is a true honor to me to be thankful to all of you on behalf of the Agency and the Department of Defense."

Awards to individuals cover several categories, including Outstanding DLA Personnel of the Year, Outstanding DLA Employee with Disabilities, Achievement in Equal Employment Opportunity by a Line Manager and a Non Manager, Suggestion Awards, and Employee of the Quarter. Awards presented to groups of employees include the DLA Team Performance Awards and the Equal Employment Opportunity Activity of the Year Awards.

The Outstanding DLA Personnel of the Year Award recognizes deserving superior performers in every segment of the DLA work force. Performance recognized by this award must have been highly exemplary and inspirational to others and have contributed significantly toward the overall accomplishment of the DLA mission. The winners were:

- Sonya J. Miller, Defense Supply Center Columbus
- William L. Clark, Defense Reutilization and Marketing Service
- Shelley Leary, Defense Supply Center Philadelphia
- Pamela D. Citrigno, Defense Supply Center Columbus
- Master Sgt. Scott H. Marcinkowski, USA, Defense Energy Support Center
- Joseph Fanelli, Defense Supply Center Philadelphia
- Jack Appolloni, Defense Energy Support Center
- Tammy L. Outlaw, Defense Distribution Center
- Maj. James Rubino, Jr., USMC, DLA Headquarters Logistics Operations (J-3)
- David Farrell, Defense Supply Center Philadelphia

The award for Outstanding DLA Employee with Disabilities went to Robert Bush, Defense Supply Center Columbus. He is also DLA's winner within the Department of Defense. The award for Achievement in Equal Employment Opportunity by a Line Manager went to Frederick W. Ratliff, Defense Supply Center Richmond and the award for Achievement in Equal Employment Opportunity by a Non Manager went to Steven Chu, Defense Logistics Information Service. Suggestion Awards were presented to Carolyn Wortham, Defense Reutilization and Marketing Service, and Debra E. Colledge, Defense Distribution Center. The Employee of the Quarter award went to Martha King, DLA Headquarters Logistics Operations (J-3).

The DLA Team Performance Award was presented to:

- Consolidation and Containerization Point Relocation Team, Defense Distribution Center
- Recycling 2000, Defense Reutilization and Marketing Service
- Virtual Representative Implementation Team, Defense Logistics Information Service
- Tailored Operational Training Meal, Defense Supply Center Philadelphia
- Phase IIB Capitalization and End-Use Billing Team, Defense Energy Support Center

The Defense Supply Center Richmond received the Equal Employment Opportunity Activity of the Year award. The Defense Supply Center Philadelphia received the 2000 DLA Environmental Award.

The Company Grade Officer of the Year award (grade O1 through O3) went to Capt. Charles B. Froemke, USA; Senior Noncommissioned Officer of the Year (grade E-7 through E-9) went to Master Sgt. Ernest P. Petit-Frere, USAF; and the Junior Noncommissioned Officer of the Year award (grade E-5 through E-6) went to Tech. Sgt. Kelly T. Moore, USAF. ♦

Contract Management Regions Cleveland, Dallas, New York, and St. Louis were disestablished. Defense Contract Management Districts Mid Atlantic and North Central were disestablished in May 1994.

Throughout the 1990s the agency continued its effort to eliminate managerial and stockage duplication, reducing overhead costs. In April 1990 Secretary Cheney directed that all the distribution depots of the military services and DLA be consolidated into a single, unified materiel distribution system to reduce overhead and costs and designated DLA to manage it. The consolidation began in October 1990 and was completed March 16, 1992. The system consisted of 30 depots at 32 sites with 62 storage locations, which stored over 8.7 million spare parts, subsistence, and other consumable items worth \$127 billion in 788 million square feet of storage. Until September 1997, two regional offices - Defense Distribution Region East in New Cumberland, PA, and Defense Distribution Region West in Stockton, CA, managed a vast network of distribution depots within their respective geographic boundaries. They later merged into the Defense Distribution Center, New Cumberland.

The Base Realignment and Closure (BRAC) process, instituted in 1993, significantly affected the way the agency organized for its contract administration and supply distribution missions. As a result of BRAC 1993, officials merged, realigned, or closed several DLA primary level field activities. Specifically, they closed two of the five contract management districts and the Defense Electronics Supply Center. The Defense Distribution Depot Charleston, Defense Distribution Depot Oakland, and the Tooele

Facility, Defense Distribution Depot Ogden, Utah were disestablished. The Defense General Supply Center became the Defense Supply Center, Richmond. In response to BRAC 1993, in 1996 officials merged the former Defense Construction Supply Center Columbus and the former Defense Electronic Supply Center Dayton to form the Defense Supply Center Columbus.

Meanwhile, DLA headquarters underwent a major reorganization. In March 1993, the agency re-engineered its headquarters to form integrated business units for Supply Management, Distribution, and Contract Management. As a result, only 6 organizations, rather than 42, would report directly to the Director.

In 1995 the DLA headquarters and the Defense Fuel Supply Center (renamed Defense Energy Support Center in January 1998) moved from Cameron Station to Fort Belvoir, Virginia. In November 1995, DLA launched a \$1 billion project to replace the Defense Department's cache of aging procurement programs with a DoD-wide standard automated procurement system that supported electronic commerce.

In 1996 the agency received a Joint Meritorious Service Award for saving DoD and the taxpayer \$6.3 billion. In October 1996, Defense Printing Services, renamed the Defense Automated Printing Service, transferred to DLA. In late December 1997 and early January 1998, the headquarters was again realigned, and the agency's Defense Material Management Directorate became the Defense Logistics Support Command.

In February 2000, DLA reorganized as part of an integrated strategic plan called DLA 21, in order to improve warfighter logistics support in the 21st century. In March 2000, the Defense Contract Management Command became a

separate agency known as the Defense Contract Management Agency.

The Business Systems Modernization program was initiated to replace mission-critical legacy systems with an expanded enterprise Information Technology (IT) environment and commercial-off-the-shelf (COTS) software packages.

In January 2001, the DLA headquarters complex at Fort Belvoir was officially renamed the Defense Logistics Agency Andrew T. McNamara Complex, in honor of the first Director, Lt. Gen. Andrew T. McNamara, USA (Ret). From his hand-written general order, to the building that bears his name, the agency's first director remains an inspiration to many.

In July 2001, Congressman James P. Moran officially congratulated DLA on its 40th anniversary, and included his remarks in the Congressional Record. He commended DLA's record of supporting defense and humanitarian missions, stating "it stands as a testament to the agency's commitment to provide seamless support of our armed forces around the world and to extend a helping hand to victims of all types of adversity."

He further added, "I would like to praise the individual efforts of the men and women involved in the Defense Logistics Agency, and thank them for making the agency a world-class organization. In honor of the 40th anniversary of the Defense Logistics Agency, we are proud of the Defense Logistics Agency's past endeavors and look forward to a bright and successful future of continued commitment and service to our nation." ♦



United States of America

# Congressional Record

PROCEEDINGS AND DEBATES OF THE 107th CONGRESS, FIRST SESSION

## House of Representatives

Extension of Remarks by Congressman James P. Moran on  
"Celebrating the Defense Logistics Agency's 40th Anniversary"  
July 11, 2001

Mr. Speaker, I rise today to congratulate the Defense Logistics Agency's 40th anniversary. The Defense Logistics Agency has a distinguished history as the nation's combat support agency. Its origins date back to World War II when America's entrance into the global conflict required the rapid procurement of large amounts of munitions and supplies. When the agency was first founded, managers were appointed from each branch of the armed services for this task. In 1961, the Department of Defense centralized management of military logistics support by establishing the Defense Supply Agency. After 16 years of increasing responsibilities, the Defense Supply Agency expanded its original charter and was renamed the Defense Logistics Agency in 1977.

I would like to commend the Defense Logistics Agency's impeccable record of supporting defense and humanitarian missions. It stands as a testament to the agency's commitment to provide seamless support of our armed forces around the world and to extend a helping hand to victims of all types of adversity.

As the world has changed and evolved, the Defense Logistics Agency also has adapted and proven its ability to streamline. Agency employees have shown dedication to improving quality, reducing costs and improving responsiveness to their warfighter customer needs. They have also demonstrated their ability to embrace the latest technologies of today's competitive business world, which has resulted in saving the taxpayers billions of dollars. The Defense Logistics Agency's record of achievement serves as an example of government service at its best, highlighted by two Joint Meritorious Service Awards.

On behalf of my colleagues, I would like to praise the individual efforts of the men and women involved in the Defense Logistics Agency, and thank them for making the Agency a world-class organization. In honor of the 40th anniversary of the Defense Logistics Agency, we are proud of the Defense Logistics Agency's past endeavors and look forward to a bright and successful future of continued commitment and service to our nation.

Mr. Speaker, I ask you to join me in extending congratulations and best wishes to the employees of the Defense Logistics Agency on this memorable occasion and achievement.