

Dimensions

Defense Logistics Agency

September/October 2001



**It Happened
in America**

★★★ From the Director

DLA professionalism shines through

The tragic events of September 11, 2001 will remain with us all of our lives. I have been very impressed with the manner in which DLA has responded to our national tragedy. Throughout the Agency, we stood up response teams operating twenty-four hours a day, seven days a week. Additionally, we have exercised contingency response efforts with the highest degree of professionalism. These are just a few examples of what DLA has been doing to respond to this tragedy.

The future will be full of challenges as we continue to support the warfighter in this new environment. Our patience will be tried in many areas including the added security requirements. One of the many things I looked forward to upon assuming command at DLA was working with the professional and enthusiastic people of this Agency. You have only increased my respect during our country's time of need. I know I can count on your professionalism during the challenging time ahead of us.

During these tragic events, we submitted a budget to the Office of the Secretary of Defense which projects improved support to the warfighter, reduces our operating costs, delivers the lowest cost recovery rate in DLA's history, and fully funds our Business Systems Modernization efforts. DLA returned to OSD \$672M in



FYs 03 through 07. The easiest part of this budget submission was developing the presentation. The challenge to DLA will be delivering on our commitment. You will be hearing more details on this in the future.

Again, allow me to thank you for all your efforts during these recent tragic events. My advice to each one of you is to stay professional and keep safe. ♦

Handwritten signature in red ink.

Dimensions

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Defense Logistics Agency

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Cover photo: U.S. Navy photo by Photographer's Mate 2nd Class Robert Houlihan

Vice Admiral Keith W. Lippert Assumes DLA Helm

By Christine Born
DLA Public Affairs

Vice Adm. Keith W. Lippert became the 14th director of the Defense Logistics Agency during a change of command ceremony in the DLA headquarters complex July 20th. The outgoing director, Lt. Gen. Henry T. Glisson, passed the DLA flag to the Navy logistician in a ceremony attended by six former DLA directors and the Under Secretary of Defense for Acquisition, Technology and Logistics.

The Honorable E.C. Aldridge, Jr., Under Secretary of Defense for Acquisition, Technology and Logistics, addressed the guests in the packed DLA auditorium. "The Department of Defense and the Armed Services are poised on the brink of a great deal of change as we restructure our Nation's defenses to face the 21st century threats," he said. "It's been said that when considering the conduct of war, amateurs debate strategy, but professionals debate logistics. I don't have to tell you of the critical mission performed by the Defense Logistics Agency," he added.

Aldridge presented the Distinguished Service Medal to Glisson in recognition of the general's outstanding leadership and ceaseless efforts in major contributions to the national security of the United States.

During his address to the assembled guests and members of the DLA staff, Glisson noted that DLA's mission... "touches something that touches soldiers, sailors, airmen and Marines every day of the week." He also commended the workforce for its ability to adjust to ever-changing environments.

As the new DLA Director, Lippert stated, "I can speak from a stakeholder's perspective that I have seen the Defense Logistics Agency continue to improve and grow under the leadership of [Lt.] General Glisson into the superb combat logistics support agency that it is today. This is no easy task given additional missions and the reduced resources. It took innovation, commitment and tireless effort. I applaud all of your efforts and your results."

He continued, "I am truly honored to have been selected and entrusted to lead the Defense Logistics Agency into the future. I will follow 13 previous directors and join three legendary Supply Corps officers who have worn the rank of Vice Admiral. A change of command is a time for renewal and re-commitment. My priorities include improving readiness, reducing cost to our customers, modernizing our business systems, and educating and developing our people to meet the challenges of the 21st century. I know I can count on the professionals at DLA to make all this happen." ♦

Vice Adm. Keith W. Lippert receives the DLA flag from the Honorable E. C. Aldridge, Jr., Under Secretary of Defense For Acquisition, Technology and Logistics, and becomes the 14th Director of the Defense Logistics Agency. Outgoing Director Lt. Gen. Henry T. Glisson (left), and Command Sgt. Maj. Archie L. Turner look on. (Photo by Don Wagner)



Director Addresses Workforce in Open Forums at DLA Headquarters

By Christine Born and Jim Katzaman
DLA Public Affairs

Defense Logistics Agency's new director wasted no time meeting the workforce and addressing their concerns in a series of open forums in August, just a month after he assumed his duties.

Vice Adm. Keith Lippert said this is his fourth command in his 32 year Navy career, and in each of the three previous commands, communication was not as good as it could be.

"I'm finding out that this is the same here at DLA," he told a standing-room-only audience at the first forum. "And I want to change that here. One way I am going to approach this is to hold these open forums every two months at first. Then, we will determine if that is the right frequency or if they need to be held more, or less, often." Lippert began each session with opening remarks giving background on his family and career. He also went into detail on his management style, observations, expectations of DLA leaders and priorities.

Priorities

"People are important to me," Lippert said. "I think this building is one of the finest facilities I have ever worked in. But, what's important about DLA is not the building, but the people who work in it, and I think that DLA has some of the best employees in DoD."

He said education and training are high on his agenda, and he is working with Human Resources on a gap analysis plan to determine what requirements in training and education DLA has now, and what will be needed five years from today.

"Right now, the average age of the workforce is 48," he said. "We need

to look at that and determine how we are going to bring in young people and how we are going to train those who will be moving up to take over in the future."

Honesty and integrity are also high on his list. Lippert said he takes bad news well — he doesn't like surprises and wants to be kept informed. Among his other observations, he said DLA's cost-recovery rate is too high, backorders are too high and readiness not good enough. He said he would emphasize improvements.

Initiatives

The director noted there are several initiatives under way throughout DLA that could help reduce costs for Agency operations. These include business systems modernization and A-76 commercial activities studies.

"After we get by the implementation costs," he said, "BSM right off the bat helps reduce the cost recovery rate. Through A-76, we anticipate 31 percent savings that will help reduce our operating cost and knock down the cost recovery rate. If we go to better commercial practices for these weapons systems items, every one of those contracts we award will show savings from a business base perspective."

The admiral said he was especially excited about a program at New Cumberland, Pa., where the Defense Distribution Center is working with stock positioning and taking advantage of transportation.

"The way we position material now is not very sophisticated," he said. "There are all kinds of systems up there right now that can really help us with this, and there are all kinds of money associated with that."

Lippert added that he would meet with officials in DLA Financial

Operations "to cover each element of the cost recovery rate. I want to make sure we have done everything possible to squeeze, or at least have plans to squeeze, that rate as low as we possibly can."

The subject of A-76 arose again during the question and answer portion of the forum, when an employee asked the director if DLA has a strategy to look at lessons learned to help workers win competitions against outside contractors, turning around a system that seems to favor contractors.

Lippert replied that DLA would continue to be a viable organization even if most awards went in a contractors' favor.

"The idea was to have a contractor do whatever particular function we deal with," he said. "A-76 sets forth contractor performance standards. If a contractor cannot meet the standards, that company will go and the contract no longer exists. Then we have to re-compete either from the private sector or look in-house."

The director also said the A-76 picture might not be as bleak as it seems for the government workforce, based in part on what he has seen firsthand in the Navy.

Observations

"Where I came from, we completed 35 A-76 studies and about 31 remained in-house," he said. "The result was a 41 percent savings, which is absolutely phenomenal. In DLA, five of six awards — all distribution depots — have gone to the private sector. That made me ask, 'What is different between us and distribution depots in the private sector?' The answer was very interesting."

Versatility, according to Lippert, is the key.

"When you take a look people in

Continued on next page

the private sector doing the distribution job, they are multitasked and multifunctional. In contrast, government employees are usually stovepipe doing a certain job. Contractors have much more flexibility, and I see that is where we're losing. That is what we're looking at. We know the clock is ticking, and we want to win."

Business Systems Modernization

An employee, referring to news reports, asked the admiral why the Defense Department thinks DLA is moving too slowly on business systems modernization. The answer, Lippert said, is a combination of trying to do what's right for the organization while looking at lessons learned from the private sector.

"This is a two-edge sword," he said. "When you look at private companies that have implemented enterprise resource planning solutions, you find the failure is about 70 percent. You ask why the failure rate is so high. One reason is that ERP is so difficult to implement. One of the chief executive officers actually said his company was making so much money that they don't have to worry about implementing this thing. So, he pulled back from even doing it."

Leadership commitment is another key factor, according to Lippert. "The whole ERP program is a very difficult and emotional process. When you look at what private sectors have done, it takes about five years for companies to make it work."

Lippert said that is also the same amount of time DLA has given itself to make ERP and the whole business systems modernization process work.

"We're looking for money and business profit improvement, and the Administration has a four-year horizon," the director said. "There is pressure for trying to do things quicker and faster, and we're going to work on a balancing agreement. We need to make sure we do this right."

Communication

An essential part of improving DLA's business systems, according to Lippert, is communication. This includes greater interaction between headquarters and field activities as business systems modernization evolves.

"Bringing in new software systems requires you to change business practices in line with state-of-the-art private-sector business practices," he said. "This is requiring us to look at all our processes right now and change them. That may mean organizational changes at the inventory control point and it may mean organizational changes at headquarters. That is all part of this transformation going on, and we have to work on it. This certainly includes working on our communication."

Responding to another question, Lippert also talked about congressional interest in government purchase cards. He said DLA officials are looking at how well the Agency manages this program.

"I've asked people to look at our policy. Is it right? Does it cover what we need in terms of purchase card and travel card management? More

importantly, are the checks and balances we have in place being done appropriately? We also want to know what individuals who review purchase card programs at our sites every six months are finding," Lippert said.

"Are we taking corrective action?" he asked. "Are we disciplining people abusing the privilege? What are we doing about cost?"

Lippert said he has asked William Kenny, executive director of logistics policy and acquisition management, for an assessment of DLA's purchase card program. The director said he has also talked with primary level field activity officials and "asked them to get engaged and involved" in the process.

"We need to make sure we have everything done appropriately so we don't lose what I think are really great systems — the purchase card and travel card," Lippert said. "We must show we have the right discipline."

Understanding

Another employee asked the admiral what he thought about telecommuting, to which Lippert said he is keeping an open mind.

"I know this issue is being addressed by our union and management partnership council," he said. "I would like to see the pros and cons. The thing that would bother me about telecommuting is when I absolutely need to have somebody for a meeting. If we do this, it has to be worked on so that it is appropriate and everybody understands the rules and situation. That way we can retain flexibility in our organization."

At the conclusion of the forums, Lippert said he would continue to meet with DLA employees in open forums and communicate by other means to make sure everyone stayed abreast with the latest developments throughout the Agency. ♦

DLA Executive Board Guides BSM Development in the New Millennium

By Jim Katzaman
DLA Public Affairs

Three years ago, during a typically hot July in Virginia, the seed of change began to take root in the Defense Logistics Agency. After almost three decades of service, Agency officials reached a fundamental decision about DLA's aging Standard Automated Materiel Management System. The key word was "aging." SAMMS was a modern logistics system when it was created. However, even through attempted modernizations, SAMMS virtually stood still while new systems humming throughout the rapidly revitalizing commercial sector raised the specter of DLA losing ground in the 21st century.

DLA headquarters and primary level field activity officials almost in unison reached the same conclusion: SAMMS had to go. So too did the Defense Integrated Subsistence Management System, along with any other holdovers from days gone by that could threaten DLA's stake as the anywhere, anytime provider of supplies and services to America's military forces around the world.

Business Systems Modernization quickly became the watchword at DLA, and within two months of their July decision, Agency officials chartered a BSM steering group. Eventually the collection of leaders took the name DLA 21, an ever-present reminder of their commitment to change at the start of the millennium.

Rear Adm. Raymond A. Archer III, DLA vice director, chairs the DLA 21 Executive Board, which includes 20 senior leaders from headquarters and field activities, plus a representative from DLA's business partner, Accenture. The group meets every two weeks to monitor the details as BSM moves ahead, making sure the broad-based makeover stays on course. Archer has compared DLA 21 to internal steering committees in successful major corporations. "This is a common and excellent practice for major events in commercial industry," he said. "Just as we want best commercial practices in our mission operations, we also want them in our management. Hence, DLA 21."

In the following months and years, the DLA 21 Executive Board arrived at several decisions: agreeing that Agency business practices needed fundamental change, finding some of the best answers were already at hand through commercial off-the-shelf software and adopting Balanced Scorecard. The latter is a management process that links long-range goals, strategies and outcomes to the daily activities of an organization.

Most recently, board members defined five major

objectives for BSM. These will enable DLA to help people throughout the Agency stay focused on business systems modernization from its initial stages through final implementation in fiscal 2005:

- Replace the Agency's legacy material management systems
- Reengineer by fielding best practices
- Improve customer service by collaborating with customers and suppliers
- Provide best-value solutions
- Provide the training, experience and opportunity to succeed in this new environment.

Jill Pettibone, business modernization executive director, said these messages are essential to keep BSM expectations in perspective and realistic.

"Interviews with directors and mid-managers throughout DLA showed that there were a wide variety of expectations for what BSM would do," she said. With a bit of hyperbole she joked, "Some expected it to solve world hunger. But really, there were too many expectations. When that happens, someone's bound to be disappointed. That's why we developed our main messages.

"By clearly setting and managing expectations," Pettibone added, "we expect people will be more satisfied with outcomes and understand the role DLA leaders play in the process. We have the responsibility to be thinking about the Agency's future as well as day-to-day operations."

By fiscal 2005, DLA leaders expect to complete a thorough reengineering of DLA processes as board members chart a course to transform how the Agency does business in the future.

Ultimately through BSM, the executive board will work with DLA employees as the Agency adopts the best commercial practices. The outcome, says board members, will be efficiency noticeable to customers and employees alike. All this depends, Archer reiterated, on employee expectations matching reality.

"There are three key things we expect from all of you," he said. "Be knowledgeable, be supportive and be a leader in bringing the changes to fruition."

Phillip W. Steely, DLA executive director, concurred. The success of Business Systems Modernization, Balanced Scorecard and other DLA 21 projects, he said, will rest squarely on the shoulders of Agency employees and their willingness to adapt to what Steely described as rapid change.

Continued on next page



Phillip Steely, DLA executive director; Jill Pettibone, executive director of business modernization; and Rear Adm. Raymond A. Archer, III, DLA vice director, discuss an agenda item for an upcoming DLA 21 Executive Board meeting. (Photo by Business Systems Modernization Communications Team)

Board Guides Continued

“I am very optimistic about BSM — the commitment of the leadership team in terms of personal involvement and sheer number of hours spent working the issues is greater than that of any other modernization project I’ve seen,” Steely said. “Balanced Scorecard and BSM are critical pieces of the transition DLA is undergoing to move into the future. The Agency needs all of us to be a part of its future, and this means being a part of these changes — knowing and supporting them and actively helping to bring them about.”

One of the most important and first steps in these changes will be process reengineering, which is where Pettibone and her staff concentrate their interest. As business modernization executive director, Pettibone has launched essentially a personal crusade to make sure BSM uses continual process improvement to benefit both DLA employees and customers.

“BSM will change and integrate our core business processes,” she said. “I’m passionate about process

because I’ve seen it work in my previous job at Defense Contract Management Agency. We found that only when you look at processes and understand cause and effect can you take the right kinds of action and put in place things that actually fix something.”

The result of becoming process-focused, she said, “can really help us not only make our lives easier but also help us do better things.”

Everything is related to customer outcome, as the DLA vice director pointed out: “We need to improve our business processes to satisfy the customer.” That will pay dividends for the Agency far into the future, he added.

“We have the opportunity and awesome responsibility of designing and preparing DLA for a new, exciting millennium,” Archer said. “The relevancy of DLA five to 10 years from now depends on our vision, our energy, our boldness and our willingness to change. BSM is a symbol of our commitment to that change. BSM is a DLA strategy for 21st century logistics.” ♦

Commercial Software to Replace DLA Legacy Computer Systems

By Jim Katzaman
DLA Public Affairs

Within four years, the Defense Logistics Agency will have said goodbye to venerated, yet antiquated, materiel management systems. Replacing programs dating back to the 1960s will be state-of-the-art software representing the best of today's business applications.

"When the program is completed, we will have totally changed the way we currently do business," said Mae De Vincentis, DLA director of information operations. Over the next five years our workforce will see dramatic changes in the way we deliver technology solutions."

She and other members of the DLA 21 Executive Board are leading the way as the Agency charts a course through the early stages of Business Systems Modernization. Besides information technology replacement, BSM will also enable DLA to reengineer by fielding best practices; improve customer service by collaborating with customers and suppliers; provide best-value solutions; and provide the training, experience and opportunity for DLA employees to succeed in this new environment.

De Vincentis and Jim Bailey, Defense Supply Center Richmond deputy commander, have set their sights on information technology (IT) replacement, which commands intense interest among thousands of workers who have spent their careers using programs such as the Standard Automated Materiel Management System and Defense Integrated Subsistence Management System.

For her part, De Vincentis is focusing on the overall impact of this IT replacement. Bailey, meanwhile, is monitoring the effects of the replacement upon the DLA workforce and customers.

"For many years, we've designed, built and maintained our own systems, many of which have served us well for over 30 years," De Vincentis said. "However, during the past five years we've come to recognize that developing software is no longer an Agency core competency."

DLA, she said, would be better off using software already available in the commercial sector, concentrating instead on putting those programs to best use within the Agency.

"Information and technology are strategic tools that give us tremendous strategic advantage, and we need to exploit them," De Vincentis said. "That's why we have embraced the tenet of implementing best business practices by using commercial off-the-shelf software. This is a very different approach than we've taken in the past as IT professionals."

Bailey emphasized that changing the Agency's IT culture to fit the model is a challenge for DLA, and "we must keep up with the modern world and can do so only by tapping the latest technology."

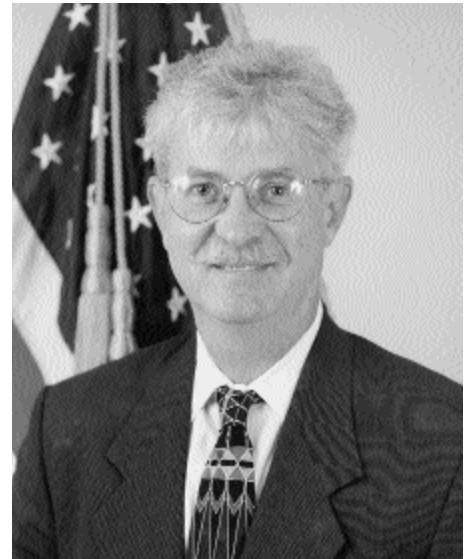
"Although BSM involves system and technology change — along with process reengineering and other elements — it also encompasses new jobs and new tools," he said. "BSM will touch every facet of DLA business as well as every aspect of the workforce and our culture. BSM, in short, is a logistics strategy for the 21st century."

In that context, Bailey said, the expanse of data and information applications BSM will provide to the Agency is "phenomenal."

"It will allow for more customer-attention focus and enhance our ability to forecast customer needs via direct software collaboration," he said. "BSM lets DLA keep up with technology as the needs of our environment change. It allows for a



Mae De Vincentis



Jim Bailey

unified, integrated software package to be implemented across the Agency. BSM provides a greater expanse of information, thereby allowing DLA to further adopt more commercial-like practices with our suppliers."

Continued on next page

The results, Bailey said, will be readily apparent to those who depend on DLA for support.

"We can achieve both improved DLA support to the warfighter and quick access to global inventories and industry surge capabilities," he said. "That way we can fully integrate customer and supplier information."

BSM employs three major commercial off-the-shelf software components that will form the major building blocks of the new system. The three software packages are SAP, Manugistics and PD2.

SAP, which is actually the name of a company in Germany, provides software that will focus on order fulfillment, planning and financial management. It will form the backbone, or foundation replacement system for such systems as SAMMS, DISMS and other inventory control point systems developed over the years, providing a single, integrated system for the user.

Using the backbone software provided by SAP, workers on the floor will be able to access any needed internal and external services via a "role-based interface," which is based upon their job or needs.

Manugistics will focus on demand and supply planning activities. By providing the right information to the right people at the right time, workers will be able to collaborate more effectively with their suppliers and customers to make good supply chain decisions.

PD2, or Procurement Desktop-Defense, software provides the contract-writing functions unique to the Department of Defense. De Vincentis said SAP has a broad array of software comprised of various modules, not all of which will be used by DLA.

Enterprise resource planning, or ERP, is an industry term for the broad set of activities supported by multi-module software that helps companies manage their business. ERP systems are, or have been, used throughout the United States by

many top companies. These companies employ ERP systems to improve their logistical processes, levels of customer service and data management while reducing their overall costs of doing business.

ERP systems combine business software applications that have traditionally been run on separate systems into a single integrated, software package. This is what BSM project managers have in mind by consolidating and modernizing functions performed today by SAMMS and DISMS. Yet, such a concept at DLA, according to De Vincentis, will take some getting used to.

"The term 'enterprise' is new to the DLA vernacular," she said. "It recognizes that we are one organization, not a loosely knit group of independent profit centers, but a single enterprise with a common set of strategic goals and objectives. To this end, we have committed to developing a single set of business processes and practices that will be institutionalized as we develop BSM."

"With ERP systems," De Vincentis added, "there is no need to key and re-key data into different applications and later reconcile them. Instead, data entered in one application can be used by all applications."

ERP systems, while ultimately labor- and time-saving, are also complex, which is why DLA will rely on a proven, methodical process to put ERP in place.

"Along with our partner, Accenture, we have devised a complex game plan," Bailey said. "This encompasses a five-year plan to successfully implement BSM. Attention to every detail has been quite intense."

He explained that BSM start-up not only involves "turning on" the software application, but providing the workforce with key skills to succeed and educating customers as well as suppliers.

"This involves a detailed strategy in change management," he said. "We've laid out our plans in such a manner that we will design, build,

test and implement, as well as prepare all parties affected by BSM."

Bailey and De Vincentis said the Agency would provide many opportunities for the workforce to become familiar with every aspect of BSM implementation through communications such as newsletters, Town Hall meetings and special events.

"Our customers and suppliers are becoming aware through the various expos and conferences we participate in," Bailey said. "This is all part of our plan to reach out to customers and suppliers as we plan and phase in BSM throughout the Agency. Our objective is to keep everyone informed and as up to date as possible with the exciting advent of BSM."

DLA has already completed the business process reengineering phase of BSM, which identified requirements for the "to be" business processes and resulted in a reengineering blueprint for full initial operational capability.

Phase II will consist of four sub-phases — design, build, test and deliver — with the design and build portions running through September.

DLA's concept demonstration of initial operational capability is scheduled for release in August 2002 and is expected to involve about 400 Agency employees, 140,000 national stock numbers and as many as 19,000 customers and suppliers. Some of these suppliers and customers will be involved in planning and forecasting activities during concept demonstration.

"Over the next four years, we'll deploy the new suite of software to our buying centers," De Vincentis said. "People will start to see changes gradually take place in the coming months and years as we continue incremental deployment, reaching full operational capability in 2005."

Such ongoing and thorough integration is essential throughout BSM, she said. "The SAP, Manugistics and PD2 environment will give us a level of integration we do not have today, providing us with a high degree of functionality and flexibility we could only wish for in the past." ♦

Balanced Scorecard at DDC

By Robert Hauseman
Defense Distribution Center

Imagine yourself as the captain of a super-tanker crossing the North Atlantic on a moonless night. Suddenly, the helmsman spots an iceberg dead ahead. The crew attempts to maneuver, but it's too close for the ship's rudders to respond quickly enough. You stare at the gauges in front of you and realize you don't have one that could have picked up the presence of that iceberg before it was too late. A good captain goes down with his ship, but in your next life, you'll make sure you have some sort of early warning system that would let you know the iceberg is out there while you still have time to do something about it.

By processing over 20 million requisitions a year at 24 different locations, the Defense Distribution Center is like that super-tanker. It operates with a combination of processes that have been relied upon for a long time. Issues such as cultural differences, unique customer bases, unwieldy computer processes, and even far-flung time zones make it extremely difficult for DDC to turn. It's hard to know which direction you're heading, especially when you don't have the right gauges. And that's how the Balanced Scorecard will help the center.

For example, the DDC staff measures on-time performance. There's no question we're good at it, and watching that statistic has helped us become more mobile, flexible and responsive to our customers. But is it the right thing to watch in all cases? If our goal is to process every priority materiel release order within 24 hours, how can we tell if we're doing the right things for the aircraft mechanic who needs a part within two hours? On the other end, what



DDC Balanced Scorecard architects meet to further the center's Scorecard. Robert Hauseman chaired this meeting and was joined by (clockwise from center) Thom Bettinger, Ben Danilowicz, Connie Clouser, Kathy Harder-Martin, John Dennis, Sharon Shaffer, Beth Miller, and Jan Swinehart. (Photo by Polly Charbonneau)

about the customer who is happy to receive a dedicated truck once a week? The Balanced Scorecard links performance results with the processes that drive them. It bridges the gap between high-level strategic goals and the people who make it happen. A good Balanced Scorecard can determine if the company is meeting its goals.

The Balanced Scorecard starts with the commander and his or her staff deciding what direction the organization will take over the next five years. This executive group must decide who our customers are and what they want – consider factors such as trends in the Agency and the industry that will affect our mission – and come up with a business strategy. Now deciding on the direction, and even implementing the plan is not the problem – we've always done that. The hard part is to be able to

tell if we're moving in the right direction. The plan needs to be clearly communicated to the managers and employees who can, through their day-to-day actions, make it happen. This is where the Balanced Scorecard is such a powerful approach, and why it is so much more than just a measurement system.

Like a tanker's control panel, a Balanced Scorecard helps managers steer the business by helping to develop measures that are directly tied to the strategic plan. It builds the picture with financial and non-financial measurements, such as customer loyalty, quality and cost of services, and the adequacy of the resources our employees have access to. An accurate view of these factors enables management to measure overall performance rather than just focusing on short-term, bottom-line results. Most importantly, it allows

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organizations to link long-term strategy with short-term actions.

DDC executives have been working hard on this new approach for some time. We have identified 19 strategic objectives, some of which are: perfect order fulfillment, reduced operational costs, awareness of customers' needs, and job satisfaction. We will measure our progress towards these goals in some new ways. Some of the measures we currently use will fall to the side as we focus on doing what we say we want

to do. Our intention is that everything we do will in some way be tied to the finished Scorecard.

But how is the Balanced Scorecard different from all the other programs we've gone through – Total Quality Management, Quality Circles, Management By Objective? We've tried them and many more, to varying degrees of success. The Balanced Scorecard is different because it comes from the very top of the organization, and because it does, it has the support and ownership of management. When you see it, you will know where the commander

and the senior staff want the organization to head in the coming years. It defines our long-range goals, communicates them in a clear way, and gives us a way to tell if we're moving towards them or away from them.

You will hear a lot more about the Balanced Scorecard over the next few months as the DDC staff finalize it and deploy it to all distribution centers. In addition, your distribution center will have the opportunity to develop your own scorecard so that you can focus on your unique processes and customers. Watch this space for updates. ♦

DSCC Hosts Meeting with BSM Sponsors

By the DSCC Business Systems Modernization Communications Team

Steve Bennett, deputy commander of Defense Supply Center Columbus, recently hosted a meeting with directors, deputy directors, supervisory council, and local labor union officials to talk about their role as sponsors and change agents for the Agency's business system



Steve Bennett, DSCC deputy commander, recently hosted a meeting at DSCC with BSM sponsors.

modernization effort. Bennett addressed the need for DSCC sponsors to stay informed of BSM progress and changes. Engaging the leaders at DSCC, he reinforced his expectation of them to help lead the workforce to an awareness and understanding of what the future will be like.

In addition to learning about what is expected of a sponsor, the group of 35 was also provided with some tools and tasks to carry out their role as BSM sponsors. Bradley Lantz, BSM chief, provided information about the latest status of the modernization program and offered the BSM team's expertise and assistance in preparing the sponsors for delivery of information to the workforce.

BSM is the most significant information technology and reengineering project in the Defense Logistics Agency today. Once fully implemented, DLA will reap the proven benefits of commercial-off-the-shelf software and reengineered business processes, resulting in improved customer service, best value solutions for the warfighter, and the training, experience and opportunity for DLA employees to succeed in this new environment.

As part of preparing DLA for modernization, a network of sponsors and change agents will be created throughout the agency to help everyone understand what BSM will mean to them and gain buy-in for upcoming changes. More information about BSM is available at www.dla.mil/j-6/bsm ♦

DSCP's Virtual Prime Vendor Uniform Program is ... Working to Perfection

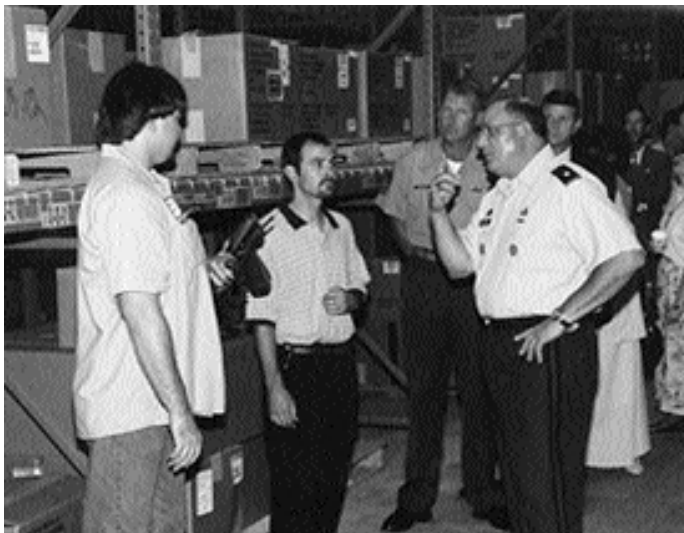
By Frank I. Johnson, Jr.,
Defense Supply Center Philadelphia Public Affairs

In what felt like one of July's hottest 88 degrees days ever recorded in Suffolk, Va., some of the Defense Supply Center Philadelphia's top brass came to participate in a formal signing ceremony highlighting the successful implementation of the virtual prime vendor uniform program.

Inside the warehouse, where it was even warmer, Army Brig. Gen. J.A. Mangual, DSCP commander, thanked the Lion Vallen Industries workforce for a job well done.

"We view business partners like Lion Vallen as full partners and essential components of the defense industrial base," said Mangual. "My sincere thanks to Lion Vallen for being the partner we needed and for your willingness to be flexible and innovative in helping the Defense Department take care of America's warfighters. Every day, directly or indirectly, as our virtual wartime visibility partner, you're touching the lives of America's warfighters in a positive manner."

In September 1999, DSCP awarded a competitive contract to Lion Vallen seeking an improved and modernized way of providing logistics support to receive, store and distribute large quantities of clothing and textiles to some 2,500 individual DoD Activity Address



Army Brig. Gen. J.A. Mangual, DSCP commander, talks with workers from Lion Vallen about tracking inventory during a tour of the company's logistics operations center for the virtual prime vendor uniform program in the Southeast region. (Photo by Frank I. Johnson, Jr.)

Codes or customers in the southeastern geographical area of the United States. Clothing includes dress coats, slacks, skirts, socks and other items that are issued to every recruit to meet their daily training needs. States covered by this virtual prime vendor uniform program include Virginia, West Virginia, North Carolina, South Carolina, Florida, Georgia, Alabama, Mississippi, Louisiana, Arkansas, Kentucky and Tennessee. DSCP's clothing and textile directorate buys over 5,000 different clothing and equipment items to outfit U.S. troops and civilian customers worldwide totaling \$1.2 billion in sales annually.

Both Bernie Johns and Harry Veneri, who attended the ceremony, looked every bit like proud parents as they listened to Mangual and representatives talk about this initiative. And why shouldn't they. To date, the program has reduced order/ship times, lowered warehouse costs and optimized inventory levels.

"I led the concept team in the development of the original idea, writing the statement of work, and authoring the business case to justify pursuit of this initiative," said Johns. "Obviously, it's gratifying to be a part of something that's positively impacting the quality of life of America's warfighters." Johns is the product executive for field clothing in DSCP's clothing and textile directorate's recruit clothing commodity business unit.

As the implementation chief for the virtual prime vendor uniform program, Veneri made sure the statement of work document was workable within industry, with researching the logistics market, and making sure that his team carried out the complete procurement function to reach the award stage.

"The team also hosted the pre-proposal meeting, and once the contract was awarded, made sure the contractor met all expectations," Veneri said. "We're now involved with rolling out the Southeast initiative to the rest of the continental United States.

He emphasized that this initiative is helping the Defense Department provide cost effective support to America's warfighters.

"It took us about three years to get from development to actual implementation, but now that it's being used, it's working nearly to perfection," said Veneri, a supervisory business specialist in DSCP's clothing and textile directorate. "As the program continues to mature, customers will be able to further reduce their inventory because they'll have the comfort level of knowing that this virtual prime vendor initiative guarantees that they'll have what they need when and where they want it." ♦

DDC and DSCP Partnership Enhances Customer Support Services

By Denise Parker
Defense Distribution Center

One of the many goals of the Defense Distribution Center is to enhance and increase customer support services in order to meet customer service standards for today and tomorrow. The DDC goal for customer support is a highly automated and interactive, fluid environment where communication with customers is continuous. This communication includes data exchanges between industry and government agencies, organizations, and firms. The integration of numerous systems and requirements for data feeds is identified and continuously evolving to meet customer satisfaction expectations. This exchange also occurs between the DLA centers in order to provide the best service possible to customers.

Defense Supply Center Philadelphia is also continually enhancing and increasing their customer support services, and as part of their overall plan, DSCP requested DDC partner with their organization to consolidate Call Center Services at the DDC. Both organizations agreed that this consolidation would better serve the DLA customer base. DSCP developed a scope of work and DDC prepared a proposal to accomplish the work. The most critical steps to ensure a successful migration of work were to establish the organization, and set parameters for the distribution of workload. Additionally, DDC and DSCP identified how problems would be solved between organizations, began a detailed cross-training program, tested system capabilities, and secured any necessary equipment and workspace.

DSCP and DDC conducted a six week cross-training program where employees worked on-site in Philadelphia and then DSCP assisted the DDC at New Cumberland as operations went live. Both organizations participated in the planning and the actual migration of the DSCP Call Center Services to DDC. The migration of work began in October 2000 and was completed in February 2001.

DSCP and DDC continue to hold discussions on how to change services to better serve the customer and both organizations host on site quarterly meetings to exchange ideas. The benefits of this migration of workload are paying off in huge dividends for both DLA and the two centers, as is evident through customer feedback. The plan included the migration of approximately 20,000 monthly calls and customer contacts from Philadelphia to New Cumberland. Prior to the

migration of workload, DDC answered approximately 10,000 calls and customer contacts per month. Today DDC handles between 25,000 and 35,000 calls or customer contacts per month, or 300,000 to 420,000 annual inquiries for service, the highest volume within DLA.

The second benefit of the migration of workload from DSCP to DDC came from streamlining current processes. This required minimal staff increases to accomplish the new DSCP workload. DSCP concurrently began to integrate their resources back into the commodity business units and this move enabled DSCP to order more materiel



Rick Boldosser and Deb Hall discuss customer questions at the DDC Call Center.
(Photo by Polly Charbonneau)

faster, satisfying customer demand faster. There were no negative impacts to staffing at either organization, only enhancements to services provided to the field.

As part of the plan to provide better service, DDC waited 60 days after the complete migration of workload to gauge peak production hours and identify weaknesses. Once this review was completed, all employee hours and shifts were adjusted and employees were realigned, training plans were developed, and individual development plans were drafted for each employee. DDC has been under the new schedule for about several months and the number of unanswered calls is less than 3 per 1,000 — proving that when customers contact DDC they are

receiving assistance. DDC has also been training Call Center staff intensively since May and a very aggressive training plan continues through 2002.

This merger has resulted in increased customer satisfaction and has proven to be a successful partnership between DDC and DSCP. DSCP has seen a 100 percent increase in call center customer service levels since the transfer to DDC.

As the lead center for distribution, it is a natural fit for the DDC staff to handle the bulk of the responses relating to the distribution pipeline. DDC has 22 distribution centers located throughout the world and operates two large consolidation and containerization points on both the East and West Coasts, where most vendor provided materiel is transshipped to overseas locations.

The Call Center can order, modify, cancel, track, and most importantly expedite materiel orders for customers easily from anywhere in the world. The center also provides stock balance information, works with DoD and Federal Agencies, contractors, distribution centers, and interfaces with and provides answers to DLA customer service representatives and DLA liaison officers. The Call Center provides Military Standard Requisitioning and

Issue Procedures (MILSTRIP) assistance, stock availability, shelf life, packing and packaging information, accepts supply discrepancy reports, handles customer address changes, coordinates special shipping instructions, and provides general customer information. The Call Center also has agents that participate in exercises and go on site to train customers in the use of system inquiries including how to use the Distribution Standard System (DSS). Call Center agents utilize numerous systems, both government and commercial, on a daily basis to answer inquiries and requests.

The DDC Call Center is operational 365 days per year, 24 hours per day. The Call Center provides additional coverage for communicating critical information or handling tracking and expediting of materiel during exercises or disasters.

You can reach the Call Center by using the Agency toll free number, 1-877-DLA-Call, option #2, or dial direct at (717) 770-6192 or DSN 977-6192, or send email to: ddccallcenter@ddc.dla.mil. All Customer requests are turned around within 24 hours of receipt, and are either answered, or a status is provided as to what actions are being taken to resolve the issue. ♦

DLA Team Briefs Croatian Military

By Ken O'Donnell,
Defense Supply Center Philadelphia European Region

Briefing in front of a large group is never easy. But, when you are speaking to a group that is trying to understand you through an interpreter, the activity becomes even more difficult. That was a challenge I faced with Lt. Col. Stephen Newbold, and Judy Martinchalk, of Defense Logistics Agency Europe. We made up a team that traveled to Zagreb, Croatia to take part in the United States European Command's Joint Contact Team Program with the Croatian military. You speak slowly and hope that nothing gets lost in the translation.

As guests of the Croatian Ministry of Defense, Procurement and Contracting Department, our team brought the Croatians up to date on the latest DoD contracting and logistics initiatives while providing our hosts with a firm foundation concerning the role of DLA within the structure of the Defense Department. Topics such as performance specifications, best value and commercial contracting, minimizing inventory, and supply chain management were discussed.

The territory that is now the Republic of Croatia was formerly a part of Yugoslavia. The Croatians are now an independent republic with membership in the North Atlantic Treaty Organization Partnership for Peace Program. The partnership began in 1994 as a vehicle through which the nations of the former Warsaw Pact

could strive to attain full membership in NATO. The Croatian military was a first time participant at NATO's exercise Combined Endeavor held in Baumholder, Germany in May 2001.

Although we are very different in terms of the size of our budgets, we found that we had much in common with the Croatians. The acquisition professionals of both countries are striving to do more with less and are sometimes frustrated by roadblocks along the way. We tried to encourage discussion about possible ways to avoid these common roadblocks and pitfalls within the acquisition process. Much discussion and interest was generated among the audience which included Mario Pecek, head of the procurement and contracting department in the Ministry of Defense for the Republic of Croatia. ♦



Ken O'Donnell, a contracting officer with DSCPE, briefs members of the Croatian military. O'Donnell was part of a team that participated in the United States European Command's Joint Contact Team Program. (Photo by Judy Martinchalk)

Forum Highlights DoD Joint Logistics Initiatives

By the Office of Logistics Community Management, J-672

Defense initiatives took the forefront of discussion in the logistics community as the Logistics Information Board and the Logistics Community Manager co-hosted the fourth annual Logistics Community Forum in Chantilly, Va., recently. Composed of four technical tracks, Logistics Leadership and Warfighter Panels, a discussion on the challenges of implementing ERP (Enterprise Resource Planning) packages, and demonstrations of Defense Information Infrastructure and Component projects, the forum served as a venue for the DoD logistics community to examine emerging policies across the community, discuss the contributions of initiatives, and identify issues and actions to accelerate progress. With an audience of over two hundred participants, distinguished military, civilian, and industry leaders discussed significant contributions made by DoD joint logistic initiatives. They spoke about improved collaboration between the components and of strengthening support to the joint warfighter.

The Forum focused primarily on four key issues: “Meeting Operational Requirements and Maintaining Readiness,” “Achieving Improved Business Practices,” “Laying a Foundation for Modernization,” and “Accelerating Change Through Collaborative Action.” Track moderators and speakers briefed participants on developments and change implementation results in their areas of expertise, often providing recommendations specific to DoD. The track format fostered lively discussion of the material presented, as the audience tackled complex issues at hand, ultimately compiling a finalized list of strategic and functional issues for the Logistics Information Board to explore and take action on in the upcoming year.

Day one of the forum featured keynote presentations given by Allen Beckett, principal assistant Deputy Under Secretary of Defense for Logistics and Materiel Readiness, and Maj. Gen. Richard Kelly, the Vice Director of Logistics, J4, of the Joint Staff. Both speakers addressed the challenges facing DoD logistics leaders in the future, as they grapple with changing missions and priorities. Immediately following the keynote presentations, a

Senior Logistics Leadership Panel was held in which senior logisticians from each of the military services, DLA and U.S. Transportation Command described their current modernization plans and how those plans will support the goals of the DoD to establish a joint information environment. This panel included Lt. Gen. Daniel Brown, USTRANSCOM; Lt. Gen. Charles Mahan, Army; Ariane Whittemore, Navy; Susan O’Neal, Air Force; Lt. Gen. Gary McKissock, Marine Corps, and Brig. Gen. James Pillsbury, commander of the Defense Distribution Center. The keynote presentations and the leadership panel set the tone for the remaining events in the forum.



Members of the Logistics Warfighter Panel included (from left) Gen. Richard Neal, USMC (Ret.); Lt. Gen. Roy Beauchamp, USA; Vice Adm. Gordon Holden, USN; and Lt. Gen. Raymond Ayers, Jr., USMC. (Photo by Steve Stephenson)

Following this informative session, the afternoon included a group of presentations given by industry experts, lending corporate experience and advice regarding the implementation of enterprise resource planning. Moderated by Gary Jones, deputy director of the Logistics Systems Modernization Office, the “ERP Challenge” included lessons learned from T.W. Scott, sector CIO, from Northrop Grumman, and Joseph Fowler, director of Inventory Reduction, at Lockheed Martin. The speakers addressed the cultural changes that are necessary in any organization that decides to implement an enterprise solution. They were frank in discussing both the benefits and potential pitfalls for DoD logistics community members who might be considering such implementations.

The afternoon continued with the viewing of DII Project Demonstrations. Demonstrations included Joint Engineering Change Management Model, Post Fielding Support Analysis, Materiel Asset Markup Language, eXtensible Markup Language Vocabulary/Repository, and Joint Reference Table Logistics Pilot. These pilots are collaborative efforts designed and developed by the DoD logistics components to promote data sharing and system integration.

That evening, hosted for the first time in forum history, a Logistics Warfighter Panel was convened to provide an opportunity for members of the logistics community to hear first-hand the experiences of warfighters involved in real-life operations. Moderating for this event was retired General

Richard Neal of the USMC. Lt. Gen. Roy Beauchamp, USA; Vice Adm. Gordon Holder, USN; Lt. Gen. Raymond Ayres, Jr., USMC; and Col. Allen Coulter, USMC, spoke on the panel, offering varying perspectives on the need for integrating joint warfighter technologies and logistical capabilities. The collective voice of the panel emphasized the vital role logistics plays in meeting operational requirements in the current global environment.

Day two of the forum launched all four tracks into session, as participants were able to select and attend the track best suited to their professional needs. Led by Deborah Borovitsky and Valerie Alves-Newell of the Logistics Community Manager, track one was devoted to the subject of "Meeting Operational Requirements and Maintaining Readiness." John Erb of the Global Combat Support System Functional Requirements Office, J-4, of the Joint Staff moderated the track. The subject matter centered on Commander In Chief logistics information requirements. Participants and speakers focused on the vision of the logistics information environment that is necessary to support the warfighter and on how effective the logistics community is in responding to that vision. Track one members also examined the processes in place that facilitate the integration and synchronization of Service/Agency efforts to provide tools and information required by the CINCs. Throughout the track, industry representatives provided their perspectives on approaches and trends that might be applicable to DoD efforts. The track concluded with a look into the future of Focused Logistics 2020.

Track two, entitled, "Achieving Improved Business Practices," led by Frank O'Rourke and Susan Peed of the LCM, and moderated by Deputy Chief of Naval Operations (Fleet Readiness & Logistics), Director, Logistics Planning & Innovation Division, Mark Honecker, targeted those people involved in formulating logistics doctrine, strategies, and plans. Leaders in the defense community spoke of making fundamental, necessary changes in logistics across the CINCs, Services, and Agencies, with the drive toward strengthening military strategic advantage. Track participants became knowledgeable in understanding where the DoD is headed, the motivation for changing business procedures in order to support this direction, the continuing efforts of the components to achieve this change, methods and tools of use for the change, and private sector experiences of change on a large scale. The discussion centered on the procedures necessary to move forward and how communities and individuals can work together to accomplish and manage change more effectively. Participants left the forum with a greater understanding of how to best implement the change at hand and contribute to a more successful logistics performance.

"Laying a Foundation for Modernization," led by Diana Hardesty and Robin Gardiner of the LCM, and moderated by James Buckner, CIO for Army Materiel Command, was the focus of track three. The track was

aimed at functional and technical managers responsible for information infrastructure modernization efforts and chief information officer staff who support assured infrastructure and ensure such efforts are accomplished, providing an effective yet efficient "infostructure." Realizing that growing joint operational commitments alongside rapidly evolving technological requirements present major challenges to the DoD components, Services, and Agencies, this track explored the infrastructure necessary to quickly, reliably, and securely compile and disseminate information across communities in a seamless manner. The support of such an infrastructure comes with the appropriate enabling technologies, such as smart cards, public key infrastructure, and digital signature. These challenges were in the context of providing secure and operationally effective support to the warfighter down to the "first tactical mile."

The fourth and final track, led by Aundra Rhone-Jones of the LCM, and moderated by Nancy Johnson, Executive Director, Defense Electronic Business Program Office, J-67, was dedicated to finding ways to "Accelerate Change through Collaborative Action." This track was of particular interest to those within the DoD involved in logistics information technology modernization. Due to the need for the components to access and transfer information within and among their respective environments, there is a desire to improve the community IT services that promote the transfer of such information. Track participants and speakers identified methods by which collaboration could be achieved between disparate IT environments. Central to the track debate were the questions of what the required IT services for logistics process improvement are, ways to modernize the MILS capability, determining issues associated with achieving information interoperability within the community, and examining current and future enterprise services. Those involved in the track gained insight into emerging E-commerce standards for information and logistics chain process interoperability, with the goal of collaboration, and a survey method for selection of enterprise-level collaboration tools.

A new addition to the Forum this year was Component Demonstrations presented in the afternoon. Component Demonstrations were: Army – Global Combat Support System Logistics and Technology, Navy – Commercial Asset Visibility, Distance Support, Joint Aviation Technical Data Integration, One Touch Support, Reengineered Residual Asset Management, Air Force - Portal, and Joint Services – Joint Logistics/Joint Theater Logistics, Defense Medical Logistics Standard Support.

With an encouraging turnout and an outstanding list of speakers, Logistics Community Forum 2001 was a huge success. The task that remains for the Logistics Information Board and the Logistics Community Manager, and member teams is to continue the collaboration and keep the momentum going as the logistics community tackles the issues identified during the forum. ♦

Initial Response Team Trains for Rapid Deployment

By Steve Abney
DLA Europe Public Affairs

Whenever troops deploy, the Defense Logistics Agency goes with them to ensure they receive food, fuel, spare parts and other logistics support. The DLA group that arrives first is the initial response team.

“Our job is initial entry,” said Air Force Lt. Col. Margaret Beaty, a member of the team and a plans officer with Defense Logistics Agency Europe. “Eventually the initial response team is replaced with a DLA contingency support team. Most of the people in that team come from organizations in the states. They’re a mix of Active duty, Reserve and civilians on six-month assignments.”

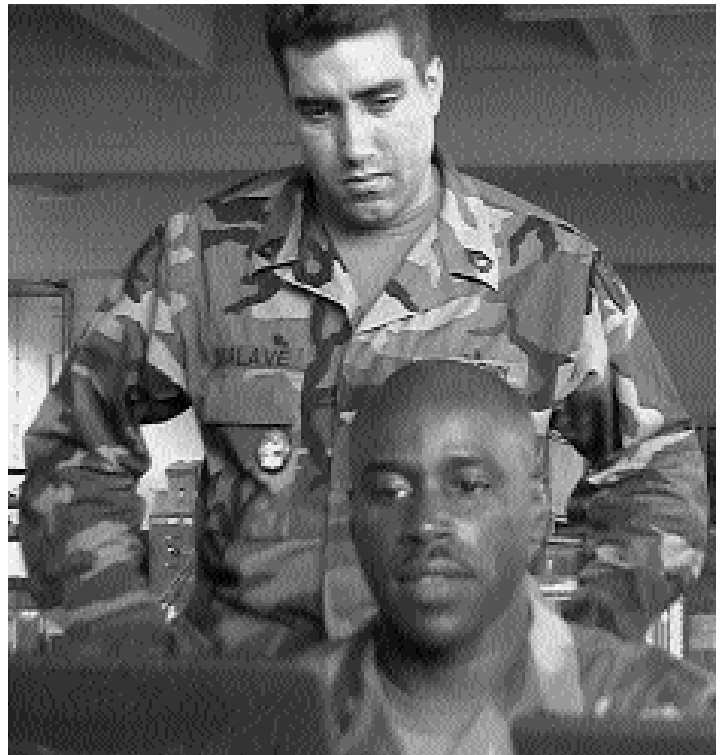
“Currently, we have two contingency support teams in theater,” she said. “The one at Camp Comanche supports operations in Bosnia and Croatia, while the one at Camp Bondsteel supports Kosovo and Macedonia.”

“We believe it’s critical to have a DLA presence on the ground – someone a commander can touch – to assist them with logistics issues. That DLA expert can reach back to DLA Europe technical experts in Wiesbaden or to DLA organizations in the states for support,” Beaty said. “That on-the-ground point of contact is a tremendous asset for commanders and part of our commitment to deliver the right item to the right place at the right time, every time.”

DLA’s European Theater Initial Response Team conducted its annual training in July at Mainz-Kastel, Germany. The members reviewed convoy, first aid and chemical attack protection procedures. They also assembled the office tent and set up the office work areas to make sure that all equipment was on hand and working.

Members of the team include military and civilian personnel from DLA organizations in Germany. Some team members are experts in a particular commodity, such as fuel, while others are DLA customer service representatives with expertise in assisting warfighters on any logistics issue.

“We deploy within 24 hours, so it’s important to check the communications and other equipment,” said



Sgt. 1st Class Gustavo Malave of Defense Reutilization and Marketing Service Europe observes Sgt. 1st Class Desmond King of DLA Europe as he operates the DLA Contingency Support Team Communications System as part of the DLA initial response team training at Mainz-Kastel. (Photo by Steve Abney)

IRT member Myron Savysky, who is the customer service representative for the Army’s 3rd Corps Support Command. “CSRs are emergency essential civilians. We’re ready to go wherever we’re needed.”

“Part of that commitment is participating in exercises,” he added. “I’m fortunate that I’ll be one of the DLA representatives to play in Exercise Victory Strike II in Poland this fall. By exercising with the units, we help them recognize the vast capabilities that DLA brings to the battle. ♦

Communications Equipment Enables Rapid Deployment for Logisticians

By Steve Abney
DLA Europe Public Affairs

All we need is this box and a humvee, said Gabriel Tapia, an information technology specialist with Defense Logistics Agency Europe.

The "box" is a rugged trunk with the communications equipment for a DLA initial response team. It contains fax, phone, STU3 (secure telephone) and internet capabilities.

The communications package can use 110 and 220 AC power, so it can be plugged into U.S. or European circuits, or 12/24 volt DC power, so it can operate from a generator or a car battery.

"People said that putting this much capability in one box couldn't be done," Tapia said. "But we found someone who would try." Normally, that much communications equipment fills a van.

One of the neat features of the communications package is that it can act as the server for a wireless local area network. "The signal works up to 300 feet when it is

unobstructed and about 100 feet when it is obstructed," said Tapia. "That means we can have 10 computers all on a network without stringing wire."

The laptops that DLA initial response team members would use are magnesium-cased to be waterproof and shockproof. "This equipment has been tested at 120 degrees Fahrenheit and has been ruggedized to travel in a C-130," he said.

The package uses International Maritime Satellite as its initial link to the world. "That costs about seven dollars a minute to transmit data," Tapia said. "As soon as we can, we would tie into the Army's LAN and we wouldn't need the satellite connection."

Communications enables DLA to serve the military wherever it goes. With the capabilities in this setup, formally known as the DLA Contingency Support Team Communications Package, deployed DLA customer service representatives can contact stateside databases and experts to resolve a warfighter's logistics issues. ♦



Gabriel Tapia provides training on the DLA Contingency Support Team communications system to Sgt. 1st Class Edward Jarvis and Sgt. 1st Class Desmond King. The three are DLA Europe employees who participated in the initial response team training. (Photo by Steve Abney)

DLA Partners with Army on the Digitized Battlefield

By DLA's Army Operational Support Team

Imagine – perched in the gunner's seat of a tank. Fire all around you – tanks surrounding you. Chaos is everywhere. Stress levels are at their highest. Who is friend and who is foe? What do you do? The Army's solution is creating a new line of advanced computer technology for their weapon systems. State-of-the-art technology that allows the soldier, his team, his leaders, and the entire division to see on a computer screen the same data. Allies and enemies are color-coded to differentiate them in battle. High-tech communication equipment allows all members of the division to see the same picture at the same time. Decisions can be made in seconds instead of minutes.

The Army invested millions of dollars to create this advanced warfighting capability. The first location to obtain this high-tech equipment was the 4th Infantry Division (Mechanized) at Fort Hood, Texas. The troops trained there in preparation for the super-bowl of war games – the Division Capstone Exercise (DCX) at the National Training Center in Fort Irwin, Calif.

Supporting them on-site during this ramp-up were two DLA Customer Support Representatives. Their task was to provide on-site assistance for more 7,000 soldiers and 3,000 pieces of equipment, ranging from digitized tanks and aircraft to high-speed information systems. Meanwhile, at the National Training Center, DLA's on-site CSR was also busy training the customer on DLA tools and computer systems. Shipments were expedited and authorized stockage lists scrubbed in preparation for the 4th Infantry Division's arrival.

After months of preparation, the troops were on their way to the National Training Center for three weeks of battle training against the center's opposing forces. And that's where the DLA support really kicked-in. HQ DLA formed an exercise support team which took a pro-active approach to supporting the warfighter. This "virtual" team spread across inventory control points, defense distribution centers, CSRs at major commands and operational sites, and came together to provide the best possible logistics support to the Army's critical mission at the National Training Center. With visibility up to the Secretary of Defense level, every decision was critical.

The customer support representative at Fort Hood teamed with the 4th Infantry Division to determine what items were most likely to see spikes in demand due to this exercise. This was based on a demand analysis of prior exercises. CSRs at the U.S. Army Tank-Automotive Command worked to obtain lists of Army managed items needing to be redistributed and pre-positioned to

depots closer to the training center. These were passed to the Defense Distribution Center, where stock was quickly transferred. Defense Depots San Joaquin and Barstow became major players, as they were the two depots closest to the training center. Both set up 24/7 operations and scheduled additional dedicated truck deliveries in order to meet the demands of the exercise.

The inventory control points geared up for three intense weeks of focus on critical Army items. Adding to the complexity of the situation, was the fact that the digitized equipment was fairly new, and a history of replacement had not yet been created. Parts had not had the chance to fail and predicting what items would be needed was difficult. Time was not on our side, as the customer would need logistics response time reduced from our normal process of days to a mere four hours.

As the soldiers braved the heat of the desert and the stress of the battle, DLA was busy behind the scenes. DLA representatives continued to team with the customer, attending maintenance meetings, creating critical item reports, expediting items, and providing 24/7 service. CSRs made sure customers were fluent in WebCATS (Web-based Customer Account Tracking System) and VLIPS (Visual Logistics Information Processing System), as these became the primary DLA communication tools used in support of the exercise. Also put to the test was the new FASI (Fleet Automotive Support Initiative) contractor, who exceeded expectations and proved to be a real asset to the DLA support team.

The result of our combined efforts was success. Not only did DLA meet the customer's needs, we exceeded them. Materiel was delivered by truck, van, and even taxi! Call centers fielded requests in a timely manner and worked them to completion. Not a single customer was left on hold. DLA's dedication to mission was evident by the 90 percent operation readiness level during the exercise – something no other rotation at the National Training Center had ever accomplished. As stated by one general officer "performance exceeded any expectations we had!" The coordination by the DLA DCX Team, the dedication of the DDC personnel, the teamwork of the CSRs, and the efforts put forth by the Emergency Supply Operations Centers and Call Centers clearly demonstrated DLA's capabilities and further reinforced our role as "the provider of choice!" This was a true commitment to excellence by DLA personnel for the soldier. Are we proud to be DLA Customer Support Representatives? You Bet! Or in words familiar to every soldier...HOOAH! Go DLA! ♦

America Is Changed

The weather conditions in the early morning of September 11 were those of a fall day on the East Coast. The temperature was a bit on the chilly side, and the air was drier than is typical for the Northern Virginia region where DLA headquarters is located. The skies were clear and the sunlight streaming through the windows of the offices at the Andrew T. McNamara Headquarters Complex on Fort Belvoir was extra bright.

Most DLA headquarters employees start their workdays early in the morning, in order to beat the traffic on such heavily traveled major highways as Interstate 95, Route 270, Route 301, or the Capital Beltway. The tens of thousands of commuters that use these routes daily are bound for offices in downtown Washington, D.C., Crystal City in Virginia, or the Pentagon. The DLA employees know that coming in early can cut their traffic time in half, so they typically are working before 8:00 a.m.

That Tuesday morning they logged in to their workstations and began drafting memos, answering emails, answering phones, returning calls, or attending meetings — the normal duties they perform to provide logistics support to America's warfighters.

But the normal duties DLA employees were performing that morning would change very soon.

The televisions on the atrium level in the McNamara building were tuned to all news stations, as they always were, so that employees could catch a glimpse of the news on their way down the halls. Suddenly horrifying and unbelievable live video of a skyscraper on fire filled the monitors. As employees stepped closer to hear, they learned that an airplane had hit one of the World Trade Center towers in New York City at 8:48 a.m. As they were watching, suddenly another plane flew



Smoke rises from both World Trade Center buildings after planes hit. (Photo by Stanley Campbell, DSCC)

into the next tower. Was this just a rewind of the videotape? Horribly, no. The newscasters informed their listeners that the second plane impacted the other tower at 9:06 and the crashes were apparently deliberate.

Many employees were shaken at the sights, some had to turn away silently and return to their workstations to call family and friends to get personal confirmation that what they had seen was real.

But before most could recover from the personal shock they were feeling, another plane was reported to have crashed — this one hit the Pentagon at 9:43. Suddenly, the tragic events in New York were now happening only a few miles away from headquarters. Within 30 minutes, a fourth plane was reported to have crashed in Pennsylvania at 10:10.

Military installations worldwide were placed on the highest state of alert, operating under Force Protection Condition Delta, indicating a terrorist attack had occurred. Government buildings in the

Washington, D.C., area were evacuated and the highways were filled with commuters making their way home. The major highways were closed inside the Beltway.

Schools across the country were closed, and all schools within U.S. European Command. DLA activities in Europe were working under increased security. Flags at German federal offices were lowered to half staff, and the German chancellor expressed his condolences and “unlimited solidarity” with the U.S.

The Defense Distribution Center in New Cumberland was closed down as well, and guards searched vehicles, purses and brief cases. Both the Philadelphia and Pittsburgh international airports were ordered closed by the Federal Aviation Administration.

By 1:00 p.m., the Federal Center in Battle Creek was shut down. “There is no threat evident, but they’re closing us down in light of what’s occurred,” said Don McClow, the DLA public affairs officer at the Center. The Michigan Air National Guard at the W.K. Kellogg Airport was put on high alert as well.

Just after 1:00 President George W. Bush was at Barksdale Air Force Base, and announced that the U.S. military was on high alert worldwide.

Defense Secretary Donald Rumsfeld held a press conference in the Pentagon briefing room barely eight hours after it was hit. “It’s an indication that the United States is functioning in the face of this terrible act against our country,” Rumsfeld said. “[The Pentagon] will be in business tomorrow.”

Eyewitness Accounts

Stanley Campbell, a computer specialist in the Defense Supply Center Columbus, Ohio, Directorate of Corporate Information office was in



Recovery efforts continue September 13 in the aftermath of the disaster caused when a hijacked commercial jetliner crashed into the Pentagon on September 11. (Department of Defense photo by Tech. Sgt. Cedric H. Rudisill)

New York attending a class on Sept. 11, in a building several blocks away from the World Trade Center. After the second plane hit, the building was evacuated immediately, with instructions given for everyone to head north.

At 2:00 p.m., he learned that he could not return to his hotel since everything in a three-mile radius was blocked off. That evening after walking for many hours, he and his instructor found another hotel in the area that had a room. "We were able to get a room and we spent the next couple of hours trying to find some clean clothes, as we were dirty and covered with soot," Campbell said.

He went to Penn Station the next morning, and found it swamped with people. "We heard the next train out

was at 4:45 p.m., but it was sold out. I told the person I was talking with that I was downtown when it happened. I said that I have no where to go or stay, and all I have is what you see on my back. He looked at me and found a seat."

He arrived in Cleveland at about 7:30 a.m. on Thursday, and boarded a bus to Columbus. After arriving at his home he reflected on the past three days. "This whole ordeal has changed me somewhat. I've learned to appreciate things more, not to take so many things for granted. I've decided that when it comes time to do something for someone, like giving blood, donating money, or simply saying something nice, this is much more important than many things in life."

In the basement of the Federal Building in New York City, Phil Paolino, the supervisor of the Document Automation and Production Service facility, was listening to a talk radio station as he went about his work day. He heard the commentator say an aircraft had crashed into the World Trade Center – less than a mile from the Federal Building. An announcement went throughout the building to evacuate.

Paolino, Heyward Stokes, Michael Perez, and Joseph Scirria were the four DAPS New York employees at work that day. They all exited the building. Along with thousands of others, Paolino walked over the Williamsburg Bridge into Brooklyn. Once there, he caught a bus to his home in Staten Island. During this time he heard the Pentagon had also been hit.

The Federal Building is in a part of lower Manhattan that is still off limits. Paolino reports the status daily to the DAPS Newport, R.I., office that administers DAPS facilities in several states. He and the other DAPS employees are eager to return to work to support the federal agencies in New York City.

John Morris is the supervisor of the DAPS facility at the Pentagon. That Tuesday morning, he got a phone call from another Pentagon employee that planes had hit the World Trade Center towers. He immediately called his wife, who confirmed what he heard.

As some of his co-workers gathered in his office to see the news, he heard what sounded like someone moving heavy items on the floor above his office. When he entered the hallway, he saw some people running. One said a bomb had just exploded. It turned out to be the crash of the plane into the Pentagon on the other side of the building from the DAPS office.

Morris immediately got Wilbur Nesbitt, Gladys Hordge, Duane Talley,



A U.S. flag is set outside the Pentagon after it is hit by a hijacked commercial jetliner. (U.S. Air Force photo by Tech. Sgt. Jim Varhegyi)





Navy reserves Lt. Cmdr. Jennifer Lednicky (middle) and Reservist Darlene C. Cordeiro look over equipment in the warehouse at Aberdeen to send to the Pentagon. Paul Roe, from the Forward Receiving Activity at Aberdeen, gathers supplies from the cages. (Photo by Lorraine Temple)

Ed Tyler, Tony Ngo and James Procter and led them out of the building to the parking lot. Just two days after the incident, all DAPS Pentagon employees returned to work. Morris noted his employees' courageous attitude in wanting to return to the worksite. They are diligently working to replace original documents that were lost in the destruction.

DLA Assistance

In California, employees at Defense Distribution Depot San Joaquin, responded to the crises by immediately moving supplies including boots, socks, first aid kits and food around the country. "Extraordinary times demand

extraordinary measures, extraordinary leadership, and extraordinary support. DDJC is proud to provide that essential support," said DDJC Commander Colonel Edward Visker, USA.

Working around the clock, employees at Defense Distribution Depot Susquehanna, Pa., are supplying items such as first aid kits, food rations, tents, gloves

and blankets. "...we are ready, willing, and able to support the people helping with the rescue and recovery efforts," explained Jeff McCauslin, DDSP deputy commander.

Within hours of the crash, employees at Defense Distribution Depot Norfolk, Va., were requested to provide cots for people working around the clock at the Pentagon. DDNV driver James Burke volunteered to drive the cots from

Norfolk, and arrived at the Pentagon just six hours after the request was received. "It was our honor to support the heroes working at the Pentagon," said Capt. James Hagarty, SC, USN, DDNV commander.

Several products produced by the Defense Logistics Information Service

in Battle Creek, Mich., are available to help anyone planning relief efforts. The products include the DLA Handbook of Disaster Relief Items, the Universal Data Repository, and the Medical Catalog. The handbook is available to all government personnel, as well as the general public, at www.dlis.dla.mil/PDFs/disaster.pdf.

Information on obtaining DLIS products or additional details about services is available by calling the Customer Support Center Number at 888-352-9333. The center will remain staffed 24 hours a day to help people obtain the logistics information they need.

Employees at the Defense Reutilization and Marketing Service



Robert Liebno, DRMO contractor, loads boxes of equipment for the reserves. (Photo by Lorraine Temple)

in Battle Creek, Mich., are working daily providing support for the rescue and recovery efforts in New York City and Washington, D.C. Greg Weishuhn, a reutilization-transfer-donation specialist, is involved with Navy Reserves in locating supplies requested by the Federal Emergency Management Agency.

Weishuhn locates items that are requested, such as shirts, sleeping mats and flashlights, at various Defense Reutilization and Marketing Offices, and resolves any unforeseen circumstances. "I am here for the

Smoke and flames rose over the Pentagon following the crash of a commercial jetliner into the side of the building. (Photo by Jim Garamone)





USNS Comfort docked at Pier 92 in Manhattan, serves as a lodging facility for disaster recovery personnel. The ship is providing housing, laundry, food, medical and other services to volunteers and rescue personnel. (U.S. navy photo by Chief Photographer's Mate Eric J. Tilford)

reservists should they run into any kind of a problem," he said. "If they can't make it to a DRMO in time, I can check to see if the DRMO can stay open later."

Other DRMS customers have also been contacting the DRMOs to secure items to send to the affected cities. Aside from the Navy, federal and state agencies have been transporting the supplies to the East Coast.

At the DRMO in Fort Meade, Md.,



Employees at the Defense Reutilization and Marketing Service gathered together with those near and dear to them on September 14th. (Photo by Jace Armstrong)

three truckloads of furniture and other supplies have already been sent to the Pentagon. Desks, chairs, coat racks and conference tables were transported by the Navy reservists working with FEMA.

"The Pentagon is one of our regular customers," said Sue Arteche, DRMO Meade chief. "We've been servicing them most recently because of the major renovation project there. We have been doing "live" loads. As soon as the reservists determine they want an item we load it up in the truck. If there is some sort of problem, we take care of it. If there is a hold on an item, we release it to the reservists. They have top priority."

reservists should they run into any kind of a problem," he said. "If they can't make it to a DRMO in time, I can check to see if the DRMO can stay open later."

A Message to the DLA Workforce

DLA Director Vice Adm. Keith W. Lippert sent the following message to the DLA workforce:

"The horrific terrorist attacks on our Nation last week have made this an emotional and stressful time for us all. I was overwhelmed with your response and dedication to duty as evidenced by the number of DLA workers who reported for duty on the 12th of September and continue to do whatever it takes to support our country as we go about the performance of our DLA mission.

"From the security forces to our emergency operations cells throughout the Agency, we have been there supporting rescue and recovery operations and ensuring continued support to our fighting forces.

"We will be tested in the weeks and months ahead, but your performance to date has shown me you are ready for the challenge. I am proud of you.

God Bless America."

Reported by

Steve Abney, DLA Europe
Public Affairs Office
Don McClow, DRMS Public Affairs Office
Mike Ward, DSCC Public Affairs Office
Keith Beebe, DAPS Corporate
Communications Office
Polly Charbonneau, DDC Command
Affairs Office
Tim Hoyle, DLIS Public Affairs Office
Kathy Hausknecht, DRMS Public Affairs Office



Military servicemembers render honors as fire and rescue workers unfurl a huge American flag over the side of the Pentagon during rescue and recovery efforts. (U.S. Navy Photo by Michael W. Pendergrass)

In his address to the Nation on September 20th, President George W. Bush said to Americans, "...live your lives, hug your children."

DAPS Provides Service in Electronic Document Management System for DDC

Story and photo by Keith Beebe
Document Automation and Production
Service Corporate Communications

The Document Automation & Production Service, in cooperation with Integric Corporation of Chantilly, Va., is establishing an Electronic Document Management System (EDMS) service for the Defense Distribution Center and its 21 centers worldwide. The centers needed a comprehensive way to manage more than 21.6 million supply documents generated each year associated with its receiving, shipping, transportation and inventory functions. The document management system is being established as a key part of the document management services DAPS provides to its customers.

The EDMS prototype was set at the Defense Distribution Depot Susquehanna, Pa., one of two primary distribution sites (major distribution facilities) for DDC. A demonstration of the system's capabilities was held in August for Brig. Gen. James Pillsbury, the DDC commander; DDC Deputy Phyllis Campbell; Col. Gary Harris, the DDC Chief of Staff, and Capt. Chris McKelvey, the Susquehanna Depot commander. Stephen Sherman, Director, DAPS; members of his headquarters staff and representatives from Integric Corporation, the system integrator, administered the demonstration event.

Among the documents the EDMS will handle are orders for supplies or services; material inspection and receiving reports; reports of discrepancy; government and commercial bills of lading (transportation/shipping); issue release and receipt; and requisition and invoice/shipping documents. The demonstration at DDSP showed how the documents are scanned into the system, read by Optical Character and Intelligent Character Recognition software, veri-



The Electronic Document Management System is briefed to Brig. Gen. James Pillsbury, DDC commander. Attending the briefing are Stephen Sherman (left), director of DAPS; Col. Gary Harris, DDC chief of staff; and Phyllis Campbell, DDC deputy commander.

fied and then indexed. Client access stations were used to search, retrieve and view the documents on-line.

The documents are considered to be the source data for DDC's center functions and must be managed for three years for domestic information and 30 years for information on Foreign Military Sales (FMS). Some centers deployed site-specific systems to capture and store this documentation while others simply manually stored them in warehouses. In either case, their systems are labor intensive, fragmented, unable to exchange data with others and less than optimal.

The DAPS solution will provide a single system of document imaging and management services in support of DDC's worldwide organization. The system will provide a highly automated scan, storage and retrieve function with decentralized input and a centralized repository. The input can be accomplished locally at a DAPS or center location dependent on local requirements or capabilities. Data and

images will be stored at a hub location in DAPS' Mechanicsburg, Pa., facility. The web-enabled system will allow retrieval of documents based on unique indices. Folder based technology allows retrieval of all related images and data with a single query. There is also backup capability.

The service DAPS will provide as the owner, manager and operator of the Electronic Document Management System is expected to dramatically cut operational warehouse and management costs for the DDC and its centers. Beginning with DDSP in Pennsylvania, the deployment and installation of the system will be sequentially accomplished at a specific number of centers each fiscal year through fiscal 2004.

Future capabilities for the document management system include integration with legacy systems such as the Distribution Standard System, as DAPS assists DDC to move toward a paperless distribution functions environment. ♦

Distribution Hunter

By Polly Charbonneau
Defense Distribution Center

Defense Distribution Depot Susquehanna, Pennsylvania has some help from Downunder. Maj. Mark Rivers, Supply Officer, Australian Regular Army, has been assigned to the DDSP since January and will be there until December 2002.

Rivers is one of a handful of foreign exchange officers stationed throughout the Defense Distribution Center. This continuing exchange program is widely used by both U.S. and foreign military organizations, like Australia, usually on a reciprocal basis. The position Rivers occupies is specifically earmarked for an Australian and there is a position in Sydney that is earmarked for a U.S. supply officer.

This year marks the 100th anniversary of the formation of the Australian Army and it is also the 50th anniversary of the signing of the Australian-New Zealand-United States (ANZUS) treaty, which is the principal alliance treaty between Australia and America.

The Australian government sent Rivers for a variety of reasons. "Firstly," Rivers said, "there is the strategic purpose of exposing our officers to the U.S. military and vice versa, to help create awareness of the benefits that the other countries bring to the table in the case of joint training, exercises and operations. For example, my experiences here would help greatly if in East Timor [a potential hot-spot where both U.S. and Australian forces could be assigned] I had been working on the joint logistic staff coordinating support from both forces to support the mission there. Secondly, there is the cultural side of the program, which aims to bring a bit of Downunder to Pennsylvania and for me to participate in Fourth of July, Thanksgiving, and so forth, so that everyone can better understand different cultures and work with each other better if called upon to do so."

Specifically, Rivers hopes to gain an understanding of U.S. logistics operations, and determine any best practices here that could be integrated into the Australian system, as well as any common problems that both the U.S. and Australia have and how the U.S. is solving them. He hopes to be able to pass on knowledge from his Australian experiences and processes that are useful to the staff at DDSP.

Rivers will rotate between the major functional units to get exposure to all sides of the U.S. logistic operation. Additionally, he will work on some special projects, which will benefit DDSP and expose him to areas of the system that he wouldn't otherwise get to see.

The Aussie equivalent of DLA is the Defence Material Organisation (DMO). With the equivalent of item managers, it has the inventory control point function as well as shipping, storing, and receiving. "It is organized along service lines," Rivers said. "There is a maritime, air, and land fleet manager, with the Australian distribution centers all under one headquarters. The concept works

well for the Australian military, as it means that there is one logistics commander for the entire defense force and helps smooth over service rivalries. It allows Australia to make best use of their depots and distribution functions by ensuring that the inventory managers do the right thing for the entire logistic system, not just for their service."

Rivers has already found American logistics operations that he hopes to convey to his government. "I like the level of automation in your system and the use of radio frequency, which isn't common in our military systems back home (although widely used by commercial operations)," Rivers said. "I like the use of FedEx [Federal Express] and UPS [United Parcel Service] for small parcel quick delivery and your ability to integrate and track these shipments through the civil carrier so customers get visibility, and I also like the focus on the warfighter, which I don't think we emphasize enough back home in our base logistics. I think having so many veterans and ex-military personnel assists you in maintaining this focus."



Maj. Mark Rivers and Earl Mentzer, DDSP material examiner, confer about non-conveyable items stored at DDSP. (Photo by Polly Charbonneau)

Aussie A-76

Like the U.S. Government's Office of Management and Budget (OMB) Circular A-76, the Australian government is also considering contracting out non-core governmental functions. Begun in 1994, the process there is called Commercial Support Program (CSP). "Anyone who works in an area that is considered non-core business, which includes all non-deployable support services, will be evaluated and if deemed suitable and cost effective will be contracted out," Rivers explained. "When I left Australia, the view was that all base logistics is non-core business and we should manage it but not be responsible for the actual physical work of doing it – of course, this will depend on the cost efficiencies that any third party logistics provider can offer."

"All military people that occupy positions that are to be filled by contractors will be posted and moved to vacancies, predominately in the field army or equivalent," Rivers said. "The numbers of the logistic troops within the military will then likely be decreased by attrition until the staffing level meets our force structure needs. [Australian] federal employees are treated similar to here. There is some assistance in finding new positions within Defense Department or other Federal agencies but some will be discharged from service."

Both military and civilians will be affected in Australia, Rivers said. "Ultimately you only employ a person in uniform where there is a need for someone to be able to deploy, or their military skills are required to manage a specific task that no federal employee or contractor could."

Rivers said that although there are many similarities, there are some differences between A-76 and CSP. "I think that on the surface you guys are more rigorous in going through the process. For example, once a decision is made to market test, we usually have a decision within 6 months (that is the time to write a performance statement, tender, and develop an in-house bid). As a result," he added, "we sometimes fail to capture all the

Rivers Discusses Functions Similar in Australia and America

Q. Do the Aussies have something comparable to the DDSP Eastern Distribution Center (EDC)?

A. They do have an equivalent in terms of a Strategic Distribution Platform. This organization is called the Defence National Storage and Distribution Centre (DNSDC). It has a smaller but comparable level of automation with conveyor and remote cart systems but the warehousing capacity is much smaller. The equivalent American position of my exchange appointment is located at DNSDC, which is about 40 minutes west of Sydney.

Q. Do the Aussies have something comparable to Distribution Standard System (DSS)?

A. They do and it is called the Standard Defence Supply System (SDSS) so even the acronym is similar. However, SDSS doesn't have all the warehouse management functionality of DSS. It is the primary distribution system for all services and replaced most of the Army, Navy and Airforce's individual supply systems.

Q. Do you have an Aussie equivalent of Business Systems Modernization (BSM)? Balanced Scorecard (BSC)?

A. We certainly have a BSC throughout the entire Defence Organisation and each area develops its own statement.

We have a whole division based upon this called the Joint Logistics System Agency (JSLA), which looks at all our logistic systems and how we can make common systems across our defense logistics services like our SDSS (your DSS) and all the myriad of other systems. That has been in operation since 1998 I think, and again is a benefit of having one base level logistic commander for our defense force.

For more information on the Australian Defense Material Organisation (DMO) go to: www.defence.gov.au/dmo/index.htm ♦

data we need, but it does give government a quick decision."

Another difference between CSP and A-76 is the scope of each competition. "Because of our size we intend to bundle up all our depots, and some freight functions and out-source to one company," Rivers said. "This will make less of a problem in terms of span and unity of command but also brings risks if the winning companies can't produce the goods. Then we can't rely on other depots to pull us out of problems"

Rivers is impressed with the professionalism apparent in the A-76 process. He said, "I can also see that there is a sincere commitment by the DDC commander and the depot commanders to win in-house bids. They want to show that they can do it cheaper than outside contractors. Hence they advise depots to get prepared earlier rather than later in order to be competitive. They acknowledge the difficulties that federal legislation places on our work practices, but nevertheless, still aggressively compete." ♦

DLA, NIB Sign Agreement to Provide Employment for Agency

By Jim Katzaman
DLA Public Affairs

The Defense Logistics Agency and the National Industries for the Blind have teamed up in an arrangement that could result in as much as 20 percent of the Agency's workforce being populated by blind or disabled people within the next two decades.

DLA officials believe this is a first attempt by any federal agency to use an organization such as NIB as a recruiter to tap the brainpower of a group of people previously relied upon to supply office products for the federal government.

Rear Adm. Raymond A. Archer, DLA vice director, and James Gibbons, NIB president, signed the agreement July 30 at DLA Headquarters. In effect, NIB has become an employment agency for DLA, a partnership that will refer qualified people with disabilities for employment consideration with DLA. The results could be almost immediate.

Jeffrey Neal, DLA director of human resources, said DLA will seek referrals from NIB and its associated agencies right away. "I expect to see results this summer," he said, "with our next addition of interns to emerge from this agreement. We could see thousands of referrals with blind or disabled people making up 20 percent of our work force in the next 20 years."

NIB was incorporated more than 60 years ago as a result of the Wagner-O'Day Act, later amended as the Javits-Wagner-O'Day Act. The legislation established a federal mandate for the purchase of products manufactured by organizations employing people who were blind or had other severe disabilities.

NIB's mission is to enhance opportunities for economic and personal independence of people who are blind, primarily through creating, sus-

taining and improving employment. NIB-associated agencies employ people who are blind to provide more than 2,000 products and services to the federal government

A small federal agency, the Committee for Purchase from People Who are Blind or Severely Disabled, administers the Javits-Wagner-O'Day, or JWOD, Program. Archer is the DoD member, and said he was especially pleased and excited to get

"In the E-business revolution, there's a whole group of talent out there that we should reach out to and touch. This brings a whole new work force to us to become part of the full team."

—Rear Adm. Archer

started on the joint NIB-DLA venture.

"From a business perspective, this has so many rights to it," Archer said. "DLA has a need for brainpower. In the logistics area of our business, that's what we focus on. In the E-business revolution, there's a whole group of talent out there that we should reach out to and touch. This brings a whole new work force to us to become part of the full team."

The admiral noted DLA's "long history with JWOD in buying products. With the business revolution, they will now be part of our business. We're tapping into their capabilities to provide us a work force who does the day-to-day logistics business."

Archer said the talent pool within NIB and its affiliates is extremely well suited to DLA's organization. "We are in a workstation-based environment,"

he said, "with ninety-five percent of our people at work stations. Very few [people] touch product any more. That means the blind and the disabled can work right at the heart of our business. That's brainpower, and that's what we're looking for."

Gibbons, the NIB president, voiced similar hopes for the DLA-NIB partnership. "This is an incredible opportunity," he said. "The JWOD program has done untold good, not only in terms of direct employment it creates around this country, but in terms of creating an environment that promotes the capabilities of people who are blind and severely disabled."

Joining with DLA, he added, "is a very tangible way of demonstrating the success of the program in terms of creating an environment of success for a segment of the population that really operates with a pretty low employment rate. This program will put people to work within the JWOD program in long-term career opportunities."

Turning to Archer, Gibbons said, "This contract and this program will be a spectacular demonstration of matching people's capabilities with your organizational mission."

As part of its services, NIB will prescreen resumes and interview candidates to ensure that they are qualified to perform the duties of a vacant position. Applicants will be screened to make sure they have appropriate interpersonal or vocational skills in areas such as computer use, typing speed and accuracy.

NIB will also conduct background checks and reference verification for referred candidates. The organization might also visit job sites to identify accommodations needed for people who are blind or otherwise disabled.

Gibbons said NIB will work closely with state agencies to ensure that job coaching and specialized equipment



DLA Vice Director Rear Adm. Raymond A. Archer, III, signs the agreement with the National Industries for the Blind, as president of NIB, James Gibbons, looks on. Under the agreement, NIB will refer qualified people with disabilities for employment consideration with DLA. (Photo by Thomas Wilkins)

are provided. NIB will receive payment only for candidates actually hired by DLA. Neal said, "The fee is minimal compared to the benefits DLA can achieve by diversifying its workforce."

After signing the agreement, Archer looked ahead to a close working relationship with NIB. "This is a partnership," he said. "Partnerships are hard work. The real partnership is going to be built as we get into this business together. You have to have the strength and the courage to believe we will get it right, and I trust both teams. I'm looking forward to it."

The partnership agreement represents the culmination of a cooperative effort by DLA's Offices of Human Resources, Small and Disadvantaged Business Utilization, DLA Support Services Corporate Contracting, and the National Industries for the Blind. ♦

NIB Agreement Can Benefit Everyone

By Christine Born
DLA Public Affairs

Two weeks after DLA Vice Director Raymond A. Archer, and National Industries for the Blind President James Gibbons signed an agreement in which NIB will refer qualified people with disabilities for employment consideration with DLA, Nancy Ward, staff director of civilian personnel in Human Resources at DLA headquarters, and Kathy Kurtz from NIB, held a presentation in the McNamara Auditorium to brief supervisors and managers on how they can take advantage of this agreement.

Under the agreement, NIB will provide DLA human resources offices with federal resumes of potential applicants with an array of disabilities. This will enable DLA to meet its commitment to the recruitment, hiring, and advancement of individuals with disabilities.

"Hiring the disabled is smart," Ward said. "The process is very streamlined and this is a way to get

referrals for a job opening very quickly—the contract calls for a three day turnaround." She stressed that this method is simply another source of employees from which managers and supervisors can consider. Kurtz said this is a win-win for both DLA and NIB.

"The job applicants come to you trained and with a strong background," she said. "We have employees who can fill all career fields. Research shows that NIB employees are loyal, dedicated and highly productive and the turnaround rate is very low."

Some of the jobs covered by the agreement include human resource specialists, mail and file clerks, computer specialists, supply systems analysts and packers. Kurtz said that the technologies and accommodations necessary to hire disabled employees are provided by various sources such as NIB and the CAP program run by DoD.

The agreement will assist DLA in carrying out the provisions of Executive Order 13163, "Increasing

the Opportunity for Individuals With Disabilities to be Employed in the Federal Government," and a government wide mandate by the Office of Personnel Management to hire 100,000 individuals with disabilities over the next five years.

The Executive Order states that recent evidence demonstrates that, throughout the United States, qualified persons with disabilities have been refused employment despite their availability and qualifications, and many qualified persons with disabilities are never made aware of available employment opportunities. Evidence also suggests that increased efforts at outreach, and increased understanding of the reasonable accommodations available for persons with disabilities, will permit persons with disabilities to compete for employment on a more level playing field. As a model employer, the Federal Government will take the lead in educating the public about employment opportunities available for individuals with disabilities. ♦

DoD Develops Strategic Supplier Alliance with Honeywell

By Mike Ward
Defense Supply Center Columbus
Public Affairs

Through some recently established contracts with Honeywell, Defense Supply Center Columbus, Defense Supply Center Richmond and Defense Supply Center Philadelphia are making progress on getting parts to the warfighter quicker and cheaper.

“On May 7, DSCC established the last of three contracts with Honeywell that are intended to help us drive down lead-time and delivery costs, reduce operational costs and more importantly, get much needed supplies to the our customers quicker,” said Linda Kinser, a contract specialist in the DSCC aerospace weapon systems group.

According to Kinser, the award ends the basic contracting phase of a Strategic Supplier Alliance which was initiated between Defense Logistics Agency and Honeywell more than a year and a half ago. This alliance, plus the contracts which it generated, will not only help DLAs DoD customers, but will also benefit buyers and DSCC.

The contracts provide DSCC and the other DLA inventory control points a unique opportunity to directly impact judgmental decisions when pricing items for the customer. By sharing demand data, and using a business technique referred to as “One Pass Pricing,” the government and Honeywell work together in arriving at prices, which are fair and reasonable to both parties.

“During “One Pass Pricing,” real-time decisions can be made to substantiate or change purchasing environments which are covered by each of the SSA contracts—like the visibility of other customer require-

ments and impact of economic order quantities and quantity curves,” said Kinser. “One pass pricing also provides an effective and efficient process for pricing spare parts that significantly reduces administrative lead-time, and therefore provides a means to add items to any of the contracts in a most timely manner.”

Finally, this process helps the government and Honeywell to determine the best methodology for supporting the customer. This could result in the government continuing to stock the item, or asking Honeywell to provide support through its commercial distribution site.

According to officials, the contract was initially put in place to assist in the purchase of sole source aerospace parts, like gears and engine parts. Already purchases have expanded outside of aerospace to maritime buys. Recently buys were made for the Navy’s Seawolf submarine project. Officials say there is an on-going growth ability to the project.

“Honeywell has agreed to initially price and also re-price items using one pass pricing,” said Kinser. “What used to take us up to eight months or more to do, will now take only weeks to accomplish.”

According to Stephen Rodocker, the SSA project leader for DSCC, the primary goal of the strategic supplier alliance with Honeywell was to provide the appropriate long term coverage for those sole source items, which would provide the greatest payback to DLA and its customers. Rodocker states that each of the contracts established with Honeywell under the SSA have a base period of three years, but include options which provide for a maximum of 12 years of contract coverage.

“Each contract is also structured to allow for the rapid addition or deletion of items. Most importantly, the contract awarded by DSCR provides, not only direct vendor delivery to our customers, but incentives for Honeywell to reduce prices in constant dollars beyond the first three years of the contract,” said Rodocker. “The contract awarded provides seldom obtained, long-term coverage for low and erratic demand items. All three contracts provide for electronic data interchange ordering.”

In summary, the three contracts awarded under the SSA with Honeywell were the catalog contract, replenishment contract, and rapid build to order, said Rodocker.

Catalog Contract

This contract focuses on items with multiple customers (DoD or others) and with frequent demand. The contractor will hold the inventory and is responsible for shipping parts via direct vendor delivery to customers on demand. DLA may hold a small amount of inventory for foreign military sales, surge requirements or contingency.

Additional services provided by Honeywell include:

- Forecasting
- Freight charges included in price (FOB destination)
- Stocking and holding inventory

Replenishment Contract

The replenishment contract will provide the best price for the largest DLA customers – those with 80 percent of annual requirements. These requirements include:



DSCC Aerospace Weapon Systems Group personnel instrumental in developing the Honeywell contract are: (first row, from left) Linda Kinser, Stephen Rodocker, Nancy Back; (second row) David Meatyard, A. Dean Kinser, Laura Knowles, Marty Sass, Carol Matheke, Jerry Neibauer; (back row) Roderick Golden, Lynn Hanover, Regina Delarosa and Gary Watson. Absent from photo are Becky Hunt and Kenneth Goodson. (DSCC photo)

- High dollar/volume parts with fairly routine demand
- Scheduled delivery, majority of parts shipped direct vendor delivery to customer (contractor does not hold inventory)
- DLA needs customer to commit to lead-time quantity (requisition)
- Customer can modify/cancel requisition quantity and have parts shipped to DLA depot with subsequent price increase.

DLA will hold minimal inventory on those items which accounts for half of lead-time quantity as contingency or surge. It will also be responsible for items not shipped direct vendor delivery to customer.

Rapid Build to Order

To deal with those items that have a less frequent buy or are of “low demand,” a rapid build to order contract was established. This contract provides standard long-term coverage for those parts that still need to be procured and managed by DLA because they do not effectively or economically fit into the other demand categories.

According to Rodocker, these contracts established under the Strategic Supplier Alliance with Honeywell could potentially provide long-term coverage for over 8,000 Honeywell sole-source items, and contribute to several million dollars in savings for both DLA and its customers over a

12-year period.

“More importantly, the SSA with Honeywell hopefully will convey to other sole-source suppliers, particularly those within the aerospace community, that pricing techniques which allow for a sharing of “uncertified” cost and demand data, provide the quickest and most effective means for doing business when there is only a single supplier of an item and the public’s interest is at stake,” said Rodocker. “As always, our (DLAs) success in awarding these three contracts to Honeywell was the result of good teamwork among the DLA inventory control points and the hard work of many.” ♦

DDSP Receiving Division Puts Its “Hot Air” to Good Use

By Maj. Mark Rivers,
Australian Regular Army
Defense Distribution Depot Susquehanna

Employees assigned to the Defense Distribution Depot Susquehanna, Pa., receiving division are always seeking improvements in their processes, productivity and customer support. Therefore, it shouldn't come as a surprise to find that workers in the DDSP surface outbound area have found a way to enhance all three – through, of all things, harnessing the power of air.

When John Price, DDSP packing specialist, demonstrated a pneumatic pallet strapping machine to the first line supervisor, Rick Zeigler and his crew, they knew immediately that the new system offered significant benefits over the current hand strapping method. Not only is it less labor intensive – around 50 percent quicker – it also reduces the exposure of employees to possible bodily injuries. As an added bonus, the plastic banding material is one-third the cost per foot of the current metal banding.

With the support of branch chief Dan Fink, they were able to get six air stations installed in between the truck bays in their area. This then allowed them to use the pneumatic air system for the strapping machines, as well as utilize airbags as loading support for seavans, instead of the current use of wooden pallets as dunnage, which can shift in transit and allow loads to be damaged. The bags are inflated to four pounds per square inch to sustain the load in



Craig George, DDSP, adds air to bags ready for sea transport to Germany. The air bags stabilize loads in place, reducing damage to the shipped commodities. (Photo by Maj. Mark Rivers)

place, and reduce exposure of the commodities to damage while on their long journey across the seas. The airbags can be easily disposed of or reused by the customer, whereas the pallets have to be returned.

This new method of air bag utilization in overseas containerization will reduce a big challenge facing the Defense Distribution Center. DDC is required to prevent the introduction of a microscopic ellworm, the pinewood nematode, into Europe. This European directive requires the treatment and marking of all coniferous non-manufactured wood packing material originating in the United

States, Canada, China, or Japan beginning October 1.

“It all sort of came together at the right time”, Ziegler said, understating the effort involved by him and the DDSP maintenance staff in bringing the project to completion. DDSP can now provide a better and cheaper service to its customers and DDSP employees are also able to take a higher level of pride in their work, operating the latest technology available and seeing that their ideas can make a difference.

Just goes to show that “hot air” can make a difference. ♦

Professional Organizations.... What's in it for Me?

By Barbara Anderson
J-3 Business Modernization Office

DLA's workforce faces challenges far beyond anything thought about even five years ago. Every day we hear of another "new concept" being introduced. The comfortable way we did business in the past is being taken away and replaced by a series of new ideas, "Balanced Scorecard," "Supply Chain Management," "Business Systems Modernization," just to name a few. To meet challenges of this new way of doing business, we must become a workforce of lifetime learners. Yet, it is a fair question to ask – "With all the work that passes my desk, how am I supposed to keep up?" One step in becoming a lifetime learner could be active membership in a professional organization.

Professional organizations focus on different areas of expertise. They provide a forum for an exchange of ideas, the ability to network with members from outside the parent organization, and gain current information from subject matter experts on topics both pertinent and timely. Some organizations are directed mainly to federal employees, while others are a blend of both federal and industry employees. These organizations are an excellent source of up-to-date information on what is happening in the workplace as well as other places.

Many professional organizations also offer professional certification. This certification requires a high level of expertise within a career field as well as passing a stringent certification exam. Some corporations make professional certification a basic requirement for employment. Others provide pay incentives to those who successfully pass their certification and keep it current.

There are several professional organizations that are ideal for becoming more involved and informed. Many have been around for 30 to 40 years and have thousands of members in numerous chapters located throughout the United States and the world. They do not impose a major sacrifice of time as they generally meet once a month for an hour and a half to two hours. If you want to invest more time, there are a wide variety of activities and many sponsor national level conferences. Some offer varying levels of membership tailored to suit your needs.

The Society of Logistics Engineers (SOLE) (www.sole.org) engages in educational, scientific, and literary endeavors to advance the art of logistics technology and management. The Council of Logistics Management (CLM) (www.clm1.org) is concerned with developing and improving logistics management skills by creating opportunities for communication and dialogue among those in

the profession, adding to the knowledge base of logistics theory and practice by arranging for and conducting research, and serving as a resource to create an awareness of the significance of logistics to business activities and its critical role in the global economy. The American Production and Inventory Control Society (APICS) (www.apics.org) is an educational organization respected throughout the world for its education and professional certification programs and is dedicated to using education and training to improve a business' bottom line. Each of these organizations also offers highly respected certification programs.

These are just a sampling of the many worthwhile professional organizations available to the DLA workforce. Is it worth your time? If you are interested in becoming better informed, broadening your professional horizons, networking with peers from other agencies as well as industry, and bringing a fresh perspective to the way you do your job...absolutely. If you have a desire to become a life-long learner and stay in the latest technologies and ideas of your profession...absolutely.

What's in it for you? An increase in your professional knowledge and the opportunity to be on the cutting edge of what is taking place in the logistics world. Simply stated, you will be a better you. ♦



Glisson Retires From Army After 35 Years

By Christine Born
DLA Public Affairs

Former DLA Director, Lt. Gen. Henry T. Glisson officially retired from the U.S. Army on July 23 at a special retirement review held at Fort Myer, Va.

The host for the ceremony was Gen. John M. Keane, Vice Chief of Staff, U.S. Army. Participating units were the 3d United States Infantry (The Old Guard) and the United States Army Band (Pershing's Own).

Glisson was presented with the Distinguished Service Medal. His wife, Sherry, received the Secretary of the Army Public Service Award and received a certificate of appreciation from Department of the Army.

Keane said, "We're here to pay tribute to a great soldier and a great family. Thirty five years ago, [Lt.] Gen. Glisson faced a future that was full of hope and promise.

He answered a call to serve, and throughout every one of those many years, he has served this Nation in peace and war, at home and abroad, with courage, with honor, and with commitment. He knew he was part of something larger than himself.

"He led by example and listened to his NCOs and leading soldiers is the highest honor an Army officer can have."

Glisson thanked all the mentors he has had over the years.

"I realized when I was a young captain that I was a different person," he said. "I've enjoyed every single minute of each assignment. I worked for and with the most wonderful people. They all taught me something."

"I have no regrets," Glisson said. "I would do it all over again if given the chance." ♦



Lt. Gen. Henry T. Glisson and his wife Sherry, prepare to cut the retirement cake at Fort Meyer, Va.

The Honorable E.C. Aldridge, Jr., the Under Secretary of Defense for Acquisition, Technology and Logistics, presents Lt. Gen. Henry T. Glisson with the Distinguished Service Medal. (Photos by Charles Turner)

DLA Leaders are Readers

By Libby Morgan
DLA Quality of Life

The Quality of Life Program at the Andrew T. McNamara Headquarters Complex supports community involvement in the Child Development Program. Quality of Life encourages volunteers to share their talents with the children at the Child Development Center, located next to the parking lot of the McNamara Building. One of the ways to promote talent sharing is through a wonderful Leader Reader program that began initially with the DLA Chaplain, Col. Ralph Benson, in 1999. This program was generally promoted in conjunction with The Week of the Young Child in April; however, with the fantastic out-pouring of support and pleasure provided to the children, QOL is continuing the program year round.

The Child Development Center would like to thank all of the executive readers for contributing their time and energy to the Leader Reader Program. The Child Development Center invited executives to share their enthusiasm with readers of all ages – from infant to kindergarten programs – by sharing a favorite story of their own, or choosing from a collection of books at the center. The program has proven to be successful as children tuned in to readers and asked questions about the stories being read and the narrator who was telling them.

The May readers were DLA Vice Director Rear Adm. Ray Archer; DLA Executive Director Phillip Steely; Col. Gary Sandiford, deputy executive director of readiness and customer support in J-3; Kim Huntley, chief of the Director's staff group; and Scottie Knott, executive director of the Defense Electronic Business Program Office. They all had personal comments about their experiences.

Archer said, "I accepted the opportunity as "got to chore." When I finished with the children, I realized it was a gift. I felt renewed. I had long forgotten why I wear the uniform, the time with the children recovered a lost memory of purpose."

Sandiford mentioned that, "I thoroughly enjoyed my time at the CDC. The Reading Program provided a nice break in my routine; allowing me to see what was really important and helping me "re-charge" my batteries. I saw a deep commitment to teaching from the faculty and a fresh enthusiasm for learning from the children. While reading to the children, I remembered what it was like to "just have fun." The CDC is a great place with a great bunch of kids and a fantastic faculty. Thanks for the opportunity."

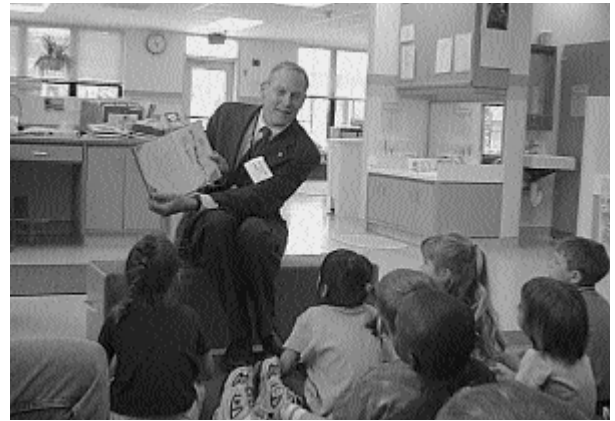
Steely had this to say, "It is important for all of us who appreciate the power of reading to set the right example for children. Being able to "give back" and to do something beneficial to the DLA family is doubly satisfying."

Huntley's thoughts included, "Of all the briefings I have done in the last two years, reading to the kindergarten class was my highlight. The class was bright, attentive, and well mannered, with interesting questions and comments. I really enjoyed the opportunity to read for them and I hope to do it again soon."

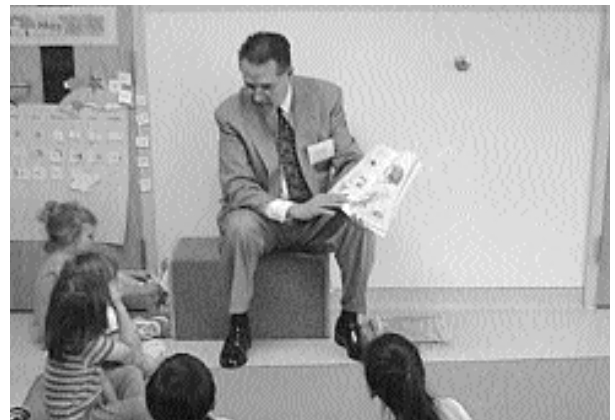
Knott said, "It was a real joy reading to the children at the CDC. Their enthusiasm was contagious and I felt energized by their desire to learn, communicate, and share. Thank you CDC for this opportunity to interact with the next generation of superstars." ♦



DLA Vice Director Rear Adm. Raymond Archer reads to children at the Child Development Center. (Photo by Libby Morgan)



Kim Huntley reads to a kindergarten class as part of the Leader Reader program. (Photo by Julie Strecker)



DLA Executive Director Phillip Steely was one of the executive readers for the Leader Reader program. (Photo by Julie Strecker)

DLA's Helping Hand in Bosnia Holds More Than Just Spare Parts

By Steve Abney
DLA Europe Public Affairs

The Defense Logistics Agency's Contingency Support Team Forward at Camp Comanche does more than provide logistics support to American forces in Bosnia. The team also promotes international good will.

In July, Air Force Senior Master Sgt. Cathryn Casto visited with children at the Simin Han Refugee/Orphanage home in Tuzla, Bosnia. Simin Han provides refuge for many woman and their children after their husbands and/or fathers died in the war.

Casto went as part of a military contingent to deliver donated supplies. They also were there to "spend quality time with the children – giving them candy, playing with them, and just showing the down home American way of caring," she said.

"The visit began with the kids putting on a show for us," Casto said. "They acted out plays, sang, danced, and I even witnessed three Bosnian girls doing their rendition of the Macarena!"

"The rest of the day was filled with just talking and interacting with

them. Even though we couldn't speak Slavic, and they couldn't speak English, we still were able to communicate," she said. Casto says that love and caring is a universal language that needs no interpretation.

"We all shared a wonderful day together. I particularly remember how I felt as our bus started to pull away. The kids started running after us. They ran behind the bus for as long as they could, waving, and blowing us kisses," she recalled.

"It humbled all of us! Our cheerful demeanor that we shared during the bus ride there was now filled with somberness," she said. "We all felt sadness over not being able to do more . . . provide more. It seemed to me that anything we could do just would never be enough."

Casto is a military liaison officer for the Central European Zone of the Defense Reutilization and Marketing Service International in Kaiserslautern, Germany.

She deployed to Bosnia to serve as a contracting officer's representative. While there, she managed the removal and transfer of over 188,000

kilograms of hazardous materials from a Brown & Root storage facility to DLA contract workers.

She doesn't manage hazardous material on a day-to-day basis in Germany, she says, but that is what she was called upon to take care of by her Zone. Her duty at DRMO K-town consists mainly of training, assisting customers and performing liaison between military personnel and DRMO.

The DLA Contingency Support Team in Bosnia is one of two in the Balkans. The other, at Camp Bondsteel, supports operations in Macedonia and Kosovo.

The 401st Air Force contingent at Eagle Base sponsors Simin Han and each rotation visits there about once a month. There is a continuing relationship with the center, not just one that goes away when the unit personnel rotate back to their duty stations. Donations of school supplies, clothing (especially socks and underwear), sweaters, coats, jackets, and blankets can be sent to:

401st EAGB/HC
Operation Joint Forge
APO AE 09789 ♦



Senior Master Sergeant Cathryn Casto with children from Simin Han Center for Women and Children in Tuzla, Bosnia. (USAF Photo)



Bosnian children at Simin Han orphanage/refugee center dance the Macarena for their American guests. (USAF Photo)

DLA Museum Enters Phase II

By Kristin Guss
DLA History

On July 13, the Defense Logistics Agency Museum in the Andrew T. McNamara Building officially entered a new phase. The occasion was commemorated with a ribbon-cutting ceremony officiated by former DLA Director Lt. Gen. Henry T. Glisson, and DLA Historian Clif Chappell.

In dedicating the newly expanded DLA museum, Glisson said, "From 1979 to 1998, we had no official history program in DLA. It would have been a crime not to capture those marvelous achievements that you, the DLA employees, helped make possible."

The idea of a DLA Museum became a reality in early 1998, with the reestablishment of a historical office. Glisson saw the need to preserve the history of the Agency and the records of its development over the years. According to Chappell, "The DLA museum would not be a reality without the vision and the foresight of General Glisson. He recognized the role our past contributes to shaping today's and tomorrow's logistical support to the warfighter, and he ensures that those who established this great Agency will never be forgotten and those who shape it today will be remembered tomorrow."

The DLA Museum originally opened in 1998. Following the gallery opening, another visible area on the atrium of the McNamara Building was selected to showcase a storyboard depicting the chronological history of DLA from its early days as the Defense Supply Agency, and its transformation to the Defense Logistics Agency in 1977, to the present. Exhibit cases containing associated items accent the area. With this new phase, the museum has expanded to include new, changing exhibits that will highlight DLA's primary level field activities, two at a



Former DLA Director Lt. Gen. Henry T. Glisson, gives a thumb's up to DLA Historian Clif Chappell as the DLA Museum entered a new phase. (Photo by Don Wagner)

time. The DLA storyboard has also expanded to include space to portray military logistics prior to the founding of DSA, and DLA's most recent initiatives incorporated in the strategic plan called "DLA 21."

In addition to DLA senior officials and staff, several of the first employees to work for the Defense Supply Agency, the original name of DLA, attended the ceremony. These original employees are affectionately referred to as "Plank Holders."

Glisson noted that the former employees have donated items to the museum, including photographs and the original green nameplates they received when they began working at the newly formed DSA.

In his concluding remarks, Glisson expressed his thoughts about the purpose of the DLA history program and museum. "I hope our history program will give all of us a sense of belonging and camaraderie," he said. "We are so very proud to be part of DLA." ♦

DLA Deputy Comptroller Retires After 40 Years Service

By Don Wagner
DLA Public Affairs

“It has been a honor to serve in an organization that is trying so hard, and succeeding, in supporting the warfighter. The DLA team has rewritten the meaning of commitment and contribution, and I am proud to have been a member of that team.”

These were among Mike Miller’s final thoughts before retiring as DLA’s deputy comptroller for budget and programs integration operations. Miller retired from federal service in August, ending a distinguished 40-year career as a public servant that included four years in the Air Force.

Rear Adm. Raymond A. Archer III, DLA vice director, thanked and praised Miller for his distinguished public service. Archer presented Miller with several awards, including the Silver Letter, DLA Distinguished Career Service Award and retirement certificate and Director’s Certificate of Appreciation. Miller had been DLA deputy comptroller since February 2000.

Miller began his career in financial management in 1970 as a budget analyst at Defense Depot Tracy, Calif. He came to the DLA Headquarters Office of Comptroller

as a budget analyst in April 1977.

Since then, Miller has held various, progressively more responsible positions in Financial Operations.

An avid scuba diver and saltwater fisherman, Miller has been married to Marlene Sellinger-Miller since 1991. “After retirement, I’ll

probably do something, but whatever

it is I’m not going to rush into it,” Miller said. Then with a grin he added, “I definitely plan to do some more saltwater fishing.” ♦



Mike Miller (Photo by Don Wagner)

DLA’s Veterinarian is Top Doc

By Capt. Mike Travalent, USAFR
DLA Public Affairs

If you are seeking assistance from Col. Mark Wolken, USA, about your dog’s fleas, then you may be barking up the wrong tree. Wolken is the DLA Staff Veterinarian and holds a Doctorate in Veterinary Medicine, but his duties on the DLA staff go well beyond that of a traditional vet.

As the DLA Staff Veterinarian, Wolken is the principal advisor to the Director on all Department of Defense food safety and quality assurance procurement procedures. This means he will be involved in all of DLA’s major concerns about these subjects.

Recently, Wolken identified the impact of foot and mouth disease in the United Kingdom and how it would affect the supply of U.S. forces in Europe. He had a hand in the development of contingency plans that continued to supply a smooth delivery of subsistence items as the disease spread throughout Europe.

When considering food quality, he not only deals with the traditional commissary issues, but combat subsistence issues as well. He was a key figure in solving a problem concerning MRE (Meals, Ready-to-Eat) flameless ration heaters on pre-positioned ships. Much to the approval of the warfighters on the ships, the solution allowed the required state of readiness with minimal impact on their quality of life.

Wolken’s expertise in military issues is validated by his recent completion of the Army War College course. His advanced education explains why he is the representative on DLA’s position in forums on food borne bioterrorism.

He received his Doctor of Veterinary Medicine from Iowa State University in 1981, and a Master of Public Health from the University of Minnesota in 1987. Of course he has had previous assignments as a clinical vet and maintains his proficiency in the field of veterinary medicine—something that makes his cat and two dogs sleep easy. ♦

DDC Liaison Open for Business

By Polly Charbonneau
Defense Distribution Center

The Defense Distribution Center has a new advocate in DLA headquarters. Mary Morrison, DDC liaison, is now physically located at Ft. Belvoir, Va., and will represent DDC throughout the headquarters.

Morrison will act as an advocate for DDC programs, initiatives and people. Morrison says this will require a lot of interaction with the DLA headquarters personnel and will ensure that information is being shared across the lines with both DDC and DLA personnel. "I'm here to assist the DDC by being their representative to the headquarters," she said, while "at the same time, assisting the headquarters personnel by having a DDC contact close at hand."

This new position was created primarily to improve efficiency and effectiveness. The efficiency comes from reduced travel costs and time going to and from the headquarters building. "DDC employees are constantly traveling to Ft. Belvoir to attend a variety of meetings. These meetings require DDC representation," Morrison says, "but not necessarily the subject matter expert or a senior manager from New Cumberland. For many of those meetings, I can attend, represent DDC's interest, and report back. In the meantime, the DDC employee at New Cumberland can continue to be productive rather than driving back and forth to Virginia."

Morrison said she also believes a headquarters liaison will "improve DDC's effectiveness by working

directly with headquarters personnel on a daily basis and by being available on a moments' notice."

"In the next six months, I hope to re-establish my connections at the headquarters by representing the DDC at meetings and with daily personal contact," Morrison said. "I want to contact as many people as I can at the headquarters," Morrison said, "and let them know I'm here and what I can do to keep communication lines open with the DDC. I also hope to fully familiarize myself with the DDC initiatives and the employees who champion the current and future initiatives."

Additionally, Morrison hopes to "to be able to link [DDC's] strategic plans, initiatives and finances to those of the military services and defense agencies."

"Within the next year, I hope to gain additional knowledge and personal involvement in programs and initiatives that will strengthen the level of support I provide to the DDC," Morrison said. "I also hope to foster relationships outside of DLA/DDC through the ongoing partnership efforts with the military services and national agencies." Morrison's ultimate goal is "to be so familiar with DDC issues that I can anticipate the needs of my co-workers throughout the DDC."

Morrison's DLA career began as a supply clerk in transportation at DDMP, the Distribution Depot Mechanicsburg, Pa. "This was during a time when DDMP was one of five DLA depots," Morrison said. "We merged with New Cumberland Army Depot to become the Defense



Mary Morrison is the new DDC liaison at DLA headquarters and will represent DDC in meetings and conferences. (Photo by John Wysincavage)

Distribution Region East and later the DDC." From there, Morrison moved to DLA headquarters, spending almost two years in the Business Management Office, J-38, and two years as a supply budget analyst in Financial Operations, J-8. Most recently, she worked at the Defense Contract Management Agency where she spent one year managing the financing of foreign military sales from direct commercial contracts.

What brought her back to DDC? "This position!" She said, "When I read the job opportunity announcement and understood the concept, I was really determined to compete for the job. It seemed so interesting and exciting but most of all it seemed to fit my abilities and talents better than any job I've ever had. I've always been known as a resourceful person and that quality has helped me to get things done and get to know a lot of people in the process. I understand how DLA and the DDC work. I've also developed a good rapport with my co-workers at both locations." ♦

DLA Employees Race for the Cure

By Lynn Gramling
J-6, Information Operations

The 2001 Susan G. Komen National Race for the Cure, was held in June with over 70,000 participants. The DLA Employee Assistance Program Coordinator, Deidre Jones-Soll led a team for the 5K Walk. The DLA/EAP team participants included: Jones-Soll, Nancy Ward and Annie Evans from Human Resources; LaVaeda Coulter from Logistics Operations; and Brenda Woolfolk, Tisa Boatright, Lynn Gramling, and John Sand from Information Operations. In addition, Sharon Pitta-Michel, from DAPS and Shannon Michel; Valerie Hines from DLA Support Services; and Sharon Sellers, from DTRA and Roberta Nielsen also participated.

The participants for the National Race for the Cure, rallied at the base of the Washington Monument, where a performance stage and a huge pink ribbon were set up. The runners took off at 8:30 a.m., and the walkers at 8:45. The course started at the monument, proceeded down Constitution Ave. to the U.S. Capitol, on to Union Station, and back down Pennsylvania Ave. to the finish line at 12th St. & Pennsylvania Ave.

Many runners/walkers wore signs in memory of breast cancer victims, as well as celebratory signs for breast cancer survivors. Women who were surviving breast cancer wore special pink t-shirts, caps and signs. Several countries that sent teams provided an international flair. Spotted by the DLA team: Israel, Australia, Russia, China, Egypt, Costa Rica, Switzerland, and England. Sixty countries participated in the 2000 race. Over one hundred similar events took place around the country, and sent emissaries to the national event.

The National Race for the Cure raised over \$2 million and increased public awareness of the struggle to end this terrible disease.



DLA/EAP team members (from left) Lynn Gramling (with sign), Tisa Boatright (background); Shannon Michel (foreground), Diedre Jones-Soll; and Brenda Woolfolk, are ready for their 5K Walk in the The 2001 Susan G. Komen National Race for the Cure, held in Washington, D.C. The event raised more than \$2 million for breast cancer research. (Photo by Sharon Pitta-Michel)

The event web site is natl-race-for-the-cure.org. For more information, related web sites include:

BreastCancerInfo.com;
RacefortheCure.com; and
Komen.org ♦

Morales is New DUSD for Logistics and Materiel Readiness



In July, Diane K. Morales was sworn in as deputy under secretary of Defense for Logistics and Materiel Readiness. In this position, Morales serves as the principal advisor to the under secretary of Defense for Acquisition, Technology and Logistics for policy and oversight of DLA and the military department's logistics activities. She specifically oversees DoD policy in the functional areas of materiel management, maintenance, supply chain integration, transportation/mobility, installations and environment.

Morales has more than 20 years of experience in business and defense matters. Her previous government positions include serving as deputy assistant secretary of Defense for Logistics from 1990 to 1993; board member of the Civil Aeronautics Board in 1983; and deputy assistant secretary for Policy at the Department of Interior from 1981 to 1983. She is a graduate of the University of Texas and is a native of Houston. ♦

DLA's Fireman of the Year

By Doug Imberi
Defense Distribution San Joaquin
Public Affairs

For the fourth year in a row a Defense Distribution Depot San Joaquin, Calif., fireman was named the best within the Defense Logistics Agency. Sharpe Battalion Chief John Mickelson, was DLA's choice to compete at the Department of Defense level against other agencies and services nominations. Mickelson was honored as the DLA top fire officer at the International Fire Chiefs Conference held in New Orleans in August.

"I'm extremely honored and fortunate to be selected," said Mickelson. "I know the caliber of the folks out there because I deal with them all the time."

In addition to his duties as battalion chief at the Sharpe site, Mickelson also serves as

the fire department's financial and purchasing coordinator. As a result of his research and market comparison, Mickelson is credited with a budget savings of \$20,000 last year.

He also automated the department's operational documentation

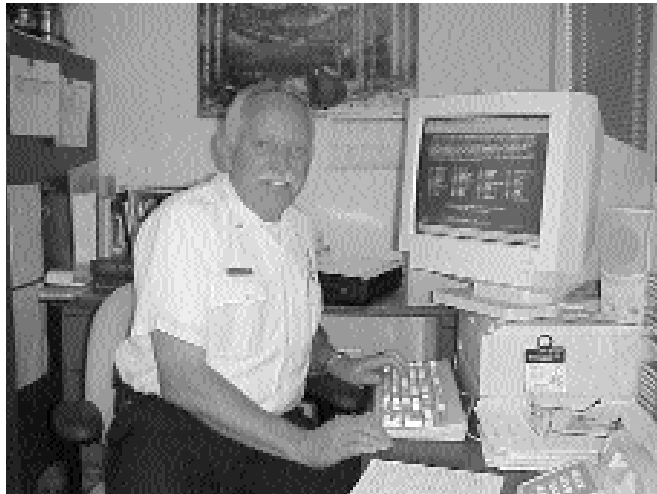
that included employee training records, call reports, facility work orders, department standard operating procedures and employee time and attendance records.

Mickelson credits his crew with exceptional initiative and dedication.

"As a result of the crew taking care of their daily business, it allowed me the time to develop and automate programs," Mickelson said.

"My wife, Debbie had a lot to do with me getting the award," he pointed out. "Since I'm at the station 72 hours a week, I miss about half the family events. Without her support and understanding I wouldn't have been able to accomplish near as much."

Other DDJC fire fighters selected previously include fire captain Harold Mara, fire fighter Ken Nelson and assistant fire chief Arnold Dail. ♦



DDJC Sharpe battalion chief John Mickelson was honored as the DLA top Fire Officer at the International Fire Chiefs Conference. He is credited with developing several programs that automated fire department reports and records. (Photo by Doug Imberi)

DDNV Deputy Commander Receives Award

By Stacy Umstead
Defense Distribution Center

William W. Weissner, deputy commander of Defense Distribution Depot Norfolk, was presented the Meritorious Civilian Service Award recently. Weissner, anchoring DDNV's re-engineering effort on process flow, pressed to redefine the depot's organization to reflect a shift from a stove-piped organization where individuals were highly specialized in specific functions to a flattened organization where each multi-skilled worker performs as an integral part of a complete process.

This re-engineering effort increased DDNV's material issues by 20 percent, issue times were reduced and stow times improved.

Weissner also spearheaded a major stock maintenance program focusing on Care of Supplies in Storage and re-warehousing, and set up a re-warehousing team that allowed DDNV to vacate three major vintage warehouses, empty another warehouse to allow re-racking with improved storage aids, set planographing in two additional warehouses, and implement popularity stow. ♦

DDTP Deputy Commander Receives DLA Exceptional Civilian Service Award

John J. Heuberger, Defense Distribution Depot Tobyhanna, Pa., deputy commander, was presented with DLA's highest civilian award in July. He received the Exceptional Civilian Service Award, from Brig. Gen. James H. Pillsbury, USA, commander of the Defense Distribution Center.

As DDTP Deputy Commander, Heuberger spearheaded the Central Depot Concept at DDTP. This stock positioning initiative saved more than \$22 million. Heuberger also led the DDTP team that absorbed 4,000 additional stock items from the closure of some military bases. All this was accomplished while Heuberger managed the downsizing of the DDTP workforce by 58 percent.



John Heuberger receives the DLA Exceptional Civilian Service Award from Brig. Gen. James Pillsbury.

DDTP operations at Tobyhanna Army Depot support the massive DoD communications-electronics industry. Tobyhanna Army Depot is the sole communications-electronics maintenance depot in the U.S. Army and the largest full service facility within DoD. The Army Depot and the Defense Distribution Depot are recognized as partners for excellence in communications-electronics systems integration, overhaul and repair, fabrication and worldwide logistics support.

The Army depot material and systems include radar, telephone, anti-intrusion devices, airborne surveillance equipment, and navigational instruments. DDTP supports the entire communications-electronics material spectrum for these systems. ♦

DSCC Employee Receives Superior Civilian Service Award

A Defense Supply Center Columbus associate was recently honored in Wiesbaden, Germany, for his efforts resulting in shorter delivery times for supplies to units deployed in Europe.

Daniel S. Flemming received the Superior Civilian Service Award for his "proactive, aggressive, professional and expert involvement in U.S. European Command issues." His award citation states that "he was directly responsible for reducing order-ship times for deployed units in Bosnia,



Kosovo and Kuwait" and other units in Europe.

Flemming spent six months in Germany as one of four liaison officers at Defense Logistics Agency Europe. DLA-E serves as a central DLA point of contact for warfighters in the 91 nations in European Command's area of responsibility, which includes parts of Asia and Africa. ♦

DSCC Firefighter Named Top in DLA

By Mike Ward
DSCC Public Affairs Office

A lead paramedic in Columbus was recently selected the Defense Logistics Agency's top firefighter.

Larry Stapleton, the first Defense Supply Center Columbus firefighter to take the intensive Rapid Pace Paramedic Course, has earned high praise from his boss for his fire-fighting skills.

"Mr. Stapleton is an all-around professional, from a firefighter to a medic, to a self motivator, to someone who cares about his men," said DSCC Fire Chief Larry Wolfe.

"He's constantly looking for ways to improve, not only himself, but the men he works with. He's also ever vigilant of the abilities of his men."

The Rapid Pace Paramedic Course, a compressed and extensive course of study, involved 833 hours



Larry Stapleton, a lead paramedic and firefighter at DSCC, was recently selected as DLA's top firefighter. (Photo by Mike Ward)

of classroom instruction in addition to clinic hours over a five-month period. Stapleton's 228 clinical hours included 100 hours working in a local hospital's emergency room, in addition to 42 hours in an intensive care unit. But it didn't end there. Stapleton also served clinical hours in the hospital's operating room,

labor and delivery unit, a children's hospital's emergency room, as well as hours in the psychiatric and neonatal intensive care units. He performed such tasks as taking patients' vital signs, performing general patient assessments, and assisting nurses in prenatal care.

Stapleton later served 300 hours of "vehicle clinical experience" on a medic unit where he worked with a certified medic and performed all assessment skills, and actual treatment of patients, in addition to other tasks such as writing reports, and communicating with the hospital.

"He's constantly looking for new equipment or procedures to better enable our department to deliver the best emergency medical service," said DSCC Assistant Fire Chief Mike Davis. "Larry has taken it upon himself to research new sources of medical supplies to help keep costs down, without loss of quality or delivery time."

Stapleton's devotion to the paramedic field has made him a role model and inspiration to other firefighters, according to his superiors. ♦

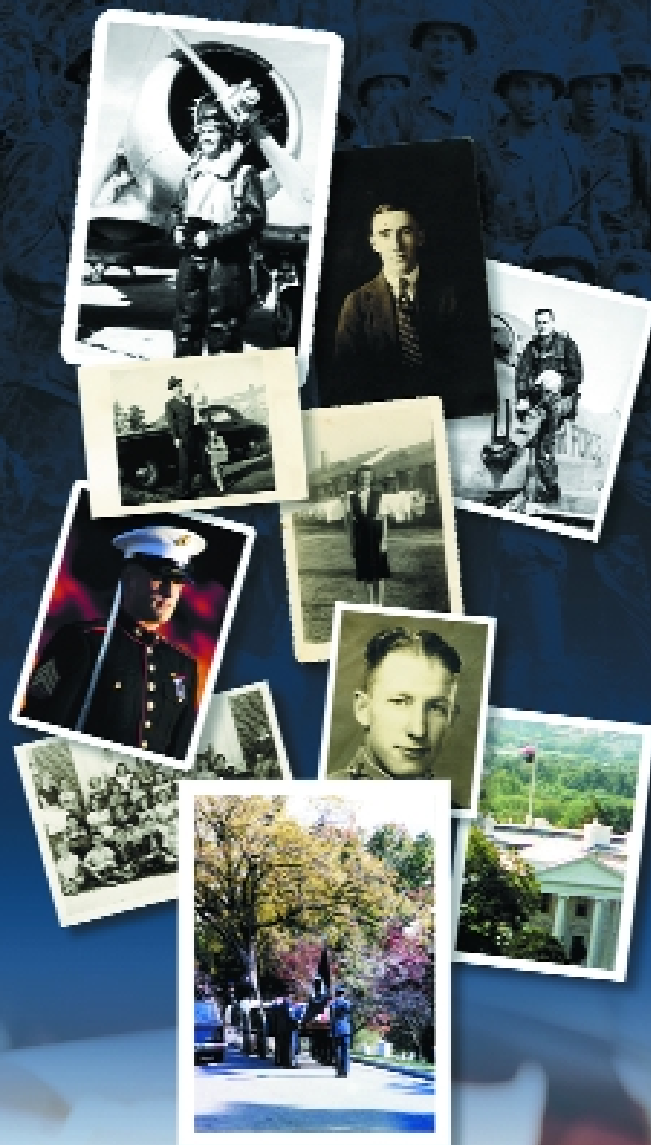
Employees of the Quarter are Recognized

The winners of the Employee of the Quarter Award for the third quarter of fiscal 2001 are Mark Twardziak and Linda Moore.

Twardziak is a contracting officer in the clothing and textiles directorate at the Defense Supply Center Philadelphia. His contracting team is responsible for awarding and administering contracts for over 300 equipment items with annual sales approaching \$75 million.

Moore is a material handler and identifier at the Defense Distribution Center Corpus Christi, Texas. Her participation as a cadre member for the implementation of the Distribution Standard System provided her expertise that daily contributed to the center's mission.

Both employees received a Director's Coin, an On-the-Spot Award, and a Certificate of Achievement. ♦



Their Service . . .

Our Duty

National POW/MIA Recognition Day

September 21, 2001



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