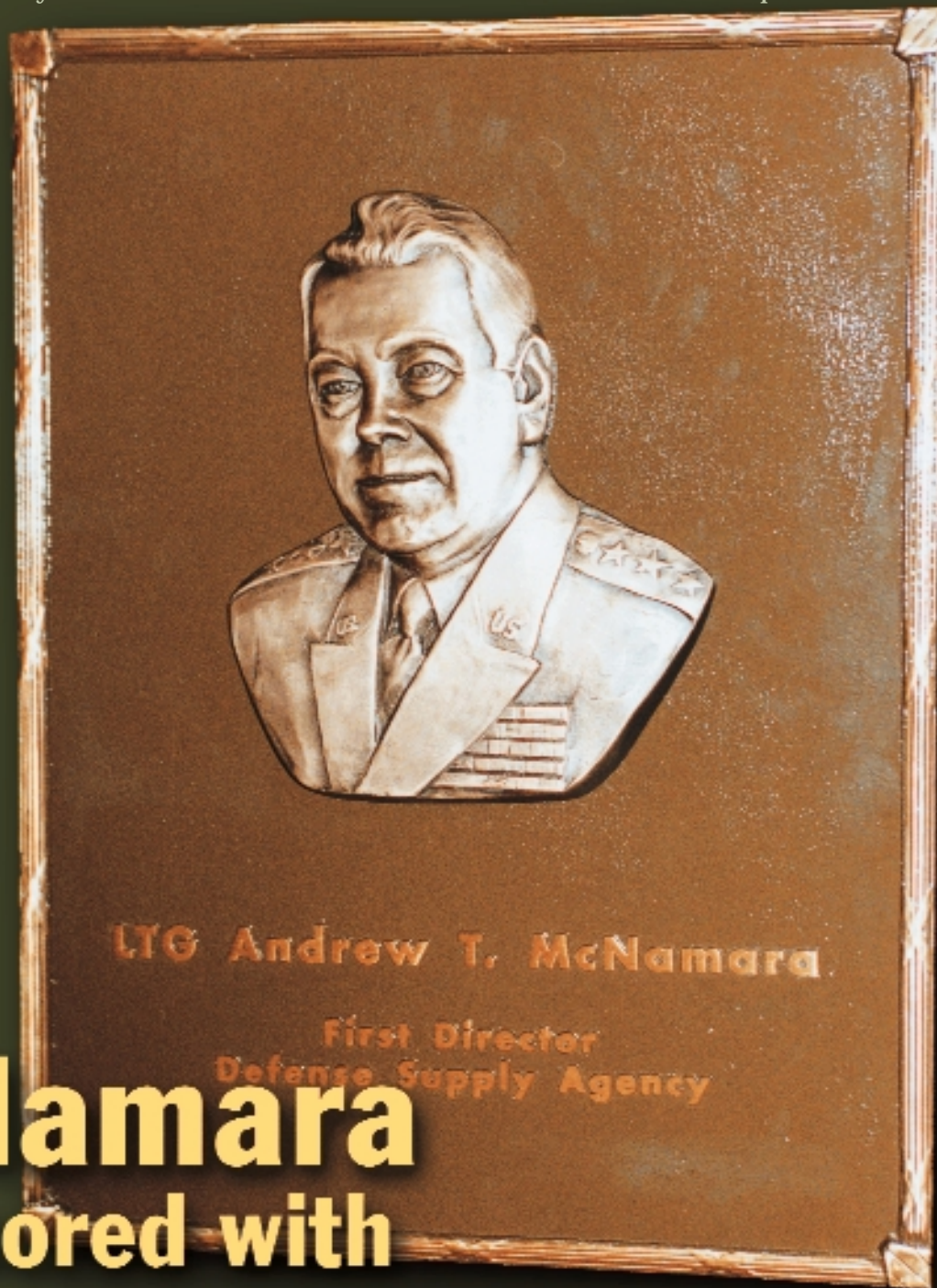


# Dimensions

Defense Logistics Agency

September/October 2000



**McNamara**  
honored with  
**permanent**  
**exhibit**

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# ★★★ From the Director

## Times change, but proud traditions endure

The signs are unmistakable. There's a nip in the air, the kids are going back to school, football season is in full swing. The changing seasons mark the passage of time for all of us.

Somehow it seems reassuring to see the familiar autumn colors. They remind us that despite the accelerating pace of change in our lives today, some constants remain. Still, even Mother Nature must change, moving from the green leaves of summer to the brilliant reds and yellows of fall. Change is a necessary part of life and growth.

Indeed, it's been said that the only constant in life is *change*, and nowhere is that more true than in DLA. Summer traditionally marks a time of transition, when new leaders arrive to take their turn at the helm. Changes of command were held this summer at the Defense Logistics Information Service, the Defense Distribution Center, the Defense Supply Center, Philadelphia, and DLA Europe. There are many new faces in the DLA family, but I'm confident each will rise to meet whatever challenges are in store on their watch.

As we near the end of the first year of this new century, it is especially important to continue the tradition of recognizing individuals who have made special contributions to our nation. No list of luminaries would be complete without DLA's "founding father," Lt. Gen. Andrew McNamara. He is a legend among logisticians for his distinguished career in supporting America's fighting forces, from the beaches of Normandy to the halls of the Pentagon. He truly laid the foundations of excellence on which DLA was built. I would encourage you to take a moment to inspect the chronicle of his career in the lobby outside the auditorium that now bears his name. I guarantee you will be amazed that one individual could do so much for so many in a single lifetime.

His record of achievement set the standard for excellence that we strive to meet every day here in DLA. It's no secret that we have a world-class workforce, superbly qualified to support our warfighters. Whether it's providing for our forces in Kosovo or improving our electronic commerce operations, DLA's people are the best in the world. Not only do we recognize it, but so does the Department of Defense, along with other federal agencies and private sector organizations. Our people continue to amass awards for performance excellence, as showcased in this issue of *Dimensions*.



Beyond the workplace, however, our employees have a wealth of talents and interests. For instance, you'll read about two of our managers who have written an important new book on stemming the rising costs of building the next generation of military aircraft. You'll also learn the amazing tale of 'the man who would be king' – in Nigeria, that is. Our employees are endlessly fascinating when you take the time to know them.

We were again reminded just how precious and fleeting life can be with the tragic death of Staff Sgt. Spring Law in July. She was a vibrant, lively member of the DLA Command Section for three years. Then, without warning, her life was suddenly cut short. Her untimely passing sends a message to all of us to appreciate our family, friends, and co-workers *today*, for tomorrow may be too late. Each of you is a valued member of the DLA family, and your contributions help make DLA the quality organization it is today. ♦

*Henry J. Gleason*

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## In this Issue:

**From the Director** .....2

### Cover Story

McNamara Gallery dedicated .....4

### News

DLA's Alternative Dispute Resolution Program .....6

Navy move completes cataloging consolidation .....8

Fresh milk now available for service members stationed in Japan .....9

DSCP's Marine Lifesaving & Diving Prime Vendor Program .....10

"Mighty Mo" shipshape thanks to DRMO Hawaii .....11

Security Awareness is everybody's business .....12

DLA signs agreement on Army Single Stock Fund .....12

Briefings show value of codification to other nations .....13

FASI provides complete logistics services .....14

BSM: Support worthy of the next American Century .....15

DLA security guards upgraded to police officers .....16

Changing DLA's way of processing information .....18

Reserve duty at DRMO Kaiserslautern .....20

Technology vital in supporting the warfighter .....21

Just what is balanced scorecard? .....22

Medical supplies at the click of a mouse .....35

### Change of Command

New DLIS commander brings logistics experience .....24

Mangual becomes New DSCP Commander .....25

DDC holds change of command .....26

DEUR changes hands .....29

### Around the Headquarters

The Army keeps "rolling along" at 225 years .....28

### People and Events

The man who would be king .....30

Breaking the Cost Barrier: Two DLA engineers pen book .....32

DLA's "Top Gun" .....34

DLA mourns loss of soldier and friend .....36

### Awards

.....38



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## McNamara Gallery dedicated:

# DLA's first director honored with permanent exhibit in headquarters complex

Major Ruth Larson, USAFR  
DLA Corporate Communications

The Defense Logistics Agency recently dedicated an impressive new tribute to its "founding father," Lt. Gen. Andrew T. McNamara. The McNamara Gallery and Auditorium was formally dedicated at a ceremony on June 23 attended by McNamara, 15 members of the McNamara family, and about 300 dignitaries and other guests.

The gallery is located at the entrance to the auditorium on the lower level of DLA's Headquarters Complex. It features a collection of memorabilia from the general's life and career, as well as an imposing mural on the history of logistics.

"It's been a labor of love," DLA Director Lt. Gen. Henry T. Glisson told the audience at the dedication ceremony. "We hope this gallery will serve not only as a constant reminder of those who've gone before us, but also of what they contributed, how they paved the way with their hard work, their sacrifice and innovation, and sometimes even their lives," he said.

The gallery's highlight is a 400-square foot three-dimensional exhibit that chronicles the life and career of McNamara. It features a collection of photos and other memorabilia collected over the nine decades of the general's life. The exhibit is divided into four sections:

- (1) The early years of his life, including his years at West Point
- (2) His role in World War II
- (3) His years as Quartermaster General
- (4) The final years of his Army career, including his role in establishing DLA and his retirement.

McNamara's Army career spanned nearly 36 years, and involved some



DLA Director Lt. Gen. Henry T. Glisson applauds retired Lt. Gen. Andrew McNamara. The McNamara Gallery was dedicated at the DLA Headquarters Complex in June.

of the most momentous events of the 20<sup>th</sup> Century. The photos and artifacts on display form a fascinating mosaic of everyday items from an extraordinary life. For example, there are the chevrons from his West Point cadet uniforms and a dance card from a 1927 dance, or "hop," at the academy.

From the World War II years there comes a crumpled dollar bill adorned with faded signatures. When McNamara and his colleagues were about to go on an especially dangerous mission, they signed a dollar bill, dubbed a "short snorter," which signified a pledge to care for the family of any signatory who failed to return from the mission.

As Chief Quartermaster of the First Army, McNamara helped prepare for the monumental D-Day invasion of Normandy that began the

liberation of Europe. He continued his invaluable logistics support as the Allies swept across Western Europe, supplying at least a dozen units on the continent. Even before the D-Day invasion, then-Col. McNamara had developed a reputation as being "somebody who really understood this logistics business, was innovative, and could really make stuff happen," Glisson said.

A yellowing letter contains high praise for McNamara from none other than Lt. Gen. George S. Patton: "The function of the Quartermaster Corps under your direction has been outstandingly superior." The exhibit also offers McNamara's own thoughts on the business of logistics. For example, while Quartermaster General of the Army, he said, "Unless you put food into a soldier's stomach there is little use of putting a weapon in his hands."

McNamara's career culminated with his appointment to be the first director of the newly formed Defense Supply Agency in 1961. Defense Secretary Robert McNamara (no relation) gave the general a daunting task: Consolidate all military supply and contract administration functions into a single agency.

"It was the right thing to do, but it was a tough decision," Glisson recalled. There was plenty of "bad blood" among the military services at being forced to give up critical functions, and McNamara came under rigorous scrutiny.

McNamara succeeded beyond all expectations. He laid a successful foundation for what has become the nation's premier logistics agency, "providing the warfighters with the kind of support they needed to do the job," Glisson said.

Atop the circular gallery is a striking mural entitled, "Human Cooperation and Ingenuity: A Celebration in Logistics." It was designed and painted by Mirella Monti Belshe and Sabine Carson, with technical assistance from artist Zetta Jones. The mural's 10 colorful panels depict the role of logistics throughout history. From the age of the Viking longship to the invincible World War II Liberty Ship, the task of delivering supplies has been a continuing challenge.

The mural's other panels show scenes like the dogsled relay that brought critically needed diphtheria serum to Nome, Alaska, in 1925. The feat is now reenacted annually in the Iditarod Race. Another panel commemorates the Berlin Airlift, which saved the beleaguered German city from a Communist blockade in 1948-49. Finally, the mural highlights the next great logistics challenge: the

International Space Station, a cooperative effort among 11 nations.

One of the final panels shows McNamara himself, illustrating his role in creating the Defense Supply Agency, DLA's predecessor. Reflecting on the many dignitaries attending the ceremony, including two former directors or deputy directors of the agency, Glisson said, "It speaks to the impact that [McNamara] has had on so many lives and on our nation."

In recognition of McNamara's contributions to both DLA and the nation, the agency has created a lasting memorial to this distinguished soldier. Glisson said the gallery was meant to inspire and motivate all DLA employees to continue McNamara's traditions of excellence and innovation. "It also serves as a model in reflection of someone that

we admire, a model of professionalism, a model of selfless service, someone that we can emulate, that when we hear the words 'Duty, Honor, Country,' we immediately bring to mind Lt. Gen. Andy McNamara."

With that, Glisson joined McNamara in unveiling a bronze plaque with McNamara's likeness at the entrance to the auditorium. They also cut the ribbon to formally dedicate the Lt. Gen. Andrew T. McNamara auditorium.

In brief remarks to the group, McNamara praised the "great collection of people" he was privileged to work with during the agency's earliest days. It was their professionalism and enthusiasm that laid the groundwork for the quality institution that DLA has become, he said. "Let's keep it going," he said. ♦



Retired Lt. Gen. Andrew McNamara (right) points to the brass plaque at the entrance of the new McNamara Gallery. DLA Director Lt. Gen. Henry T. Glisson looks on.

# DLA's Alternative Dispute Resolution Program: Solving disputes effectively



Saegleo Santiago, (center) one of DLA's in-house mediators, explains the mediation process.

**A**re you having a dispute with a boss, employee, or co-worker? Are you a contracting officer getting complaints from a contractor? Do you want a way to solve these problems as quickly and cooperatively as possible? There is a solution: DLA's Alternative Dispute Resolution program.

ADR is a term that covers a number of different ways to solve disputes without going to court or some other formal body established to hear disputes. Although ADR types vary, they all involve using a neutral third party to help solve the problem. You can use ADR for any subject matter dispute you might have; common examples are contract, personnel, and environmental disputes.

DLA's Director Lt. Gen. Henry T. Glisson has issued both a directive and a policy letter supporting the use of ADR and directing that it be used as much as possible. In DLA, the ADR program is administered by the Office of General Counsel.

Beth Lagana, DLA ADR Program Manager, explains why avoiding litigation is smart.

Finally, litigation is a very adversarial process. It doesn't help people build better relationships after the dispute is over."

In contrast, many ADR techniques allow the parties to control the outcome of the dispute, be creative with solutions that truly meet their interests, and reach resolution quickly and without much expense. The process is usually less adversarial than litigation and usually results in better relationships between the parties.

Lagana described a particular type of ADR—mediation—which is DLA's preferred type of ADR. "Mediation involves the use of a neutral third party called a mediator who helps parties try to reach mutually acceptable terms to resolve a dispute. A mediator will not decide the case for the parties, but will work with them using joint discussions and private meetings to help them reach an agreement." Lagana stressed that you don't have to agree to anything you don't want to in a mediation. If you can't work out a solution, you just walk away, and keep your existing rights if you want to pursue those instead.

"Litigation is expensive, and it takes a long time. Plus, in litigation, parties to a dispute basically give up control of the outcome. A judge or a jury decides who wins and who loses. Further, the judge or jury has only limited remedies they can give.

Mediators—or any type of third party neutral—are available from many different sources. DLA has a number of trained employees who serve as mediators for personnel, contract, and environmental disputes. Individuals from other government agencies and the private sector also serve as third party neutrals.

## Contract Disputes

A key part of the DLA ADR program involves contract disputes. DLA wants cooperative, constructive relationships with its contractors, so the parties can focus on supporting the customers rather than arguing over problems. Elizabeth Grant, associate General Counsel, serves as the DLA headquarters focal point for this part of the ADR program. "Educating people about how ADR can be used to solve contract disputes is very important," said Grant. "This includes lawyers, contracting personnel, and the contractor community. We want everyone to 'think ADR,' and suggest it whenever possible."

Grant also emphasized that ADR should be considered as part of contract dispute resolution procedures. "We don't want to have to wait until someone suggests ADR, although of course it's great when that happens. We also want to find ways where ADR can be considered as part of the disputes process itself. For example, we are developing an ADR clause that could go in DLA contracts, committing the parties to use ADR before initiating any litigation. Some field activities are adding language to contracting officer final decisions offering ADR to contractors. And when claims do arise, we are instituting procedures to be sure ADR is consid-

ered both before and after actual litigation is filed.”

According to Grant, contracting personnel who have used ADR have been pleased with the process, and success rates have been high. Chris Young, a contracting officer with Defense Energy Support Center, was involved with a successful mediation of a contract dispute involving an intoplane contract. “I really liked the mediation process,” said Young. “It was a great way to resolve the problem quickly, without getting bogged down in court for months or even years.”

Grant anticipates there will be more teaming on ADR in the future between the legal office and procurement personnel. “It is very important that ADR not be seen as just an Office of Counsel program, or something that ‘Legal will take care of.’ We want our clients actively involved in deciding how disputes should be resolved, and what role the lawyers should play. Do we want to spend a lot of time, money, and personnel resources cleaning up yesterday’s problem, or would we rather focus on meeting future challenges? There will always be some of both, but we need to be more future-oriented, more aware that we can’t work the business at hand if we are tied up in litigation. Both lawyers and clients need to help make this shift occur.”

## EEO Complaints

The DLA ADR program also encompasses equal employment opportunity complaints. The DLA Office of



*Elizabeth Grant, DLA associate general counsel, explains some points of the ADR process*

General Counsel and the HQ Office of Equal Employment Opportunity have joined forces to develop a mediation program to use as part of the EEO complaint process. The program is called “RESOLVE,” which stands for “Reaching Equitable Solutions Voluntarily and Easily.” It was implemented throughout DLA in January 1999 and is administered by local DLA EEO offices.

Carolyn Perry, associate General Counsel for Ethics and Personnel, is the HQ focal point for ADR in EEO and other workplace disputes. Perry points out that RESOLVE was designed to address EEO complaints at the earliest point in the complaint process. “The EEO process can be time-consuming, disruptive, emotionally draining, and expensive,” Perry explained. “Giving the parties a chance to resolve the issue at the informal stage helps everyone.”

When Jim Campbell, an EEO specialist stationed at the Defense Distribution Depot Susquehanna, receives a complaint of discrimination or a workplace dispute, he typically offers the employee the chance to mediate the dispute. Campbell often uses a trained mediator from another DLA activity to conduct the mediation. Under DLA’s RESOLVE Program, EEO specialists such as Campbell are encouraging employees and management officials to mediate informal and formal work place disputes. A twelve minute video, available through the local EEO office, explains the process.

RESOLVE results have been dramatic. About 65 percent of EEO complaints mediated are resolved to the satisfaction of both parties. The mediations usually last less than one day, are conducted in an informal manner, and allow the parties to fashion their own remedies to resolve the complaint. Complaint processing times have been reduced substantially.

The cost of conducting a mediation is far less than preparing a report of investigation. Most important, costly and protracted litigation is avoided.

Why has mediation proven so successful in resolving EEO complaints? Tom Dougherty, a Defense Supply Center Philadelphia attorney and one of DLA’s most experienced mediators, mentions two key reasons. “First, mediation gives employees and managers a chance to speak openly with each other in a neutral and confidential setting. By giving the parties the chance to express their feelings privately, without worries about reprisal, the mediator creates an environment of trust that is crucial for the parties to address the real issues in the dispute.” Second, Dougherty explains that mediation success rates are high because the process sparks innovative and flexible solutions to work related disputes. Instead of focusing on money damages, the parties try to solve the underlying problem, such as focusing on better communications or job enrichment.

## Conclusion

Many agencies are moving out aggressively to implement ADR. In fact, federal agencies are required by statute to have ADR specialists. Recognizing the many benefits of ADR, DLA continues to advance and expand its ADR programs. For example, in the area of labor relations, DLA recently participated in a mediation that resolved about 25 grievances involving employees represented by 11 local unions in different parts of the country. Given the success of that effort, it is very likely that management and their local unions will explore the use of ADR in other matters.

For more information, contact the DLA ADR program manager, Beth Lagana, at DSN 850-3284 or 1859, (614) 692-3284 or 1859, [blagana@ogc.dla.mil](mailto:blagana@ogc.dla.mil), or any of the DLA ADR Specialists who are located in the Offices of Counsel. Also go to the DLA ADR Homepage at [www.dscc.dla.mil/Offices/DOCCR/index.html](http://www.dscc.dla.mil/Offices/DOCCR/index.html). ♦



# Navy move completes cataloging consolidation

The recent addition of Navy operations ended a three-year process that made the Defense Logistics Information Service responsible for almost all of the cataloging for the military services and the Defense Logistics Agency.

The Defense Department announced the consolidation in March 1997 and estimated that consolidating all of its cataloging functions into one center would save more than \$35 million over five years. The consolidation was designed to streamline the cataloging process for the more than 7 million items of equipment and spare parts used by the military.

According to Doug Bittner, the Navy's representative for the transition, everything is going well since the transition. "No one understands as well as DLIS how critical cataloging is to logistics," he said.

Catalogers at DLIS are excited about having the mission, according to Linda Marvin, former head of the transition team and the new deputy for Navy Cataloging at DLIS.

"It means a lot to the command to have the consolidation completed," Marvin said.

DLIS' Cataloging Transition Office participated in many months of talks with the Navy to determine what was needed to move cataloging to Michigan from the service's sites in Mechanicsburg, Pa., and Philadelphia.

"Because there were two sites, we had to document the procedures used at each one," Marvin explained. "Each was unique in its procedures and culture."

DLIS' Sandy Travis performed much of the documentation work and helped ensure processes were standardized along the way. Travis' work captured those aspects of cataloging the Navy feels are the most important.

"That includes what tasks need to

be coordinated and whom they should be coordinated with," explained Marvin. "We also looked for information on which data elements associated with each National Item Identification Number are particularly critical."

Details about the computer systems involved were collected, and systems in Battle Creek were checked for compatibility. Additionally, DLIS' Dennis Shipe and Jack Jones assured that all required interfaces were in place and provided an automated workload tracking capability.

"DLIS is far more focused in this area, and I think they'll do a great job," Bittner said. "Their turnaround for new National Stock Number assignments is much faster, and maintenance actions seem to be done almost as fast as they are sent up here."

Currently, DLIS is helping the Navy with data integrity questions. Bittner feels the people at DLIS are very committed to doing what is best for the Navy.

"Our relationship is very good at this point and growing stronger," Bittner said.

Information for future issues of the Afloat Shopping Guide was also passed on to DLIS. Navy catalogers will manage the content information while the

DLIS Customer Products and Services directorate will be the guide's new publishers. DLIS plans to convert the completed publication to an electronic portable document format, insert in-depth technical links and bookmarks for easier searches within the document, then copy it to CD-ROM for use in the Navy's Web-based library.

Other plans include training for DLIS personnel about the Navy's logistics procedures and systems. Marvin has already attended Navy Inventory Control Point training and expects to send others from her staff soon.

Currently there are 26 people who perform Navy cataloging for DLIS, with more possibly on the way. Marvin was glad to get a few people who transferred from the Navy. George Essip was the Navy's representative during the transition and now serves as a division chief in the new directorate. Ed Robinson transferred aboard as a team leader supporting the Philadelphia site. In addition, some current DLIS employees with Navy experience moved to the Navy cataloging area to add their expertise.

The addition of Navy catalogers completes the efforts that began when the Army, DLA Columbus, and Air Force catalogers joined DLIS in 1998. The Air Force personnel were already in Battle Creek as part of the service's Cataloging and Standardization Center, which was disbanded during the consolidation. The Marine Corps and the rest of DLA's cataloging operations were added in 1999. ♦

## Marine Corps/DLA Day

Lt. Gen. Henry T. Glisson, DLA's director and Lt. Gen. Gary S. McKissock, the Marine Corps chief of staff for installations and logistics, co-hosted the annual Marine Corps/DLA day on May 4. Senior logistics officials from the Marine Corps met with members of the DLA staff, discussing the most recent logistics developments in their fields. Marine Corps members gave an overview of their new Materiel Command Facility in Albany, Ga. They also presented updates on their Integrated Logistics Capabilities concept and the Consolidated Issue Facility study. DLA organizations, in turn, provided updates on initiatives supporting Marine Corps weapon systems. The Defense Supply Center, Philadelphia, also presented information on troop support programs. ♦



# Fresh milk now available for service members stationed in Japan

**F**resh milk is usually taken for granted here in the United States. But for service members stationed in Japan, fresh milk has been “udderly” impossible to get. All that may be about to change.

During a tour of Pacific facilities last year, the Chief of Naval Operations, visited the U.S.S. Chancellorsville, a forward-deployed ship based in Japan. Crew members asked Adm. Jay Johnson why they could not get fresh milk on board. It was a simple question, but one that had a long history associated with it.

In all the decades that U.S. military forces have been stationed in the Far East, fresh milk has rarely been available to American forces, according to Gary Shifton, a commodity logistics specialist at the Defense Supply Center Philadelphia. The reasons are not hard to find: it takes too long and costs too much to ship milk from the States. Buying milk on the local Japanese economy also represents an expensive proposition, at an average cost of \$8 a gallon.

Instead, the military operated processing plants that produced “filled milk,” made from powdered milk. Another option was to use “extended shelf-life milk,” which is pasteurized at a higher temperature so it will keep longer. However, neither alternative tastes quite like traditional fresh milk, Shifton acknowledges.

Still, no one had approached local dairies to see if there might be some cost-effective way to get milk to Americans stationed in Japan, says Cmdr. Frank Lindell, the Navy’s director of food service. But it was that seemingly simple question from the crew of the Chancellorsville that got the process “moo-ving.”

Navy Supply officials contacted DSCP and asked whether it might be possible to supply fresh milk to its members. Officials from DSCP’s Far

East Theater Operations Office were able to locate a dairy in Yotsuba, Japan, that expressed interest in working with them to come up with a solution. First, Army veterinarians

*The fresh milk initiative is being tested in several locations, including the dining halls at Yokota and Misawa Air Bases, the Yokosuka Naval Base, also known as Commander Fleet Activities Yokosuka, and the U.S.S. Blue Ridge.*

certified the dairy by checking the cows to ensure that they are healthy. In addition, the vets checked the dairy’s sanitation and processing procedures to see that they met U.S. health standards.

The Japanese government also agreed to subsidize the cost of milk production, so that the milk produced costs about half of what it would on the local economy. Costs

are likely to decline further if the program proves successful and production volumes grow, Shifton says.

The Japanese dairy encountered some challenges of its own in supplying milk to the Americans. For example, how could they find containers large enough to satisfy the U.S. military’s needs? DSCP supplied sample containers, but the dairy workers actually came up with their own packaging solution, Shifton says. The containers are similar to the six-gallon containers normally used in the milk dispensers in dining halls and on board ships.

The fresh milk initiative is being tested in several locations, including the dining halls at Yokota and Misawa Air Bases, the Yokosuka Naval Base, also known as Commander Fleet Activities Yokosuka, and the U.S.S. Blue Ridge. The test program will continue for several more months, Shifton says. If it appears service members like the idea of getting fresh milk, DSCP will consider negotiating a long-term contract with the dairy. So far, the outlook is promising. “We’re certainly happy with the product,” Lindell says. ♦

## Briefings for Senior Logistics Officials

Lt. Gen. Michael Zettler, the Air Force’s deputy chief of staff for installations and logistics, met with Lt. Gen. Henry T. Glisson, DLA’s director, and senior members of the DLA staff on June 22. He was briefed on a number of DLA initiatives, including the Information Systems Transformation and Supply Chain Management. Officials from the Defense Distribution Center, the Defense Energy Supply Center, and Defense Supply Center, Richmond, also briefed him on their partnering efforts. ♦

## McCoy visits DLA

Lt. Gen. Henry T. Glisson, DLA’s director, hosted a luncheon for Helen T. McCoy, the assistant secretary of the Army for financial management and comptrollers on July 28. During the luncheon, she was briefed on DLA initiatives such as DLA-21 and the Integrated Data Exchange concept, as well as programs of particular interest to the Army. McCoy, a DLA employee until 1993, was also updated on operational and organizational changes that had been made in recent years, especially in the areas of logistics operations, information operations, and financial operations. ♦

# DSCP's Marine Lifesaving & Diving Prime Vendor Program goes worldwide

NORFOLK, Va.—Military customers needing equipment or services for a marine lifesaving or diving operation are now being supported through one of the Defense Supply Center Philadelphia's general and industrial directorate's prime vendor programs.

"This program has the flexibility to provide our customers with the exact equipment they need, when they need it and at lower prices," said Ralph Lund, a contracting officer in DSCP's general and industrial directorate.

Lund said that depot inventory valued at about \$15 million has been reduced by 43 percent since the marine lifesaving and diving prime vendor program was implemented. Before prime vendor, DSCP bought equipment based on past sales and then placed it in the stock system. Now, vendors stock most regular use items. In addition, prime vendors also stock specific items based on such factors as ordering history, customer knowledge and communication with the customer. Manufacturers covered under the program are Aqua Lung, Draeger, and DSI.

"This program allows the 'deckplate' user to search for and acquire the best products available on the market instantly at competitive prices while simplifying the entire acquisition, payment and tracking process for supply technicians and vendors," said Navy Storekeeper Chief Senior Pat Waite. "DLAs [Defense Logistics Agency's] diving prime vendor program is the most innovative and productive material acquisition pro-

gram ever introduced to the Fleet and to the Defense Department. It's truly a 21<sup>st</sup> century initiative that was designed with the user in mind." Waite is the assistant supply officer, Naval Special Warfare Development Group at Norfolk, Va.

The contracts cover the Pacific and Atlantic regions. The Pacific Regions are the Pacific Northwest including Alaska, the Pacific Southwest with a strong focus in San Diego, and Hawaii including Guam, Japan, Okinawa, and Korea. The Atlantic Regions are the Atlantic Northeast including Europe and the Atlantic Southeast including the Gulf Coast, Puerto Rico, Cuba, and the Bahamas. Each of the contracts are for one year. The

annual total value of all the contracts in the Atlantic and Pacific regions is \$16 million.

Under the prime vendor program, customers can order brand name items including regulators, masks, air lines, wet and drysuits, and CO2 cartridges. Incidental marine services covered include hydrostatic testing and oxygen cleaning. Amron International Diving Supply and MAR-VEL Underwater Equipment Inc. provide coverage for all Pacific and Atlantic regions; Aqua Tech Dive Center provides coverage for the Pacific Southwest region, and Atlantic Diving Supply Inc. provides coverage for the two Atlantic Regions. ♦



*Tony D'Ambrosio (left) presents a Liberty Bell from the Defense Supply Center Philadelphia to Navy Storekeeper Chief Senior Pat Waite during the contract signing ceremony. Waite is the assistant supply officer, Naval Special Warfare Development group at Norfolk, Va. At the time, D'Ambrosio was director of DSCP's general and industrial directorate's operational equipment division. (Photo by Christina DiMemmo, DSCP)*



## “Mighty Mo” shipshape thanks to DRMO Hawaii

**T**he battleship U.S.S. Missouri now glistens in the Hawaiian sun, thanks to donations of detergents, oils, and paint by Defense Reutilization Marketing Office, Hawaii. A team of 5,000 volunteers used the materials to clean and restore America’s last battleship to vintage condition.

Warren Cook, Property Disposal Specialist with DRMO Hawaii, initially contacted the U.S.S. Missouri Memorial Association with an offer of supplies to assist in the restoration of the massive ship. Don Hess, vice president of the memorial association, toured DRMO facilities to learn what materials were available. He then contacted the State Assistance Supply Program to arrange for donation of the much-needed supplies. DRMO Hawaii eventually donated 5,437 pounds of detergents, oils, and paints to the project. Volunteers used the materials to clean and paint both the inside and outside of the ship.

The historic battleship is best known as the site where World War II officially ended. It was on the Missouri’s teakwood deck that Gen. Douglas MacArthur accepted the Japanese surrender, bringing an end to World War II on Sept. 2, 1945.

The ship went on to serve in the Korean War, where it earned five battle stars. It was mothballed in 1955, but then recommissioned and modernized in 1986. The “Mighty Mo” last saw combat action during the Gulf War, when it launched Tomahawk missiles at Iraqi-held targets and fired its 16-inch guns to support allied ground forces on shore. It was decommissioned in 1992.

In 1998, the Missouri arrived at its permanent home, the port of Pearl Harbor, Hawaii. It is anchored not far from the remains of the battleship Arizona, sunk in December 1941 during the Japanese attack on Pearl Harbor. Like two giant bookends, the two ships symbolize the beginning and end of the war in the Pacific.

But nearly 50 years of duty since its launch in January 1944 have taken their toll on the 887-foot battleship. The Missouri Memorial Association is in the process of raising \$25 million to pay for the upkeep of the massive ship. Supplies will be needed for ongoing upkeep of the ship, which opened to the public in January 1999. ♦

### Other “gee-whiz” facts about the “Mighty Mo”:

- It is 887 feet long, or the length of three football fields
- It weighs 45,000 tons
- A single anchor weighs 30,000 pounds
- Its 16-inch guns, the largest ever mounted on a U.S. warship, could fire shells weighing 2,700 pounds, or as much as a Volkswagen Beetle.
- It has 90 miles of pipes, 900 electric motors, 844 doors, 852 manholes, and 161 hatches.
- Most of the ship’s hull is 13.5 inches thick.
- It could carry 2.5 million gallons of fuel
- The ship’s mess hall used to serve 6,000 meals a day. Its sailors drank 50,000 to 100,000 cans of soda every month.

*(Source: Honolulu Star-Bulletin Web Site—coverage of Missouri’s arrival)*

### Richmond represented at national conference

**F**our members of the Defense Supply Center Richmond’s Hispanic Employment Program Committee represented the Defense Logistics Agency at a DoD Forum held in conjunction with the National IMAGE Conference, Rio Grande, Puerto Rico.

Representing DSCR were Janice Johnson, the DSCR Hispanic Committee Program Manager, Jose Peitri, the chairperson of the committee and two committee members, Eduardo Alvarado and Dimaris Batlle.

DSCR’s participation on the “Best in Class” discussion panel was the result of its being selected as the best Hispanic program in the Agency. DSCR’s program was recognized for its work in the proactive recruitment of Hispanic employees through the Hispanic Association of Colleges and Universities and the Outstanding Scholar’s Program. DSCR’s support of education and training for its employees, to include a 100 percent up-front payment of tuition and books, was also recognized. ♦



# Security Awareness is everybody's business

By Major Ruth Larson, USAFR  
DLA Corporate Communications

The Defense Logistics Agency has implemented a new Security Awareness Program to safeguard critical computer information. The program recognizes that as computers increase in importance, so too does the importance of safeguarding the information contained in them.

Doing business-as-usual has changed as DLA technology has expanded exponentially to support the warfighter around the world and around the clock. Stand-alone computers have been replaced by a globally integrated information structure, with thousands of computers linked to the Internet and other networks.

But that increased global connection has a darker side. Potential dangers lurk everywhere: Inadvertent employee errors, or deliberate sabotaging of information; outside intrusions by hackers or corporate competitors; and those irritating technical glitches.

Still, as the program's web site notes, "Human actions account for a far greater degree of computer-related loss than all other sources combined." By using a continuous security awareness program, DLA hopes to minimize losses resulting from computer security breaches, whether deliberate or inadvertent.

Nancy Johnson, acting executive director of IT Policy, Plans, and Assessment, says, "We want to ensure that our workforce is aware of [its] responsibilities in helping maintain the confidentiality, integrity, and availability of DLA information assets."

The key to successfully implementing the plan is to ensure that employees understand the value of information security, and their responsibility to protect DLA's information assets. In addition, employees must know how to recognize potential violations, and whom to contact when they detect a security breach.

Each of these areas is discussed in more detail in the Security Awareness plan, developed jointly by the Information Assurance Working Group and the Terminal Area Security Officers at the headquarters complex. The plan was approved by DLA's Chief Information Officer Joanne Arnette in May.

The bottom line is that every DLA employee and contractor is responsible for keeping information secure, and to prevent it from being accidentally disclosed, modified, or destroyed. Moreover, employees or contractors who violate these standards will be held accountable, and could face penalties ranging from disciplinary action to dismissal or prosecution.

"The Security Awareness Program is an integral factor in our ever-present need to teach users the correct practices to help them change behaviors that could compromise our success," Johnson says. "Security awareness is an inexpensive practice, but [it could] be an expensive phase of risk management if not practiced."

The Security Awareness Plan will be distributed to DLA employees in several ways. One of the easiest ways to learn about it is to click on the Information Operations web site at [https://hqcnet.hq.dla.mil/io/ia\\_default.htm](https://hqcnet.hq.dla.mil/io/ia_default.htm). ♦

## DLA signs agreement on Army Single Stock Fund

On June 1, Defense Logistics Agency Director Lt. Gen. Henry T. Glisson joined Lt. Gen. Harry Blanck, the Army Surgeon General, and Maj. Gen. Charles C. Cannon, Jr., the Army Deputy Chief of Staff for Logistics, in signing a memorandum of agreement defining roles and responsibilities for the phased transfer of Army medical inventories to DLA. This historic event, which addresses the phased transfer of approximately \$35 million of medical inventories, \$8.2 million in local purchase obligation authority fiscal 2000, and \$153.2 million in local purchase obligation authority in fiscal 2001 from the Army to DLA, is just one of several key enablers for Single Stock Fund implementation.



Lt. Gen. Harry Blanck (signing document) signs memorandum. Maj. Gen. Charles C. Cannon, Jr. (center), Army Deputy Chief of Staff for Logistics and Lt. Gen. Henry T. Glisson, DLA director, look on.

The Single Stock Fund campaign, as it is known, calls for DLA to take over responsibility for supplying the Army's clothing, food, fuel, and medical supplies. The program will be done in phases, beginning in

October 2000. The final phase of implementation is scheduled to begin in October 2001.

The Defense Supply Center Philadelphia already manages three of the four supply categories: clothing and textiles, medical materiel, and subsistence (food). The fourth category, fuels, is managed by DLA's Defense Energy Support Center, Fort Belvoir, Va.

Future issues of *Dimensions* will feature articles on the Army Single Stock Fund. ♦

# DLIS briefers show value of codification to other nations

When members of the International Division at the Defense Logistics Information Service visited Romania in June, they were well prepared to show logisticians there how the NATO Codification System could help their armed forces.

DLIS briefers have provided similar seminars in Macedonia and other countries to help the Supreme Headquarters Allied Powers Europe

their highest rated event," said Steve Arnett, manager of DLIS' international policies and procedures.

Since hosting the Mil-to-Mil seminar, Macedonia has formally applied for sponsored membership in the NCS. By becoming a sponsored nation, Macedonia can use data in the codification system to acquire parts and manage their materiel. "This is information they can begin implementing right away," Arnett explained.

NATO and CINC objectives by helping PfP and other nations understand and plan their involvement with the NCS," said Chris Yoder, DLIS deputy director for International Cataloging.

A substantial seminar was conducted for logisticians in Poland last year, which included presentations to the staff of the Polish military academy. A similar seminar was held in Bulgaria in March. DLIS has also conducted seminars in Slovenia and Slovakia.

Other support DLIS offers the Mil-to-Mil program comes through the orientations and briefings the command hosts at the Battle Creek Federal Center. Two Hungarian representatives recently attended such briefings where they also learned about DLIS' role as manager of the Federal Cataloging System for America's armed forces. Other visitors to DLIS from PfP nations have included: Croatia, Lithuania, Estonia, Moldova, Latvia, Romania, the Ukraine, and Slovenia.

The NCS is based on the U.S. Federal Catalog System and is the standard system for naming, classifying, describing and numbering supply items. Since the mid-1950s, the NCS and the NATO Stock Number (called National Stock Number in the U.S.) have long been considered the "common language of logistics" within the NATO Alliance.

The NCS provides users with a common language for logistics transactions. It helps cross language barriers and avoid confusion to ensure logisticians are referring to the same item. The numerical system helps logisticians easily identify which commodity group an item belongs to and where it comes from.

Catalogers at DLIS provide critical data to maintain the Federal Logistics Information System, which provides U.S. logistics information to NATO members and sponsored nations. ♦



(From left to right) Chris Yoder, Defense Logistics Information Service deputy director for International Cataloging; Macedonian Defence Under Secretary Jangelov, Army Maj. Gen. John J. Deyermund, commander of KFOR Rear and Steve Arnett, DLIS manager of international policies and procedures.

promote NCS as an interoperability objective for the Partnership for Peace (PfP) countries of Eastern Europe.

DLIS participates regularly in "Mil-to-Mil" events sponsored by the U.S. European Command's Joint Contact Team to support this objective. Their recent Macedonian event allowed DLIS to show 60 field-grade representatives from all of the country's military logistics systems how NCS could help them manage their supply items, both of national origin and those received through the peacekeeping forces in the region.

"The Military Liaison Team in Macedonia does surveys after the briefings they arrange and this was

"Using the NSN, they can start identifying the items they have in their inventory and the donations they are receiving from many NATO nations."

Macedonia has also accepted invitations to participate in the NATO Group of National Directors on Codification meeting in Madrid. As a PfP member, they are already able to attend meetings of the Allied Committee 135 as an observer. The committee manages the codification system through the National Codification Bureaus represented. DLIS serves as the national bureau for the United States.

"As the U.S. representative to the NATO Allied Committee on cataloging, DLIS is very glad to support

# FASI provides complete logistics services from procurement to delivery in 3 U.S. regions

## Revolutionary contracting vehicle designed to enhance logistics support to the military's automotive fleets

by Tony D'Elia  
DSCC Public Affairs Office

The next generation of defense contract is here. On May 17, Defense Supply Center, Columbus, came to an agreement that established its first regional virtual prime vendor contract.

This innovative contract arrangement fashioned from proven commercial practices provides military units complete logistics services, from procurement to delivery, for automotive and equipment parts. It will support military land-based vehicle fleets in three U. S. regions.

Called the Fleet Automotive Support Initiative, or FASI for short, this revolutionary total systems approach is designed to streamline total parts support to all military automotive and equipment fleets. Its emphasis is on speedy delivery and quality technical and logistical services. DSCC drew the blueprint for the contractor whose task it will be to reduce response time in order to increase the overall readiness of DSCC customers — the military services.

Under the terms of the agreement, ProcureNet's, Inc., will handle procurement and delivery of automotive and equipment parts and services to the lead Army and Marine Corps installations at Camp Lejeune, N.C., Fort Stewart, Ga., Fort Hood, Texas, and Camp Pendleton and Fort Irwin in California. Covering the entire gamut of logistics services in the south, southwest and southeast regions, the contract involves annual sales of about \$60 mil-

lion. Meanwhile, DSCC efforts continue to cover the remaining regions of the country — the west and east.

Under its contract with DSCC, ProcureNet will provide the services of inventory management, acquisition, post award service, technical support, quality assurance, and on-site customer service for thousands of different automotive items used by the military. A recent "Hammer Award" winner, ProcureNet describes its services and functions as a "complete customized marketplace" designed to source, forecast, acquire and distribute parts, and provide technical services "to assure both complete customer management and total supply chain management."

"We have worked long and hard on the FASI contract effort and we have great expectations," said Air Force Brig. Gen. Mary L. Saunders, the DSCC commander. "We are counting on initiatives such as the FASI contract to improve the speed and efficiency of getting needed parts and supplies to our military customers."

The virtual prime vendor concept is designed not only to decrease the response time needed to obtain weapon system and automotive parts, but to reduce both wholesale and retail inventory. Using its own supplier base as well as the government's, FASI's VPV will deliver parts to designated U.S. locations within a 2-to-10-day delivery time (depending on the request's priority).

FASI not only aims to reduce the total cost of weapon systems and automotive fleet support logistics, and to speed parts delivery, but it is designed to be flexible enough to provide uninterrupted and seamless support when the customers' requirements change. Military customers will be the beneficiaries of cost-saving supplier contacts that take advantage of best commercial practices as well as the Defense Department's massive purchasing leverage.

The FASI contractor will also be

called upon to provide technical, maintenance, and logistics assistance on a pre-negotiated hourly rate. And, most important to military customers, the FASI contractor will provide for mobilization, surge and sustainment, and forecasting to provide for contingency operations.

Services such as maintenance program planning, evaluation and training, in-house and plant logistics optimization, value engineering, and mobilization support are also available.

Another highlight of the FASI concept is its customer service representative. Known as the FASI Customer Service Representative (FCSR or "Fixer," for short), this individual works for the FASI contractor at the customers' installations as the direct interface between the customer and the contractor. The FCSR will cover services such as warranty management, requisition status, order tracking and credit card spot buys.

FASI has many other built-in advantages:

- Strategic transportation and source networks within each region for quicker delivery;
- Direct delivery to reduce the need for large inventories;
- Customers can adjust their inventory levels by identifying specific items needed for their fleet;
- Customers can adjust inventory levels to reflect the enhanced logistics response time; and
- Fixed prices are fixed.

"Things are different now in the military logistics world," Saunders added. "Today, our warfighters need supplies immediately. This is made more difficult, because our equipment is getting older and located in far more locations around the globe. We've got to be more proactive and take advantage of every opportunity we can. FASI is the giant step along that road." ♦



# BSM: Support worthy of the next American Century

The Defense Logistics Agency recently announced the selection of its systems integration partner, Andersen Consulting, Reston, Va., to provide up to \$389.9 million in implementation services for DLA's Business Systems Modernization program.

BSM, as it is more commonly called, is an initiative for DLA in achieving its vision to re-engineer its logistics processes to reflect best commercial practices. BSM provides the agency the opportunity to give America's warfight-

ments for DLA involve responsiveness and reliability, better visibility of stock, and improved customer data.

DLA's Vice Director Navy Rear Adm. Ray Archer said the BSM strategy is a win-win situation for both America's warfighters and the DLA workforce.

"This effort will provide us with the necessary leading edge technology to allow us to focus on our core business ... supply chain management," said Archer. "Through the implementation of COTS [commercial off-the-

developed a flexible contract arrangement to allow for continuous program-technology insertion."

Robert Zarrilli said the systems integrator agreement with Andersen focuses on a modular contract approach that encompasses 11 tasks to be performed over a five-year period. Andersen will look at the existing systems functionality as it impacts each of the Inventory Control Points, and then blueprint, configure and integrate an enterprise commercial software system that will provide DLA with leading-edge business practices that are key to the core mission and business relationships. Those systems that are found to be 'necessary' will be supported by bolt-ons or specific software packages integrated with the enterprise resource planning to provide specific needs.

Zarrilli is the BSM contracting officer and works in the Defense Supply Center Philadelphia's procurement management directorate.

"DLA has only committed to the first of these 11 tasks; the remaining 10 tasks will be available as options," Zarrilli said. "All contractor payments will be earned in accordance with the contractor's proposed performance and incentive pricing structure."

Zarrilli said it took a lot of work and teaming just to get to this point.

"A lot of tremendously talented people and teams from throughout the agency have been involved in various phases of this strategy," he said. "Because of their hard work and determination, we've fulfilled a commitment many thought unimaginable just a short while ago."

Zarrilli said it's important that employees to remain supportive and patient throughout this process as the Agency strives to ensure a smooth transition for the workforce and the new system. He said with Anderson's help, the strategic alliances that employees have established with customers, vendors and suppliers are and will continue to be the lifeblood of DLA.

"Teamwork will be the key enabler to success of the program," he said. "It will require support, patience, flexibility and adaptability among everyone at all levels within the Agency." ♦



Robert Zarrilli [seated] makes the awarding of the Defense Logistics Agency's systems integrator partnership with Andersen Consulting official as some team members look on. Shown with Zarrilli are [from left] Brian Dudek, contracting officer; Sandra Nelson, contracting specialist; Kathleen Arabia, contracting specialist, and Richard Cromley, acquisition team leader. Zarrilli was the BSM contracting officer.

ers and other non-defense department customers the kind of support worthy of the next American century.

The main purpose of the program is to replace SAMMS [Standard Automated Materiel Management System] and DISMS [Defense Integrated Subsistence Management System] and their associated extension systems with commercial alternatives by 2005.

Some of the expected improve-

ment [shelf software] solutions such as ERP [enterprise resource planning] and the resulting business process re-engineering, we anticipate improved DLA support to the warfighter. It will also give our employees better tools and better access to the knowledge they need to do their jobs."

"In Andersen Consulting, we have an industry partner with proven experience and the capability to deliver success," he said. "We've also

# DLA security guards upgraded to police officers

By Major Ruth Larson, USAFR  
HQ DLA Corporate Communications

There is a transformation underway in the ranks of the security guards who patrol the Defense Logistics Agency headquarters complex. Beginning in July, specially trained guards are being upgraded to full-fledged police officers.

"We are working toward becoming a world-class outfit," says Lt. Larry McCauley, lead security guard at the complex. The transformation does not come in response to a specific threat, he says. Instead, it represents a change that is long overdue in the ranks of DLA security specialists.

The 25 members of the security force, dressed in their distinctive blue uniforms, patrol the complex, guard the building's entrances, and monitor activities throughout the 806,000-square foot headquarters facility and its 175-acre grounds. Members of the civilian force are currently designated as security guards, and most are GS-5s.

But all that is about to change. Members of the security force are being sent to the Federal Law Enforcement Training Center, known in the law enforcement community as FLETC in Glynco, Ga. The rigorous 13-week course is attended by members of all federal law enforcement agencies.

Once they successfully complete the course, DLA security guards are eligible to be promoted to the federal police series, a GS-6 position. They also earn the right to be called "officer," versus their current title, "patrolman."

Members of the police force will also begin wearing new, all dark-blue uniforms, much like those of the U.S. Capitol Police. The conversion to police force status officially goes into effect when the entire force has completed the FLETC training course.

Completing the required training is no cakewalk. Think of it as a boot camp for cops. "It is intense," McCauley says. A daunting stack of books and course materials greets the incoming students, and the pace never lets up. Students learn about the laws they are sworn to uphold, and participate in mock court trials.

Academic work is complemented by grueling physical training, from basic fitness activities to actual law enforcement scenarios. The training center uses actors to simulate real-life situations that could face the officers (hand-cuffing and other arrest techniques, vehicle stops, building searches, hostage situations, gang activities, terrorism incidents, and more.

Students learn the most effective way to approach these scenarios and diffuse potentially volatile situations. "They run these scenarios all the time — day and night. And they run the whole gamut of [police work]," McCauley says. "It's very well-rounded training."

But for those who do complete the rigors of training, graduation day brings with it a sense of achievement, and a promise of a promotion when they return to DLA.

Because this is a work in progress, changes in security procedures may occasionally be a source of frustration to the DLA workforce. New screening devices, such as the magnetometer at the building's main entrance, are being added regularly. "What they have to remember is that it's not being done to confuse them or frustrate them," McCauley says. "It's being done for employees' safety."

These officers know there is always the chance that something could happen here. "As a guard, you cannot afford to be lackadaisical," McCauley says. "You are always on your guard, always aware of your surroundings. When you man the front gates, you have to be aware of who you're letting in."

He recalls the devastating attack on the U.S. Capitol building two years ago, when a former mental patient named Russell Weston opened fire in a crowded House hallway, killing two Capitol policemen and wounding several others.

"He called here first," McCauley reveals. In April of that year, Weston called the front security desk, and several other DLA offices, months before the incident at the Capitol, he says. The bottom line: the unthinkable *can* happen here, but if it ever does, the Headquarters DLA police force is going to be trained and ready to respond. ♦



Patrolman William Jackson screens bags using DLA's new X-ray machine.

## Three DLA veterans retire after long careers

The month of May saw several veterans of the Defense Logistics Agency retire after a combined 101 years of federal service.

Charlie Alderman, the director Small and Disadvantaged Business Utilization Office, Walter "Brad" Bergmann, the executive director of for Logistics Management in Logistics Operations (formally the Defense Logistics Support Command) and Thomas Hillin, the principal director, DLA General Counsel, all said goodbye to DLA.

Alderman entered federal service as a contract specialist trainee in 1962 at the Army Ordnance District in Chicago. In 1966, he joined DLA as the small business and economic utilization specialist at the Agency's Contract Administration office in Milwaukee. In 1968, he transferred to DLA headquarters and became the small business advisor of the Defense Contract Administration Services serving in that capacity until 1979 when he became the DLA Deputy Director of the Small and Disadvantaged Business Utilization.

In 1978, Alderman was recognized as one of DLA's Top 10 Outstanding employees for his work on minority business utilization.

Bergmann began working for the federal government in 1970 as an operations research analyst in the Office of the Assistant Secretary of Defense (Program Analysis and Evaluation). At DLA, Bergmann was responsible for oversight and direction of LO's Supply Management, Distribution Management, Technical Services, and Disposal Management groups, and for logistics management functions performed at the supply centers, Defense Logistics Information Service, Defense Marketing and Reutilization Service and other DLA elements. He was also the Defense Standardization Executive and chairman of the Defense Standardization council.

Hillin retired as the first General Counsel of the newly established Defense Contract Management Agency. This position capped a career

## EEO's pilot program is a model for success

Current information technologies have enabled the Defense Logistics Agency to implement best practices in many areas. The latest example is the establishment of an innovative pilot project between DLA's Corporate Equal Employment Opportunity Office, or DO, and the U.S. Equal Employment Opportunity Commission. The new partnership, initiated by DLA, enables the transfer of large, cumbersome EEO case files to the EEOC electronically.

"I believe we can build on this win-win experience and develop new and innovative information exchange capabilities," said Famia J. Magana

Traditionally, case files were transmitted between agencies via the U.S. Postal Service. The old process involved the time consuming process of making a complete hard paper copy of the entire case file to be sent to EEOC. When EEOC completed their review of the case file, it would eventually be discarded. If EEOC needed to review the case again, DLA would have to make another paper copy and resend it to the EEOC. This proved to be a time consuming, redundant and costly process.

The new process involves scanning the case file using flat bed scanners with automatic document feeders and converting it to an Adobe Acrobat Portable Document Format file. The PDF is then published to a password-protected section of the DO website (<http://www.dla.mil/do/>). An email is sent to a contact person at EEOC. The email, which is hyperlinked to the DO website, informs EEOC that the file is ready to be downloaded. EEOC saves the case file to a compact disc. It can then be copied, forwarded, and printed at the click of a button. Electronic documents are much easier to handle, store, and search than a hard copy. If desired, a paper copy can also be made of the electronic version by simply printing it.

According to Carlton M. Hadden, Acting Director, EEOC Office of Federal Operations, "In addition to the obvious time savings, there is also a reduction in duplication and postage costs and also in storage space. We will have made great strides toward the ultimate goal: streamlining the EEO process."

The pilot program will test the efficacy of the process and address improvements and refinements to its procedures. "We are excited and encouraged by the early success of the pilot program and hope that it can be used as a model for other venues," said Philip D. Hepperle, DLA's pilot program manager. ♦



of over 31 years of service to the federal government. A member of the law review and graduate of the University of Houston Law School, Hillin began his legal career in 1968 with the Defense Electronics Supply Center in Dayton, Ohio. In 1971, he was assigned to headquarters, Defense Supply Agency, where he provided legal advice and support on procurement issues.

In 1993, Hillin was selected as a member of the Senior Executive Service and was appointed the Principal Deputy General Counsel. He served as an advisor to the Department of Defense Deputy General Counsel (Acquisition and Logistics) and earned recognition as a leading expert in acquisition law and contract management issues. ♦



# Changing DLA's way of processing information

*This is the first of three articles on IDE that will be published in Dimensions. In this first article, we discuss the background of how IDE came about, the essential functional elements that underlay the IDE concept, and the overall objectives of the IDE Program.*

Some say that knowledge is power. But in today's world of information overload, it may well be that *information* — timely, accurate, and specific information — is power. The trick is to consolidate nuggets of information from throughout a global network and provide managers and decision-makers with precisely the data they need. The Defense Logistics Agency's DLA 21—a transformation plan that streamlines and realigns the organization— is inspiring a revolution in the logistics world — not only at DLA, but throughout the military, government, and commercial organizations that represent DLA's partners in supporting the warfighter. This article, the first in a series of three articles, examines how the Integrated Data Environment is transforming the way information is processed.

## IDE Background

IDE in concept provides a comprehensive, integrated source of up-to-date logistics information to support the logistics component of combat operations advanced planning and sustainment. IDE should be able to provide this information far more quickly than is currently possible and ensure it has a far greater degree of accuracy.

The concept of an Integrated Data Environment is not a new one. In 1995, while serving as the Assistant Deputy Under Secretary of Defense, Logistics Business Systems and Technology Development, Rear Adm. Ray Archer envisioned an environment where "islands of logistics infor-

mation' would be brought together to form a bridge that would interlace DoD's isolated logistics data, ensure its trustworthiness, and do so under a framework of *centralized* management and *decentralized* execution. Under Archer's leadership, three teams were formed (data, technical, and management and operations strategy) to help lay the IDE groundwork. These teams were established to work through fundamental DoD-wide information sharing issues, such as: corporate data ownership, data standardization, configuration management, operations, technical architectures and security.

"I've watched IDE proceed from being a concept many people thought couldn't be done into a program that has made remarkable progress in just a few months," Archer said. "I am pleased with the progress we have demonstrated and very excited about how IDE will provide a new level of logistics support to our warfighters."

Even though many logistics business systems are undergoing modernization and migration processes, the most critical issues facing the logistics community are pretty much the same that Archer saw in 1995. That realization was solidified and articulated during the Focused Logistics Wargame in 1999 when the Joint Logistics Community leadership, which included Archer, determined that DoD lacks the capability to obtain accurate, up-to-date logistics information for use in making decisions in critical military situations.

FLOW leadership authorized DLA as Executive Agent to develop an IDE to provide real-time access to trusted (reliable) logistics information that can be "fused" across DoD and commercial vendor boundaries. As stated in the FLOW 2010 Report, "Systems cannot be sufficiently integrated to provide for decision support, situa-

tional awareness, or a common operational picture. Users must spend hundreds of hours trying to develop situational awareness by asking all of the infinitely possible questions instead of analyzing a finite process."

The inability of DoD's logistics systems to provide real-time information to the warfighter has led to degraded pipe-line visibility and control, inefficient use of critical strategic lift, logistics organizations left with the wrong assets and users who build redundant and duplicative requirements which further burdens a heavily taxed communications capability.

Technical solutions alone cannot solve these problems. All the involved DoD logistics systems cannot be sufficiently integrated to provide for decision support, situational awareness, or a common operational picture. It is important to recognize one of the fundamental factors spearheading this initiative: information is not the problem, there is plenty of logistics information, what's missing is the ability to get at logistics information that is integrated, up-to-date, and reliable.

## The DLA IDE Program

As directed by FLOW leadership, the DLA IDE Pilot Program was initiated in January 2000. DLA's objective is to develop an environment for processing disparate logistics information that will provide a clear and true picture of up-to-date logistics information in support of the warfighters' requirements for situational awareness, management decision-making, and pipeline performance analysis. FLOW leadership agreed that a key area of concern is that information continues to be stove-piped, making it unable to effectively contribute to logistics command and control.

IDE is being developed as a three-phase demonstration pilot. The first phase will be limited to three supply

classes (Subsistence, Fuels, and Medical), with the remaining classes added during Phase II. IDE Phase III will expand IDE's functionality and expand its scope to extend to other DoD components.

Dave Zeppieri, the DLA IDE program manager is taking a judicious approach in implementing IDE. Zeppieri said, "IDE is just too big to get your arms around at one time. There are many, many different places where logistics information is located. All of DoD's components have critical elements of the log info picture and, increasingly, through our commercial partnerships, we have to go outside of DoD to get the information we need to satisfy our mandate."

"We are taking a 'crawl, walk, run' approach in the IDE Program." Zeppieri said. "That means we will go slowly at first until we have confidence that we are on the right track. After we can demonstrate that IDE is viable, we will go a bit more quickly and be a little more ambitious. We know that many programs get into trouble because they try to bite off more than they can chew. That will not be the case with IDE."

IDE Phase I will build the foundational elements for the remaining phases by demonstrating the capability to integrate supply chains for the three classes of supply "owned" by DLA: Class I (Subsistence), Class III (Fuels), and Class VIII (Medical). IDE Phase II will expand the environment to include the remaining supply chains. IDE Phase III, which will transition IDE from "pilot" to operational status, will include everything necessary to implement the environment with all supply chains DoD-wide. Phase I is scheduled for completion at the end of January 2001, Phase II is scheduled for completion at the end of calendar year 2001, and Phase III is scheduled for completion at the end of calendar year 2003.

DLA's objective is to demonstrate an IDE that leverages the capabilities of emerging modern logistics practices, existing information system capabilities, and Commercial Off-the

–Shelf products to better equip the warfighter to plan and manage logistics requirements. The IDE Pilot development effort is intended to demonstrate the provision of online, real-time situational awareness to the warfighter.

The DLA IDE program structure is divided into five functional groups: Supply Chain Owners (Classes I, III, & VIII), Engineering, Functional Requirements, Data Definitions and Information Standards, and IDE Operations. Each of these groups is attacking the problem from a different angle. The IDE Program Manager holds weekly strategy and progress meetings with the IDE Functional Team Leaders,

and Technical Interchange Meetings among the Teams' staff take place on a regular basis.

"We're almost six months into the IDE Program," says Zeppieri, "and have made good progress. We still have a lot to do to make the January 2001 target date for Phase I. I have a lot of respect for all the people from so many different parts of DLA that are working on IDE. I am confident that, together, we will definitely make IDE a reality."

*Coming in future issues of Dimensions: Part 2: IDE Program plans, activities, and accomplishments. Part 3: A view of the future and the changes made possible by IDE. ♦*

## CCR Introduces New Data Elements

The Joint Electronic Commerce Program Office's Central Contractor Registration system has introduced new data elements that will pave the way for the government migration to e-Commerce. These improvements will help the current CCR users get accurate information more quickly.

The CCR has a web site where vendors wishing to obtain Department of Defense contracts provide general information about themselves. Over the past year, this database successfully captured more than 160,000 registrants as well as provided vendor financial information to the Defense Finance and Accounting Service to expedite payments to vendors.

Three new data elements are points of contact that enable companies to conduct electronic business with the federal government, establish a small business identification field, and create a credit card acceptance field. They can be viewed on the CCR public query web site at <http://www.ccr2000.com>. In addition, the database of CCR vendors

can now be simultaneously searched by geographic location, industry, and socio-economic factors.

The new elements extend the use of CCR beyond payment information and into the e-Commerce procurement realm. The first one, for Electronic Business, represents the vendor employee who will administer the approval process for vendor employees accessing DoD's e-Business systems. Next, the government business element is the vendor's contracting/marketing representative who will need access to government, on-line bidding systems that are part of the DoD Business Operations application. Finally, the Past Performance person is the vendor's designated person with approval to access and interact with the DoD Past Performance System.

"These new points of contact bring a level of personalization to CCR that move the system from a data repository to an integrated system with other DoD e-Business applications," Scottie Knott, JECPO director, said.

*continued on page 20*

## Reserve duty at DRMO Kaiserslautern:

# Whether learning or teaching, getting the job done is the bottom line

By Joe Murphy  
DRMSI Public Affairs Officer

“Everyday, I learn something new, and it’s fun,” said Store Keeper Third Class (SK3) Rochelle B. Wallace, a Naval Reservist and member of Disposal Remediation Team Salt Lake, who is serving on a nine-month tour of active duty at the Defense Reutilization Marketing Office.

Similar sentiments were expressed by SK3 Robert J. Johnston, a member of DRT Lewis, who has been serving on active duty at the DRMO since March. “It’s very interesting to work with the other services,” he said. “It’s a great experience.”

The work can be a challenge, too. “Doing researching on the property we receive and getting the proper documentation together can take a lot of work,” said Johnston. “This is especially important when receiving property from units down range.” Due to the frequent turn-over of personnel in the Balkans, the turn-in process is often only partially understood, he said.

“We fill in the gaps, working with our DRT counterparts stationed down range,” said Wallace. “It’s a matter of training down range personnel on disposal issues. Because of the six- to nine-month rotation of units, it’s critical that we promote an ongoing training program.

We’ll be going to the Balkans to help with training in the near future, our DRT folks down range have their hands full, they can’t do it all.”

The training is aimed not only at keeping the disposal process moving along smoothly, but also at saving time for units stationed in the Balkans. “We’ve had containers come in with all sorts of like items tagged with individual paperwork, instead of finding the like items batched,” said Wallace. “That means a lot of extra effort at both ends of the pipeline.”

Wallace and Johnston have also been able to help the DRMO reduce its backlog.

“We’ve made a great big huge dent in it, but there’s lots more to go,” said Wallace.

Keeping busy and focused on the job is important to both reservists, professionally and personally. “I have a 2-year-old son,” said Johnston, “and this is the first time since I’ve been married that I’ve been separated from him and my wife. The harder I work, the less I have time to worry about how they are doing.” The separation is difficult for Wallace, as well, “It helps to have a couple of week-ends with family visiting Europe,” she said, “But I wouldn’t have passed up coming

here, no matter what. Working at the DRMO is a great experience, it’s why we joined the DRT.” ♦



SK3 Rochelle B. Wallace, (left) a Naval Reservist and member of Disposal Remediation Team (DRT) Salt Lake, and SK3 Robert J. Johnston, a member of DRT Lewis, sort property in DRMO Kaiserslautern’s yard, just one aspect of helping to get the job done.

## CCR Introduces New Data Elements

from page 19

Additionally, CCR now includes a data field, the Marketing Partner Identification Number, where vendors can set their own password for other partner applications. Current partner applications are the on-line bidding systems

associated with DoDBusOpps and the Past Performance Automated Information System.

DoD is using CCR as standard business policy. Currently, all DoD contracting officers must ensure that a vendor is registered in CCR prior to making award. DoD disbursing officials then use the CCR electronic funds transfer data to make payments. Other federal agencies

including the National Aeronautics and Space Administration and the Departments of Interior, Treasury, Transportation, Commerce, and Energy currently use the CCR.

“The new data elements in CCR help the government to continue to provide more useful information from vendors to our acquisition professionals,” said Lisa Romney, CCR program manager. ♦



# Technology vital in supporting the warfighter

Information technology represents an important corporate asset that will be crucial to the Defense Logistics Agency's continued success, senior agency leaders told a recent gathering of information operation specialists.

DLA Information Operations Director Joanne Arnette said, "It is our job to create a centralized infrastructure where we can successfully move information from the initial customer contact to the end of the order fulfillment process. We must optimize our technical knowledge to support the warfighter."

Arnette spoke at the Information Operations (J-6) conference held on July 26 and 27 in Crystal City, Va. The conference, the first sponsored by the newly-formed J-6 organization, brought together personnel from across the country to meet and discuss current information technology initiatives.

Arnette discussed several new information technology projects now underway in DLA. For example, an E-Portal is being developed to enable the DoD customer to access a single web site for acquisition and logistics information. This will provide the convenience of a user defined web ? which eliminates the cumbersome process of searching multiple websites for information. DLA is partnering with other DoD components to provide this consolidated customer service.

Business Systems Modernization is another key initiative being used to re-engineer DLA's logistics processes to reflect best commercial practices. BSM will replace two major legacy systems, SAMMS (Standard Automated Materiel Management System) and DISMS (Defense

Integrated Subsistence Management System), and their associated information systems.

Finally, Arnette described the



DLA Vice Director Rear Adm. Ray Archer talks to the DLA attendees at the Information Operations conference about DLA's role in the future.

Integrated Data Environment. DLA's IDE will be a "system of systems" used to provide real-time access to logistics data and applications for both peacetime and wartime operations. The IDE will support users from the national to the tactical level.



DLA's Director of Logistics Operations Rear Adm. Daniel Stone (left) talks with some of the conference attendees. Joanne Arnette, DLA Information Operations director, (middle, next to Stone) also spoke at the conference.

"The IDE will provide situational awareness from the moment a customer places an order to the time

that order is delivered and the customer is satisfied," noted Arnette.

DLA's vice director, Rear Adm. Ray Archer briefed the group on the importance of restructuring the Agency to remain competitive in the marketplace. The IO organization promises to be an integral part of DLA's future success. "The logistics environment is one of the most rapidly changing environments in the world. It is 90 percent information and only 10 percent material. You must focus on the supply chain and information as we position ourselves to remain a leader in DoD logistics," urged Archer.

Rear Adm. Daniel Stone, director of DLA's Logistics Operations, challenged the group to be "part of the new logistics." Stone explained that logistics is more important than ever. Maintaining cutting-edge information systems is critical to maintaining that edge in the logistics community. "Information builds capability and trust. Capability and trust build business success. We must recognize how advances in information technology will improve our logistics business," Stone said.

The new Information Operations components are:

- J-6, Director, Information Operations and Corporate Information Office
- J-62, Program Executive Officer
- J-63, Corporate Information Services
- J-64, Enterprise Business Systems
- J-65, Information Technology Policy, Plans and Assessment

- J-67, JECPO/e Business
- J-68, Business Management Office. ♦

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# Just What is Balanced Scorecard?

*(First in a continuing series)*

*Not everything that can be counted counts,  
and not everything that counts can be counted.  
—Albert Einstein*

By Major Ruth Larson, USAFR  
DLA Corporate Communications

By now, everyone is familiar with the lofty vision statements that have become part of the corporate culture. “To be the best widget-maker in the world,” or “To provide superior service to our customers,” they usually declare. But just how do these vision statements get translated into the day-to-day activities that make or break an organization’s performance?

That’s the problem – they usually don’t. Until now, there has been only a limited connection between an organization’s long-term strategy and the daily actions of its employees and departments. Unfortunately, once an organization unveils its strategic plan, it often fails to follow up or hold managers accountable. That may be the reason why many well-intentioned strategic plans are now gathering dust on the shelf.

Most organizations rely on financial measures to track their performance. But relying solely on financial indicators is a bit like a pilot attempting to fly a jet using only a single indicator, such as airspeed. While knowing the plane’s airspeed is certainly important, it is not the *only* important factor. By focusing solely on airspeed, the pilot risks colliding with an oncoming mountain or running out of fuel. Consequently, pilots rely on many indicators to navigate and control their aircraft.

Most would agree that operating a business or government agency is at least as challenging as operating a jet. That’s why organizations need to focus on several indicators, not just financial, to track how well they are progressing toward their long-term goals.

This is the basic premise behind “balanced scorecard,” the new man-

agement philosophy being implemented by DLA. Balanced scorecard supplements traditional financial measures with criteria that measure performance from three additional perspectives: customers, internal business processes, and learning and growth.

Developed by Robert S. Kaplan and David P. Norton, the scorecard technique was first presented in a series of articles in the Harvard Business Review, a publication for executives and managers. They have since refined and expanded their technique in a book published in 1996.

Put another way, “What you measure is what you get,” or its corollary, “What you can’t measure, you can’t manage.” Organizations may try to track dozens of indicators, attempting to chart their progress in meeting goals. The problem is not the lack of indicators, the authors argue. Instead, it is the selection of the indicators themselves.

Too often, organizations track only the financial side of the operation. But focusing on financial measurements, to the exclusion of all other performance indicators, has often meant a reliance on “quick fixes” that are reflected in the bottom line. “Maintaining short-term financial results can cause companies to over-invest in short-term fixes and to under-invest in long-term value creation, particularly in the intangible and intellectual asset that generate future growth,” the authors write.

In addition, financial measures tend to be lagging indicators of an agency’s performance that fail to capture the value of specific managers’ actions. They also fall short in pro-

viding guidance for actions that must be taken to generate future successes.

By contrast, balanced scorecard uses a series of key indicators that enable an organization’s leaders to navigate in a complex business environment. The indicators fall into four basic categories:

- How do customers see us? (External perspective)
- What must we excel at? (Internal perspective)
- Can we continue to improve and create value? (Innovation and learning perspective).
- How do we look to shareholders? (Financial perspective).

While scorecard does retain some financial indicators of past performance, they are balanced with so-called “drivers” of future performance. These measurements are derived from an organization’s vision and strategy.

One advantage to the scorecard approach is that it minimizes information overload by forcing managers to focus on a few, critical performance indicators. These indicators bring together, on a single scoreboard, a means for tracking widely varied operations. Moreover, this approach enables managers to see whether improvements in one area are being made at the expense of another.

The fundamental aim of Balanced Scorecard is to translate an organization’s strategic vision into tangible objectives and measures. It does so by balancing external perspectives (those of customers and shareholders) with internal perspectives (business processes, innovation, learning and growth).

## Implementing Balanced Scorecard

Putting balanced scorecard into effect is not a one-time event, nor can it be done in a few days or weeks. Instead, it involves an ongoing process stretched over several months and years.

In fact, the Balanced Scorecard has its greatest impact when it is used to drive organizational change. Leaders set ambitious goals that are three to five years in the future. Achieving those goals requires that the organization set interim milestones to assess its performance along the way.

There are four basic steps designed to link the long-term strategic vision with short-term actions.

**Step One: Translating the vision:** Managers must translate the broad “be the best ever” vision statements into operational terms that will guide actions at the local level. These agreed-upon objectives represent the long-term drivers of success. They are then organized into the four basic perspectives: customer, internal business process, financial, and learning.

**Step Two: Communicating and linking:** Managers publicize their objectives throughout the organization, allowing workers to make suggestions on how to achieve the targets. But simply making employees aware of these objectives is usually not enough to change behavior. These objectives must somehow be linked to workers’ individual and office goals. One approach has been to link employee rewards and compensation to these performance measures. That linkage helps channel the knowledge and energy of all employees toward achieving long-term goals.

**Step Three: Business planning:** Managers integrate their business and financial plans. In other words, specific scorecard measures are used as the basis for allocating resources and setting priorities.

**Step Four: Feedback and learning:** Managers gather feedback on the strategy and make necessary adjustments.

This last step is crucial. Unlike traditional management approaches, balanced scorecard gives senior managers “real-time feedback.” That is, they will know at any point in the implementation process whether their strategy is working, and if not, why not.

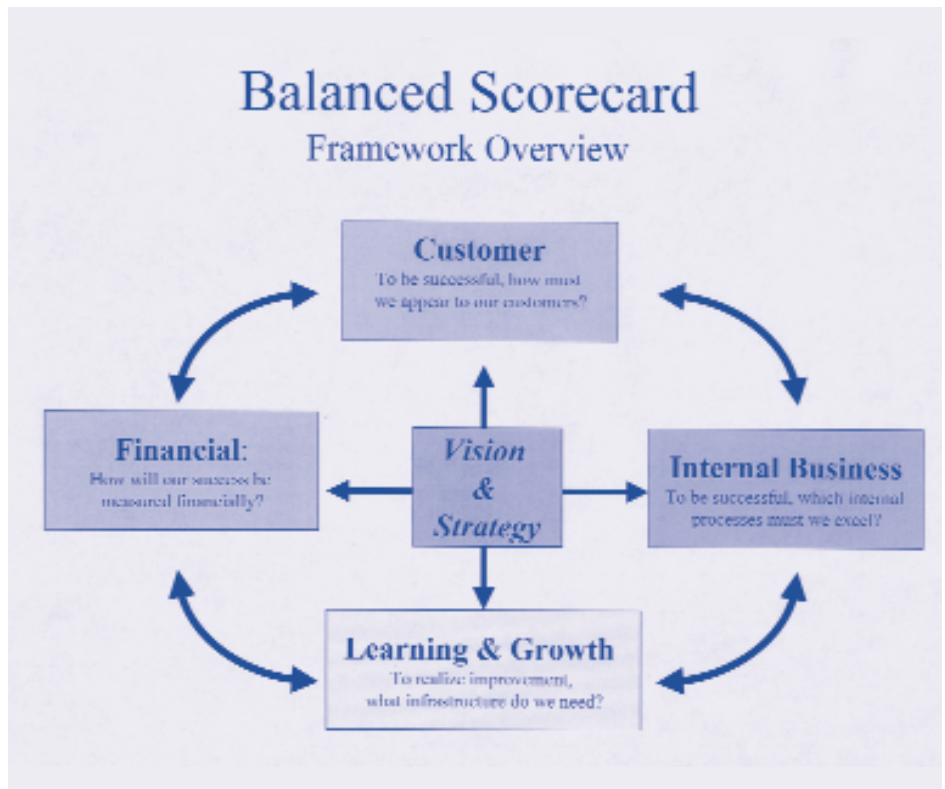
Balanced scorecard is only the latest in a series of management tools being implemented at many of the world’s most successful companies and public sector organizations. While these management tools share some common themes, each tends to reflect the era in which it was developed. The strength of balanced scorecard is that it reflects a fundamental recognition of how dramatically the world of business and industry has changed in recent decades.

For instance, think of an organization as being a ship. The successful organization of the past used to operate like a massive battleship, with a captain whose orders determined the ship’s course and speed. Sailors (employees) carried out the captain’s orders, to help the ship move toward its destination. Change, if any, happened slowly, and was driven by orders from the captain, with little or

no input from the sailors.

But in today’s dynamic information age, the successful organization must be more like an agile sailboat, racing in a highly competitive environment. The sailboat’s captain must constantly monitor the environment, responding immediately to changes in the competition, water temperature, direction, and windspeed. Moreover, the captain gets information from many sources: personal observation, instruments on board, crew members’ experience and observations, and tacticians who help counter competitors’ actions. In this situation, communication not only flows downward from the captain, but upward to the captain from the crew.

As in the racing world, today’s ultra-competitive business environment is forcing private-sector companies to re-consider how they do business. Government agencies, too, are being forced to change. While they may not measure progress in terms of profit or market share, government agencies are nevertheless challenged to be more efficient stewards of taxpayer funds, accountable to Congress, the president, and the public. ♦





# DLIS change of command: New commander brings logistics experience

By Tim Hoyle  
DRMS Public Affairs

**M**arine Col. Philip N. Yff relieved Marine Col. Robert L. Songer as commander of the Defense Logistics Information Service during a morning ceremony July 12 in the Battle Creek Federal Center, Mich.

Army Lt. Gen. Henry T. Glisson, director of the Defense Logistics Agency, praised Songer during the ceremony for presiding over a period of unprecedented change. "DLIS is in the information business," Glisson said, "whether it means using a CD-ROM, DVD or a programmable chip, they found a way to capture the latest technology and make it serve their customers."

Glisson presented Songer with the Defense Superior Service Medal for overseeing DLIS logistics information initiatives that encourage the use of



Army Lt. Gen. Henry T. Glisson, director of the Defense Logistics Agency presents the Defense Superior Service Medal to Marine Col. Robert L. Songer for his leadership as commander of the Defense Logistics Information Service.

environmentally friendly products, track inventories of hazardous materials, improve customer support services and consolidated Defense

Department cataloging. "Not only was the cataloging consolidation completed seven months early, but it is also expected to save more than \$100 million over 7 years instead of the \$35 million in the original estimate," Glisson said.

Yff also credited his predecessor's leadership. "He has reached out to the customer and made the Customer Support Center a world class organization. Anyone who has ever tried getting information over the phone can take pleasure that he has made it less complex," he said.

Songer credited the success of DLIS initiatives to the professionalism of its employees. "There have been differences of opinion on how things should be done, but they were always resolved quickly and for the betterment of the command. What I'll remember most is the sense of unity throughout DLIS." He also praised the community for welcoming his family and making them feel at home.

Yff is a 25-year veteran who was previously assigned as the chief of the Logistics Information Services Division of the Joint Staff. ♦



Army Lt. Gen. Henry T. Glisson, director of the Defense Logistics Agency, passes the colors to Marine Col. Philip N. Yff, the new commander of the Defense Logistics Information Service.

## DLSC deactivation

The Defense Logistics Support Command was deactivated on June 2. With the changes involving DLA 21, DLSC became one of the new directorates and is now J-3 or Logistics Operations.

Rear Adm. Dan Stone is the director and Frank Lotts is J-3's deputy director.

With Defense Contract Management Command becoming a separate Defense Agency, it was necessary to return the operations and logistics functions to a headquarters business area. Within J-3, are the following directorates: Logistics Policy and Acquisition Management, Readiness and Customer Support, Supply Chain and Business Management Defense Standardization and Program Office.

J-3's focus will be on the logistics business, supply chain management and business modernization. The DLA Readiness Center will link readiness elements and customer interface into one single face to the customer. ♦

# Mangual becomes new DSCP commander



Army Brig. Gen. J.A. Mangual officially accepts command of the Defense Supply Center Philadelphia and hands the organizational flag to Army Master Sgt. Randal Gooddine for posting as Army Brig. Gen. (P) Daniel G. Mongeon (far left) and Army Lt. Gen. Henry T. Glisson (background, center) look on. Mongeon is the former commander of DSCP and Glisson is director of the Defense Logistics Agency.



From left to right: Brig. Gen. Daniel Mongeon, DLA Director Lt. Gen. Henry T. Glisson and Brig. Gen. Jesus A. Mangual at the DSCP change of command ceremony.

**A**rmy Brig. Gen. Jesus A. Mangual recently assumed command of the Defense Supply Center Philadelphia. He replaced Army Brig. Gen. (P) Daniel G. Mongeon, who is now director of sustainment, Office of the Deputy Chief of Staff for Logistics, U.S. Army, Washington, DC.

Army Lt. Gen. Henry T. Glisson, director of the Defense Logistics Agency, presided over the Change of Command ceremony held at the Naval Support Station in northeast Philadelphia.

During his tour of duty, Brig. Gen. Mongeon took DSCP to new levels of achievement and accomplishment, Glisson said. DSCP provided outstanding levels of support to forces in Bosnia, Kosovo, and Albania for both wartime and humanitarian operations. The success of those operations is a tribute to Mongeon's leadership, and his dedication to implementing innovative programs to supply our warfighters with critically needed supplies.

Not only did he lead his team in these challenging operations, but he also successfully completed the merger of Defense Industrial Supply Center with DSCP, creating a world-class organization that won the federal government's second-highest award for organizational excellence, Glisson said.

Prior to coming to DLA, Mangual served as the deputy for acquisition and readiness for the U.S. Army Soldier and Biological Chemical Command, Natick, Mass., and the installation commander for the Soldier Systems Center, Natick, Mass. Born in November 1949 in San Juan, Puerto Rico he was commissioned a distinguished military graduate from Norwich University in May 1973 with a bachelor's degree in economics and a regular Army commission in the Quartermaster Corps with an Infantry detail. He also has a master's degree in contracts and acquisition management from the Florida Institute of Technology.

Mangual's awards include the Defense Superior Service Medal Legion of Merit with one oak leaf cluster; the Army Meritorious Service Medal with three oak leaf clusters; the Army Commendation Medal with three oak leaf clusters; the Army Achievement Medal; the Humanitarian Service Medal; the Master Parachutist Badge; the Parachute Rigger Badge; the Office of the Secretary of Defense Staff Badge; the Army Staff Badge; the Distinguished Order of St. Maurice (Primicerius) by the National Infantryman Association, and the Order of St. Martin by the Quartermaster Association. ♦

# DDC changes hands; Pillsbury assumes command

The Defense Distribution Center, New Cumberland, Pa., held a change of command ceremony on Aug. 3 at the Parade Grounds.

In a pre-ceremony, Col. (Promotable) James H. Pillsbury, U.S. Army, was frocked to the rank of Brig. Gen. Pillsbury then assumed command from Brigadier General Barbara Doornink, U.S. Army. The Change of Command ceremony was officiated by Lt. Gen. Henry T. Glisson, U.S. Army, director, Defense Logistics Agency.

Pillsbury is DDC's third commander. He was previously stationed at the Pentagon serving as the Deputy Director, Logistics, Readiness and Requirements (J-4), the Joint Staff. He is a 27-year career.

"My family and I are excited to be stationed at New Cumberland and look forward to becoming active participants in the community," Pillsbury said. "The DDC already has a great reputation for providing world class support to our armed forces and am proud to become



DLA Director Lt. Gen. Henry T. Glisson passes the flag from Brig. Gen. Barbara Doornink. Master Sgt. Rivera (left) looks on and Brig. Gen. James Pillsbury (right) waits to receive the flag from Doornink.

a part of the DDC team."

Outgoing commander Doornink, has moved on to the Pentagon where she will work in the Office of the Deputy Chief of Staff for Logistics, as



Pillsbury speaks at the DDC change of command ceremony.

Director of Strategic Plans and Operations. "This has been a great assignment," Doornink said. "The DDC employees are an outstanding team and it has been my pleasure to serve with them as we continued the work to enhance the DoD distribution network that supports our warfighters." ♦

## Stone promoted

Rear Admiral Daniel H. Stone, director of the Defense Logistics Agency's Logistics Operations (J-3) directorate was promoted to rear admiral upper half this summer.

J-3 was established under DLA 21 to oversee all logistics operations and functions of DLA. Stone came to J-3 in 1999 as the director.

At sea, he served as supply officer of the aircraft carrier, USS RANGER (CV 61), 1987-89, and the nuclear guided missile cruiser, USS LONG BEACH (CGN 9) from 1982-84; and as the aviation supply officer aboard the aircraft carrier, USS CONSTELLATION (CV 64) from 1976-78. He is qualified as a naval aviation supply officer.

Stone was commissioned as an ensign in the United States Navy upon graduation from Villanova University in 1971. Rear Admiral Stone attended Naval Supply Corps

School in Athens, Ga.

Stone joined DLA headquarters in 1999 after serving as commander of the Defense Supply Center Richmond since August 1997. At DSCR, Stone was commander of one of the largest

primary level field activities within DLA. Stone led over 2,200 civilians and 44 military service members, integrating materiel management for 777,000 consumable items in 202 federal supply classes.



He was responsible for a consumable inventory of over \$3.1 billion, being accountable for more than 208,000 annual contractual actions exceeding \$1.2 billion. The Center's total revenue is over \$1.7 billion. ♦





# DLA HQ runs charity drive for school children in Kosovo

In May, employees of the Defense Logistics Agency headquarters complex collected new and used children's shoes, and school supplies to send to the Ali Hadri School in Kosovo.

The school, which includes several hundred students in grades 1 through 12, is being sponsored by the DLA Contingency Support Team deployed to the area. The shoe and school supplies drive was the brainchild of Vicki Christensen, who worked with Joelle Cortese of the DCST and DLA's Chaplain (Col.) Ralph Benson, to orchestrate the operation. Christensen had heard of the need for shoes from the DCST, which had worked to rebuild the school and make it operable. Shoes are needed because many of the children who attend must walk long distances to school, and often

arrive with very muddy shoes. The extra shoes will provide them with much-needed backups that can be worn in the classroom and around the school.

Christensen coordinated with Benson, the HQ Team Morale and a host of volunteers throughout the building to collect, clean, pack and ship the shoes that were donated. By mid-point in the drive, 16 packing boxes worth of shoes had already been collected, as well as several boxes of school supplies. Christensen works with the Customer Communications Team, DLA Readiness and Customer Support, Logistics Operations. ♦



Linda Stacy-Nichols (left), Vicki Christensen (center) and Lt. Col. Mitch Hailstone from the DLA Readiness and Customer Support, Logistics Office, pack shoes and other articles for shipment to Kosovo.

## Walk-a-thon for Breast Cancer Awareness



Maurice C. Stewart, deputy chief of the DOD Automatic Identification Technology Office, Defense Logistics Agency Information Operations and Rita Coyle, wife of Ed Coyle, the chief of the DOD AIT Project Office (shown left), raised more than \$6,000 by walking the full 60 miles of the Avon Walkathon for Breast Cancer Awareness. The Walkathon was held from May 5-7. It began in Frederick, Md., and ended in Washington, D.C., with a rally to support breast cancer awareness.

## 2000 Combined Federal Campaign kicks off

The 2000 CFC is underway. DLA will conduct its opening ceremony on October 5. The National Capital Area's theme is again, "It All Comes Back to You."

The DLA sub theme is "CFC Olympics--Bring Home the Gold." Our fiscal 2000 goal is \$283,000.

"Based on your previous year's generosity, I know you will meet and exceed this target," said Lt. Gen. Henry T. Glisson, DLA director. "More importantly, it is our opportunity to help those less fortunate than us. Help us make a difference at DLA. Please join me and Ms. Lillie Simpkins, our CFC program manager, in making this another successful CFC year. Please give generously." ♦

# The Army keeps “rolling along” at 225 years

By Christine Born  
DLA Corporate  
Communications

An atmosphere of patriotism and pride helped to remind those attending yesterday's Army birthday celebration at the Defense Logistics Agency that “freedom isn't free.”

Using videos and a pageantry of the history of Army uniforms, employees of DLA headquarters, Fort Belvoir, Va., celebrated the 225th birthday of the U.S. Army. This year's theme “birth of an Army, birth of freedom,” pays tribute to over 200 years of living as a free nation, and remembers those who died to preserve that freedom.

Lt. Gen. Henry T. Glisson, the director of DLA, said “The history of our nation is really the history of the Army.”

He then welcomed a special guest, retired Lt. Gen. Andrew McNamara, the first director of DLA, then the Defense Supply Agency. Glisson said, “It is fitting that someone who has who given so many years of his life, 36 years in active



DLA Command Sgt. Maj. Archie Turner; DLA's first director, Lt. Gen. Andrew McNamara, Retired Gen. Johnnie Wilson; DLA Director Lt. Gen. Henry T. Glisson and Sgt. Temple Ferrell cut the Army birthday cake.

and to represent those many soldiers who paved the way for us – often with their own lives – for the freedoms this great country and others around the world enjoy today.”

The guest speaker was retired Gen. Johnnie E. Wilson, currently the president and Chief Operating Officer of Dimensions International, Incorporated. Wilson

joined the Army in 1961 as a private and retired 38 years later as a four star general.

“Gen. Wilson had an extraordinary career,” Glisson said. “He has a long list of contributions to our Army and nation, but as important as his distinguished career was, his real legacy lies with the impact he has had on soldiers and their families.”

“He has mentored and served as a

role model for so many of us who serve on active duty today. He promoted me to Major General. It is a pleasure to have a role model who has proven that you can remain a decent person, who treats people with respect and dignity and still become successful,” Glisson said.

Wilson said it was great to be back at DLA. “I have always been a fan of DLA. Thank you for all you do for our nation and for the young men and women in all of the services. The joint team that is here is clearly the

best in the world. I often say this isn't a service that can go it alone.



Army Birthday celebration cake.



Retired Army Gen. Johnnie Wilson speaks at DLA's Army birthday celebration.

duty, in service to our nation, is with us today as our senior Army alumnus

There will always be a joint team.”

He said that the mission of the Army has changed and today, decisive victory means more than destroying the opponent's army. Victory can take many forms such as delivering food and water, restoring democracy to Haiti or keeping the peace in Bosnia.

“Today's celebration reminds us that the freedoms we secured have not been without sacrifice and great cost,” he said. “Today we honor more than 1 million Americans who paid the ultimate price—with their lives—

while serving our nation in conflict. They deserve our honor, respect and recognition. We must always remember that liberty must be protected at any cost. This morning, and every day, we should all give thanks to the young men and women who fill the ranks past, present and future, of the best Army in the world.”

He added that future challenges are to keep America’s Army trained, equipped and ready because in “strength lies our clearest means of preserving peace.”

Wilson thanked the defense industry for providing the finest in materiel and equipment to our Armed Forces. “The technology they have provided our military is the envy of the world.”

DLA is integral in providing that technology to the services.

“The DLA family is a joint team of professionals,” he said. “You are leading the technology business systems reform revolution that ensures our forces will remain the best. The Army of the 21st century is in good and capable DLA hands because it is your dedication to duty and commitment to freedom that will carry on the noble traditions of the United States Army.”

Wilson was followed by a narration of the Army’s history by DLA staff members Maj. Chuck Watts and Sgt. Temple Ferrell as a parade of soldiers dressed in uniforms from the American Revolution, through World War II, Desert Storm and the present, marched on stage.

As tradition dictates, DLA’s Command Sergeant Major Archie Turner, recognized the oldest and



Staff Sgt. Juan Aldape dressed in jungle fatigues.

youngest Army alumni in attendance. The oldest was McNamara, at 95, the youngest, Ferrell, 28. ♦

## Mintus takes command of DLA Europe

Col. David V. Mintus took command of the Defense Logistics Agency-Europe on Aug. 25. Mintus replaces Col. G. Harris as the commander of DEUR.

Mintus comes to DEUR from DLA headquarters where he was chief, Army Support Team, Logistics Operations.

Born in Greensburg, Pa., Mintus was commissioned a second lieutenant in the Quartermaster Corps in 1976. He holds a bachelor of science degree in Business from Indiana University of Pennsylvania, a Master of Business Administration degree from Syracuse University, and a Master of Science degree in National Resource Strategy from the National Defense University.

Other assignments have included Tobyhanna Army Depot, Pa., VII Corps in Moehringen, Germany, U.S. Army Armament, Munitions, and Chemical Command at Rock Island, Ill., Picatinny Arsenal, N.J., and 501st Forward Support Battalion in Vilseck, Germany. During Operations Desert Shield and Desert Storm, Mintus deployed with the 1st Armored Division Support Command as the

Division Materiel Readiness Officer.

He has also been assigned to the Quartermaster Center and School in Fort Lee, Va., as the Executive Officer to the Director of Instruction. Later, he took command of the 244th Quartermaster Battalion. After battalion command, he was assigned to the G4, III Corps in Fort Hood, Texas as the Chief, Supply Division.

Harris had been the commander of DLA-Europe since July 24, 1998. During his command, he led the deployments of several DLA Contingency Support Teams to support operations in the Balkans, humanitarian missions in Turkey and Mozambique, and non-combatant evacuation missions in Africa. He ensured that DLA provided critical support to warfighters at the forward edge of the battle area. In addition, his emphasis on forward stock positioning helped reduce delivery time and improved response times

to DLA customers throughout the European theater.

Following his European assignment, Harris will return to the United States to become chief of staff for the Director of Distribution Operations at the Defense Distribution Center in New Cumberland, Pa. ♦



DLA Director Lt. Gen. Henry T. Glisson (left) passes the change of command to Col. David V. Mintus, the new Commander of the Defense Logistics Agency-Europe, Wiesbaden, Germany.



# The man who would be king: Former DLA employee ascends to throne in Nigeria

By Major Ruth Larson  
DLA Corporate Communications

Members of the DLA family have gone on to achieve many things after leaving the agency. But few tales can rival the odyssey of Lola O. Fadahunsi, who is about to become a real-life king in his Nigerian homeland.

Fadahunsi was a computer programming specialist in the Defense Energy Supply Center for about eight years. But soon he expects to ascend to the throne in Yoruba, Nigeria, a city of nearly 90,000 people. In doing so, Fadahunsi will be fulfilling a long-standing pledge he made to his father.

Fadahunsi's family is believed to have founded the city, and so, by Nigerian custom, had ruled the city for generations. But as time passed, power gradually shifted to another family in the city. For as long as any living person could remember, the other family ruled, thereby depriving the Fadahunsi family of its mantle of power.

His father would not live to see the return of the crown, however. He died in 1970. After his father died, Fadahunsi decided to come to the United States to get an education. "I came to the U.S. in 1984 to participate in ... the American dream."

He attended George Mason University, eventually earning a degree in computer science. He also applied for, and was accepted, as an intern at DLA. "I wasn't thinking I would get a job," he says. But his

superiors were impressed enough with his computer programming skills that in August 1992, he began working full-time at DLA.

At DESC, his primary duties involved maintaining the organization's mainframe computers.

The wheels of change were turning in his Nigerian homeland. In

wives. So, while the commission may have ruled that the Fadahunsi household had the right to rule, one question remained: Which member of the household should be king?

In June, the local Yoruban government met with members of his Nigerian household and accepted their nomination of Fadahunsi to be king.

He, in turn, has faxed letters of acceptance to members of his household and to the city government.

Fadahunsi resigned from his DLA post at the end of June. He plans to spend the next several months in Nigeria, awaiting the final outcome of the selection process.

If Fadahunsi is indeed named "oba," [aw-buh], or "king," his role would actually be more like a mayor of the city of Yoruba.

It would be a giant step – from DESC computer pro-

grammer to head of a city of 90,000 people – more people than in all of DLA. "What I've been praying for is for God to grant me the ability to manage people," he says.

Still, he says he welcomes the opportunity to serve. "With my character ... I think I can improve the situation and help [my] people." ♦



Lola Fadahunsi (right) talks with his wife (center) and a friend. They are dressed in traditional Nigerian clothes.

1976, government legislation had directed that each Nigerian state establish a commission to review their leadership selections. As the review progressed, proof emerged that members of the Fadahunsi household were, indeed, the legitimate rulers of Yoruba.

Now, here is where things get a bit complicated. Nigerians still practice polygamy, meaning that men have multiple wives. Fadahunsi's own father, for example, had seven

# Dunwoody Becomes Bragg's First Woman Commanding General

By Henry Cuningham, Military Editor

**B**rig. Gen. Ann E. Dunwoody received the flag of the 1st Corps Support Command from Lt. Gen. Buck Kernan on Thursday, and with a self-confident smile became Fort Bragg's first woman commanding general.

"Wow, is this awesome!" she told the crowd at Seay Field. "It is great to be back in airborne country."

Flags were flying and the 82nd Airborne Division Band played as Dunwoody stood in front of a formation of more than 1,600 soldiers, stretched out farther than the length of a football field. "I hope every soldier on this field could see the smile on my face and know how thrilled I was to be here," she said.

In her new job, she oversees 4,100 soldiers at Fort Bragg and a total of 10,000 logistical troops in 18th Airborne Corps units from New York to Texas. "Never in my wildest dreams would I ever have expected to be so blessed with the privilege of commanding this great outfit," she said. "Even on this warm North Carolina day, I get goose bumps just thinking about how privileged I am to be here."

The 1st Corps Support Command soldiers provide fuel, food and ammunition for the 88,000 soldiers of the 18th Airborne Corps. In addition to leading the support unit, Dunwoody also serves as the senior logistician for the corps commander.

"She is a paratrooper extraordinaire," said Lt. Gen. Buck Kernan. He is the current corps commander, but he will move on to another assignment and be replaced by Maj. Gen. Dan McNeill next week. McNeill will get a third star.

"She knows this business," Kernan said. "We are elated to have her back.

There is no one better prepared or a more sterling leader than Ann Dunwoody to lead us into the 21st century."

Earlier in the day, at a private ceremony, Dunwoody received the star of a brigadier general. The promotion makes her the Army's 11th woman general, according to Army headquarters in Washington, D.C. Women represent 3.5 percent of the Army's 311 generals. Overall, about 15 percent of soldiers are women, and about 25 percent of COSCOM troops are women.

Dunwoody, who is 47, returns to Fort Bragg from Fort Belvoir, Va., where she was executive assistant to Army Lt. Gen. Henry T. Glisson, the director of the Defense Logistics Agency. Eight years ago, Dunwoody became the first — and still the only — woman to command a battalion in the 82nd Airborne Division. On her uniform, she wears the badges of a master parachutist and a parachute rigger. During the Persian Gulf War deployment from 1990 to 1991, she was the division's parachute officer.

On Thursday, for the third time, Dunwoody replaced Maj. Gen. Terry E. Juskowiak in command. She also followed him in 1992 as commander of the 82nd's 407th Supply and Transport Battalion, and in 1996 as commander of the 10th Mountain Division Support Command. Juskowiak received his second star Thursday.

"He's a logistics visionary," Kernan said. "He's a teacher, a mentor, a coach, a cheerleader and a task master." During the past two years, Juskowiak found ways to save the Army \$92 million, Kernan said.

Juskowiak will become director of logistics for Army Forces Command at Fort McPherson, Ga.

"You daily perform logistics miracles, despite severe personnel and significant monetary shortages," Juskowiak told the soldiers on the parade field. "I sometimes do not know how you are able to do what you do with what we gave you or haven't given you."

The only time during the ceremony that any speaker alluded to Dunwoody's gender was when Juskowiak said that Dunwoody's husband, retired Air Force Col. Craig Brotchie, had received a gag bouquet of golf balls. Traditionally, the wives of arriving and departing commanders receive roses. After the ceremony, Brotchie said he hears "spouse" jokes every time his wife is in command. "I think I've heard them all so many different times, I don't think anybody was up to previous standards," he said.

Brotchie is former commander of the 1724th Special Tactics Squadron and spent a total of seven years on Fort Bragg in support of the Joint Special Operations Command.

"This is the way the world is," he said. "Ann and I have been a couple for 13 or 14 years now. It's always been just this way. I always knew that she was a pro and that she had a bright future. I just try to support her the best way I can." ♦

— From the Fayetteville, N.C. Observer July 14, 2000

## Breaking the Cost Barrier:

# Two DLA engineers pen book to help aerospace industry control runaway costs

The authors of a new book believe they have the answer to soaring aerospace production costs. DLA managers Stephen A. Ruffa and Michael J. Perozziello, both aerospace engineers by training, wrote "Breaking the Cost Barrier" as a guide to help the aerospace industry control runaway costs. They contend that the key to reducing production costs is to manage the disruptions, or variations, that plague the manufacturing process.

Manufacturing variations can have many causes, but most can be traced to a breakdown in the supply chain. During a comprehensive, two-year study of the aerospace industry, Ruffa and Perozziello found supply-chain woes to be a common complaint.

"At each of the aircraft manufacturing sites we visited, we asked them, 'What's the biggest problem you face?'" Ruffa says. "Their single most common response was 'Our biggest problem is, we can't get parts in time.'" From the shop floor to the front office, they found the same lament: "We have to fix the supply chain!"

## The Book's Origins

Ruffa and Perozziello now work in DLA's Logistics Policy and Acquisition Management Directorate. Ruffa is chief of the Industrial Support Division, and Perozziello is an industrial base/war stoppers program manager. But the book is based largely on insights gained while they were helping develop the Joint Strike Fighter for the Naval Air Systems Command. As head of manufacturing for tactical aircraft at the time, Ruffa suggested a study of the leading aerospace firms be done to evaluate how well they were implementing what's called "lean manufacturing."

The term "lean manufacturing" was coined in the early 1990s to describe the revolutionary automotive production techniques pioneered by the Toyota Corporation. It encompassed such now-familiar concepts as "just in time" production, meaning that parts were delivered to the assembly line just as they were needed, instead of being stockpiled in massive quantities. The "lean manufacturing" mindset grew out of Toyota's concerted efforts to reduce auto production costs.

Ruffa and Perozziello argue that the aerospace industry could dramatically reduce the cost of producing aircraft by taking a page from Toyota's automotive playbook. While the aerospace industry differs from the automotive industry in many ways, the production dilemmas they face are remarkably similar.

In their book, Ruffa and Perozziello offer a roadmap of sorts for the aerospace industry, to guide it through the proper sequence of changes necessary to impose order on an often chaotic process.

"We believe there is a tremendous value in the lessons we learned from the aerospace industry that shows the dramatic improvements that could result if they were to implement the principles of lean manufacturing," Ruffa says.

## Lessons for DLA

The book is aimed at the aerospace industry, but its lessons are applicable to any industry that uses a complex series of steps to produce a finished product. For that matter, its lessons apply equally well to the customers of those industries, as in the case of DLA.

In fact, the insights gained from the aerospace industry may have even greater relevance to DLA, Ruffa says. One of DLA's primary roles is to ensure that the agency's industrial base is capable of supplying the military's needs, in both peacetime and wartime. ♦

*Continued  
from page 29*



*DLA Director Lt. Gen. Henry T. Glisson presents a certificate to Col. Gary Harris at the DLA-Europe change of command.*



## HQ Family Day

The second annual Headquarters Complex Family Day was held on August 10. A variety of sports and entertainment events was attended by DLA employees and their families. The Fun Walk started the festivities at 7:30 a.m. The opening ceremonies began at 9 a.m. with the Green Beret Jump Team, Fort Bragg, N.C., parachuting into the DLA HQ complex. Other events included arcade games, bingo, children's movies, a Karaoke contest, military displays, a basketball tournament and softball games.



## Senior Leaders meet to discuss DLA issues

The Defense Logistics Agency's top executives gathered in Newport News, Va., from Sept. 12-14 for their semi-annual discussion of the top issues facing the agency. Among the major initiatives discussed at the conference were Business Systems Modernization, Balanced Scorecard, and DLA 21. In addition, leaders discussed a variety of personnel initiatives, such as training, awards, and team-building within the DLA workforce. Attendees were given an overview of the major organizational and personnel changes that have taken place in the past year.

Throughout the conference, there were also briefings on specific initiatives, such as the Integrated Data Environment and E-commerce, and strategic sourcing, with its emphasis on innovative concepts such as virtual prime vendors. Attendees were briefed on programs underway in the Pacific Region, highlighting key re-engineering initiatives designed to improve the logistical processes in this critical region. ♦

## Director travels to Europe

In late August, Defense Logistics Agency Director Lt. Gen. Henry Glisson and senior DLA officials traveled to Europe to see firsthand how the agency is supporting operations in the European Theater. During the 10-day trip, the team visited DLA installations in a number of countries, including Bosnia, Denmark, Germany, Kosovo and Macedonia. A dedicated team of federal civilians, active duty military and reserve members are providing outstanding logistics support to warfighters throughout the region, and especially in the Balkans. Customers at every stop were lavish in their praise of DLA team members' ability to procure essential items when and where they are needed.

Glisson said, "Our DLA Contingency Support Teams and DLA organizations throughout the theater are to be congratulated, and should be proud of their accomplishments. From my perspective, they are the model for others to emulate. To them all, I say, "Thank you—Job very well done!" ♦



QMC Liyba (left), Col. Gary Harris (center) and Lt. Gen. Henry T. Glisson in Naples, Italy.

# DLA's "Top Gun"

By Major Ruth Larson, USAFR  
DLA Corporate Communications

**D**LA has a "top gun" in its ranks. Officer Edward Thompson ranks as one of the top marksmen in the ranks of federal law enforcement.

"The Range Master—that's me," Thompson grins. A trim, muscular man, Thompson often flashes a grin as he talks. Thompson has been the DLA security force's firing range instructor since May 1998.

Thompson recently completed the Advanced Firearms Instruction Training course in Artesia, N. M. The intensive two-week course, conducted by the Federal Law Enforcement Training Center from June 3-16, trains federal officers to be firing range instructors. Only the best marksmen need apply for this exclusive program.

"You have to be a good shot just to get there, and you have to keep shooting well to stay," he says.

Thompson's association with weapons goes back to his days as a Marine. He served from 1986 to 1991, most of that time spent in Hawaii.

Thompson also was a member of the Marine Corps pistol team, where he regularly competed in events using the M-16 and the 45-caliber handgun.

After leaving the service in February 1991, Thompson held a number of jobs, including a brief stint at the Beretta handgun manufacturing plant in Indian Head, Md. His job involved checking the gun sights of the handguns, which meant he tested as many as 4,000 guns a day.

His wife, Janel, a long-time DLA employee who now works in the Defense Energy Support Center, suggested he consider joining the security force at DLA, which he did in March 1997.

His extensive experience as a marksman turned out to be especially useful as a DLA security guard. He has attended the Federal Law

Enforcement Training Center in Glencoe, Ga., where he has twice qualified as "Expert" during the grueling "Practical Pistol" program.

But an even bigger challenge was yet to come, when he was tapped to attend the range instructor advanced training course. The New Mexico program tested his shooting skills as



never before.

"We shot every day, with lots of different weapons," Thompson recalls. Their weapons of choice ranged from revolvers to Beretta handguns to 40-caliber sub-machine guns.

But the course involves much more than simply honing their skills on the firing range. As range instructors, they must also learn how to teach others how to fire a weapon. In some cases, the art of teaching is every bit as challenging as the art of hitting a target. Classroom instruction helps mold marksmen into mentors.

For instance, a student may have picked up some bad habits along the way, or have forgotten the fundamentals. "Speed and accuracy comes later," Thompson says. "But you have to get the basic skills down first."

Diagnosing problems is an art in itself. By watching a student's target, and the pattern of where the rounds hit the target, a range instructor can zero in on problem areas. Perhaps the student is "flinching" slightly,

anticipating the gun's firing. Or the student's finger placement on the trigger may be amiss.

Range safety techniques receive special emphasis. "Range safety is everybody's responsibility," Thompson says. And when it comes to range safety, Thompson makes no apologies for being a perfectionist.

That attitude carries over into his duties as range instructor back at the Headquarters Complex. Thompson is making dramatic changes to the security force's weapons training program. "We didn't shoot enough before," he says flatly. "If, for some reason, an officer would have to pull his weapon, the [subsequent] investigation would look at that officer's training — and my name's on that training program."

Security officials will now be required to qualify four times a year, and will undergo re-familiarization training with both Beretta handguns and shotguns three times a year. Firearms skills rapidly deteriorate over time. "If you don't use it, you lose it," he explains. "You never know when you might have to use it," he says. ♦

## DLA Military run held

**T**he Defense Logistics Agency Headquarters held its quarterly "military fun-run" on June 9. About 150 military members from all services participated in the two-mile run, said Sgt. Major Archie L. Turner. "There was lots of camaraderie," he said. "The good news is, everyone who started, finished." Military and interested civilians are invited to participate in the next fun-run, which will be held in November. ♦

# Medical supplies at the click of a mouse

The Defense Supply Center Philadelphia has pioneered the latest in electronic commerce to make online buying easier for its customers. The Center's medical

directorate developed an Electronic Catalog system that provides for paperless contracting, and electronic ordering, invoicing, and payments.

"No proprietary software is required to access and use ECAT," said Joe Calderaio, a medical project integrator at DSCP. "The only requirement is that users must be able to connect to the internet using either Microsoft Internet Explorer 5 or Netscape Navigator 4.6 or better as their browser."

Calderaio said that the Center's medical directorate ECAT is a web-based ordering system for laboratory, dental, optical, and medical equipment products. Also, specialty medical-surgical and pharmaceuticals products will be added soon. He said the medical ECAT supports volume pricing, which gives customers access to deep unit-price discounts based on volume. The system automates the entire procurement cycle for customers. From searching for products and placing an order, to shipping, invoicing, and payment information, Calderaio said, "it can all be done at the click of a mouse."

*"No propriety software is required to access and use ECAT,"  
—Joe Calderaio*

ECAT provides customized flexibility, ease of use, and commercial catalog accessibility to over 600,000 medical items for America's Warfighters and other federally funded customers.

"DSCP's medical directorate's ECAT sales for fiscal year 2000 exceeded \$11 million, and the directorate projects that these sales will exceed \$34 million by the end of the next fiscal year," Calderaio said. "Federally funded institutions in need of medical supplies are welcomed to join DSCP's growing list of satisfied customers. Anyone can visit the ECAT Web site." <http://www.medweb.dscpl.dla.mil/ecat/atsplash.html> ◆

## Briefs from Defense Reutilization and Marketing Service-International

### DRMO Guam on its way to reduced operating costs

After conducting a cost-benefit analysis, a baling machine, knuckle-boom crane, warehouse tractor and a forklift were offered for R/T/D by a DoD activity — DRMO Guam, that is.

"We'd spent \$162,884 in cumulative repair costs for this equipment," said DRMO Chief Frank Lizama. "The decision to excess the property made good business sense. Continued use would have only increased our operating costs; plus, we just weren't using these particular pieces of equipment that often."

The knuckle-boom crane and baling machine, both in good condition, are being shipped to a U.S. Marine unit at Twentynine Palms, Calif., resulting in an addition of \$460,000 the DRMO's fiscal year Reut numbers. "Not only did we reduce costs, but we satisfied a customer requirement," said Lizama.

### DRMO Iwakuni Holds First Cash and Carry Sale in a Year

Two hundred and fifty-four home and office furnishing items went out the gate at a recent sale attended by approximately 200 customers, earning the DRMO \$2,165.00 in proceeds.

Due to the relatively small storage area available at the DRMO, the property had been received in place. The DRMO took physical custody of the property to hold the sale, thus freeing-up the affected local military customers' storage areas.

"Many of the people at the sale were delighted to be able to purchase the property, said Sherry Lee, acting DRMO Iwakuni chief. "They were happy to find such low, reasonable prices for property in great condition and ready for personal use. Several customers requested that the DRMO hold more sales of this type and asked when another one would take place."

*By Joe Murphy,  
DRMSI PAO*



# DLA mourns loss of soldier and friend: Command staff member shot and killed by ex-boyfriend

The Army, the Defense Logistics Agency and everyone who knew her lost a good friend Aug. 15 when Staff Sgt. Spring Law, an executive assistant to the command staff at DLA headquarters, was shot and killed at a residence on Fort Belvoir, Va.

Law, 41, was staying with a friend in Post housing and had just returned home when her ex-boyfriend confronted her in the driveway. Charles T. Saunders, 35, shot her in the leg, she fled and he shot her in the chest. He then fatally shot himself. Law was transported by helicopter to Inova-Fairfax Hospital and was pronounced dead an hour later.

"People assume that just because we are in the military the death of a soldier is something we are accustomed to and for some reason, something we handle more easily than others," Lt. Gen. Henry T. Glisson, DLA director, said. "Nothing could be further from the truth. Especially so as in the case of Staff Sgt. Spring Law – a valued member of the DLA team, a proud parent of two teenage boys and a friend to all who knew her. Her death comes as a painful shock. All of DLA joins me in sending our prayers and condolences to her family in the wake of this senseless tragedy. She will be truly missed"

Law was born on February 23, 1959, in West Haven, Conn. She graduated from West Haven High School, West Haven, Conn., and entered the Army on Oct. 17, 1983. Her military education included the Primary Leadership Development Course and the Basic Non-Commissioned Officers Course.

Law's military service included tours in Fort Jackson, S.C.; Wildflecken, Germany; Fort Ord, Calif.; Kaiserslautern, Germany; Aberdeen Proving Grounds, Md.; and the Office of the Deputy Chief of Staff for Logistics, the Pentagon.

Law's military awards and decorations included the Meritorious Service Medal (with 3 oak leaf clusters), the Army Commendation Medal (with 1 oak leaf cluster), and the Army Achievement Medal (with 1 oak leaf cluster). She is survived by her two teenage sons, Easton, 15, and Avery, 13.

A memorial service was held at the HQ Complex Aug. 21, followed by a funeral service at the Belvoir Chapel, Fort Belvoir. Law was buried at Arlington National Cemetery Aug. 28.



Law (left) with Pat Dowdy dishing out a birthday cake at a DLA celebration.

In honor of Law, friends and co-workers submitted open letters to her in the form of poems, thoughts and memories. What follows are excerpts from the Open Letter. The entire text can be found at [www.dla.mil/dialog/spring](http://www.dla.mil/dialog/spring)



"Once or twice in a lifetime, there is an event or person who changes the way you think or approach life. These are rare opportunities. For me, Spring Law was such a person. From the first moment I met her several years ago, I was uplifted by her spirit and zest for life. I felt good to be around her because she exuded an excitement for all that she did; she made everyone around her feel special; she had such energy and it transcended her into others.

Spring Law taught me how to live; how to enjoy every precious minute of life; about the importance of friendship and family. I thank God for blessing me with the opportunity to know and be around such a wonderful human being. Her example, her influence will live inside of me forever. May God bless and keep you until we meet again.

*LTG Henry T. Glisson, USA, DLA Director*



I hope that each and every one of us realizes that we are all better people for having had the opportunity to know SSG Spring Law. When I first heard that SSG Law had been killed, the shock of the news took my breath away. There was a sickness in my stomach I've rarely experienced. It was like a part of me was dying. There was no kinder, more upbeat, conscientious human being.

Let us take comfort in the friendship we were so blessed to have with Spring to help us get through this rainy day... Because for so many of us ... she was a ray of sunshine in our lives. God bless.

*Brig. Gen. Ann E. Dunwoody, USA*



Every now and again someone passes through your life that's an absolute joy to know and a pleasure to have met. SSG Spring Law was that person. She exemplified the fullness of life's happiness through her ever-present smile, her kindness, her cooperative spirit and her sincere love of people.

*Joyce Williams*



It's difficult to find words to explain the void that exist now that you're gone. Gone is the smile that brightened everyone's day. Gone is the laughter that would bellow out, which made us forget our troubles for a moment. It's said that God gives us what we need and you were the antidote for anyone who was having a bad day. I'm going to miss you so very much. It was befitting that your name is that of the season we all look forward to, but Spring won't be the same next year. I'm just one of the many people whose life you touched. It's tearing me up inside because you left and I didn't get a chance to say goodbye to you. God I pray you're listening.

*Sgt. 1<sup>st</sup> Class James Washington*



*From left to right: Sgt. Temple Ferrell, Lt. Cmdr. Sharon Chapman, Law and Col. (now Brig. Gen.) Ann Dunwoody at a DLA function.*

SSG Spring Law was one of the finest NCOs I've ever known, of any service. She was a boost of spirit and energy, and refused to let anyone around her be down. She was enthusiasm, and grace, and dignity beyond words. I will remember how she could light up a room, and I will remember her last words to me - "hey, keep smiling, okay?" I will try to keep smiling, although it will be hard without you. Every time I run, I will think of you. We love you and will miss you, dear Spring.

*Senior Master Sgt. Jennifer L. Kennedy, USAFR*



*Sgt. Temple Ferrell (left) with Law.*



We miss you, Spring. Every day was a special day when you crossed our path with your smiling eyes and bubbly personality. We are privileged to have known and worked with you. Rest in peace. God Bless.

*Your friends in the Protocol Office,  
Lynn, Tanya, Mary, and Jane*



Dearest Spring (Shirley),  
You have left a very large hole in our office and in my heart. I will miss your enthusiasm and humor, but most of all the morning and afternoon hug each day. You were a special person in my life and will not be forgotten.

*With a very heavy heart,  
Wanda Singsank*



I had the honor and privilege of working with Spring for a little over a year. There were many sides to Spring - Spring the soldier, Spring the office nurse, Spring the dietician and last but perhaps most importantly, Spring the mom. As a mom myself I often asked her advice, and as she liked to tell me, "been there, done that...this is what I tried!" I liked the fact that she had two boys who were, without a doubt, the light of her life, yet she somehow balanced their needs with her needs and STILL was the consummate professional.

Although I made many new and lasting friendships working in my job I can honestly say Spring will always have a special place in my heart.

*Lt. Cmdr. Sharon Chapman ♦*

## MRO Partnership earns Hammer Award

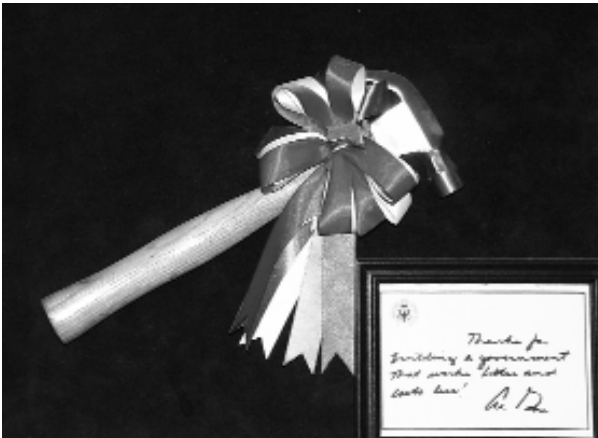
by Bill Ernst  
DSCP Public Affairs

The Defense Supply Center Philadelphia's Maintenance, Repair, and Operations prime vendor program that partners with the Services and industry to provide materials to military installations and non-military federal customers worldwide has won the Hammer Award. Along with members of the MRO team at DSCP, others getting the award include personnel at the Marine Corps Recruit Depot at Parris Island, SC; Marine Corps Air Station, Beaufort, SC; the Naval Hospital in Beaufort, SC; the Air Force Civil Engineering Support Activity; and ProcureNet Inc. one of the prime vendors in the Southeast Region of the United States. The Hammer Award is presented to teams of federal employees and citizens who have made significant contributions in support of reinventing government principles.

Chet Evanitsky said benefits of the program include lower overall costs to the customers through reductions in infrastructure processes and inventories, and being able to provide surge capability for natural disasters, relief efforts, and troop deployments.

"The program is truly a partnership, and only through the cooperation and dedication of all of the parties involved has it been able to provide the customers with the expected benefits of the program," said Evanitsky, who works in DSCP's general and industrial directorate.

"It's a source of great pride for ProcureNet to be part of ongoing efforts that will have positive effects throughout the government," said Reuven Battat, ProcureNet's chief executive officer. "We're honored that our division was included in the Hammer Award nomination, and we congratulate the entire DSCP team on winning this award." ♦



## DSCR NCO wins Air Force supply award

The Air Force has selected Defense Supply Center Richmond's Master Sgt. Maurice Wheeler as its Staff Supply Noncommissioned Officer of the Year for 1999.



Each year, the Service selects the "best of the best" from among thousands of supply and fuels personnel in a variety of career fields. The awards provide Air Force-wide recognition of personnel who have made outstanding contributions to improving supply or fuels operations.

Wheeler was recognized for his actions in the center's Emergency Supply Operations Center, where he managed over 800 mission-critical parts for 15 major weapon systems, including the B-1, B-2, and B-52 bombers, and the F-4 and F-14 fighters, and EA-6B electronic warfare aircraft.

Among his accomplishments during this assignment were his aggressive work with systems engineers for the C-130 to deliver over 3,000 cargo tie down chains to Aviano Air Base, Italy during the critical early stage of the Bosnian conflict. He also played an integral part in ensuring uninterrupted cargo airlift as humanitarian support was provided to fleeing refugees in Kosovo. He also developed a new process through which the Defense Logistics Agency now focuses on critical items, significantly reducing the number and length of time aircraft are grounded awaiting parts.

The 16-year Air Force veteran is an inventory management master craftsman who currently serves as an item manager in support of the C-17 cargo aircraft. ♦



# DLA activities win Y2K Value Engineering Achievement Awards



DLA Value Engineering Award winners. Also in attendance were Rear Adm. Daniel Stone, DLA's Defense Logistics Support Command commander (left) and DLA's Vice Director Rear Adm. Ray Archer (rear, fourth from left). Dr. Jacques S. Gansler, Under Secretary of Defense for Acquisition, Technology, and Logistics, and host of the ceremony (fifth from left) poses with the winners.

**D**efense Logistics Agency activities received Y2K Department of Defense Honorary Value Engineering Achievement Awards in a Pentagon ceremony on May 2. Dr. Jacques S. Gansler, Under Secretary of Defense for Acquisition, Technology, and Logistics, hosted the ceremony.

The DoD VE Achievement Awards program is designed to honor those who have made a significant value engineering contribution. Value engineering is a systematic function analysis leading to actions or recommendations to reduce the production or operations cost of systems, equipment, facilities, services, and supplies. Its objective is to retain required systems performance and quality while reducing cost.

There are eight award categories: Program Manager/Program Management Office, Procuring Contracting Office/Administrative Contracting Office, VE Professional, Individual or a Team of Individuals, Field Command, Contractor and Special.

#### **DLA activities received awards in four categories:**

**Program Management Office:** Value Management Unit, Defense Supply Center Columbus, Ohio

DSCC received the Program Management Office award for saving \$131.7 million.

**VE Professional:** Mitchell McElroy, Defense Supply Center Columbus, accepted the VE Professional award on behalf of his team of technicians and engineers. His team achieved a three-year net savings of \$98.7 million.

**Team:** Charles Grabowski and John Woloszyn, Defense Supply Center Philadelphia, accepted the Team award for a total net three-year savings of \$710,000.

**Special:** Value Engineering Office, The Defense Supply Center Richmond saved \$49 million during fiscal year 1999 and expects to achieve similar savings in fiscal year 2000.

# DLA environmental offices honored

Seven Defense Logistics Agency activities and individuals earned Honorable Mention in the 1999 Defense Environmental Security Awards. The awards honor outstanding achievements in natural resources conservation, cultural resources management, environmental quality, pollution prevention, recycling and environmental cleanup. Individuals were recognized for their excellence in protecting the environment, supporting the defense mission and implementing cost savings to the Department of Defense.

## **Honorable Mention honors** went to:

Environmental Cleanup –Team  
Bruce Noble, DRMS-LHP, Environmental Protection Specialist  
Judy Malmquist, DRMS-G, Assistant Legal Counsel  
Jim Thomas, DRMS-G, Associate Legal Counsel

## **Environmental Quality – Individual**

William P. Middleton, DLA/HQ,

## **Pollution Prevention – Team**

Joint Group-Environmental Attributes Team  
George Baden, DLA HQ  
Nancy Royal-Jones, DLA HQ  
Steve Harris, Defense Logistics Information Service

## **Recycling —Team**

DRMS “Demanufacturing Team”  
Jacqueline Brankovich – Procurement  
Thomas Daum – Safety  
Thomas Mulconry – Security  
Caroline Voorhees – Sales  
Robyn Walters - Counsel  
James Wickemeyer – Environmental Services  
Lorraine Williams - Demilitarization  
Rossanna Bandemehr-Environmental Protection Specialist  
Joseph Coleman-Environmental Protection Specialist  
Colonel Glenn Kuntz, USAR

## **Natural Resources Conservation – Individual**

Dennis M. Lynch, Storage Specialist, DNSC

## **Recycling —Non-Industrial Installation**

Defense Distribution Depot, New Cumberland, Pa.

## **Cultural Resources Management — Installation**

Defense Supply Center Richmond ◆

# Sally Bird honored

By Frank I. Johnson, Jr.  
DSCP Public Affairs

Sally Bird will have to find more space in her home for yet another award after winning the South Florida district Office's Minority Small Business Advocate of the Year award.

Bird was the deputy director of the Defense Supply Center Philadelphia's medical directorate before she retired in March. She worked to ensure that small, minority-owned business could successfully compete for and win contracts from the Center's medical directorate. Her efforts ultimately resulted in the Navy's fleet medical/surgical prime vendor contract being awarded to the American Medical Depot, headquartered in Miami.

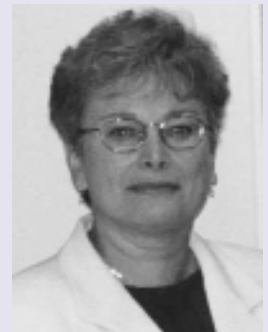
Under terms of the contract, American Medical Depot is supplying the Navy's entire fleet of 324 ships and submarines with medical and surgical products on both a routine and emergency delivery basis. Sales are expected to exceed \$30 million over the life of the contract. American Medical Depot is a full-line distributor of national brand medical and surgical supplies.

Bird said the directorate had been searching for the right program, the right customer, and the right prime vendor to increase small business participation in its medical programs. American Medical Depot's prime vendor support of the fleet was the perfect marriage. “Their support and high fill rates to our navy customers have proved this fortunate decision was the perfect solution,” she said. “It is an honor to accept this award on behalf of the medical team who put this partnership in place.”

Jeff Summerour, American Medical Depot's project manager and director of government marketing and sales said, “Sally listened to the customer, saw the value and flexibility offered by a small business, and made an evaluation of whether an 8(a) company could meet the customer's needs. Sally's decision to enable a small, minority-owned business to compete for a contract of this size and complexity was both courageous and visionary.”

The 8(a) program allows federal contract agencies to make awards to small disadvantaged business concerns on a non-competitive basis.

DSCP's medical directorate annually buys and supplies more than \$1.5 billion worth of medicine and medical equipment. ◆



# DLA earns White House awards

The Defense Logistics Agency received first place and honorable mention in this year's White House Closing the Circle awards competition.

The Office of the Federal Environmental Executive announced the White House Closing the Circle awards. The awards recognize individuals and groups who have demonstrated leadership in implementing pollution prevention provisions of Executive Order 12873, Federal Compliance with Right-to-Know Laws and Pollution Prevention.

The Joint Group-Environmental Attributes Team, from DLA headquarters, won in the Sowing the Seeds for Change category. Their submission, "Greening the Logistics Pipeline: Populating the Federal Logistics Information System with Environmentally-Wise Purchasing," was geared toward educating employees on buying environmentally-friendly supplies.

The DoD Joint Work Group on Pallet Standardization, at the DLA headquarters, received Honorable Mention in the Affirmative Procurement category for their submission "Just in Time-Part 9: rebuilt Federal Wood Pallet Standard."

The Federal Logistics Information System allows federal employees to purchase National Stock Numbered supply items through the General Services Administration and DLA. FLIS is a database of more than 7 million supply items. By applying the Environmental Protection Agency's preferable products principles and guidelines, products are being assigned clearly definable, positive environmental attributes to designate them as environmentally oriented. Customers can now choose from over 2,000 NSA items that meet these guidelines.

Since 1992, the Joint Work Group on Pallet Standardization began to work on changing ongoing practices within the pallet industry. Until recently, the wood pallets, essential in moving the logistics pipeline materials for DoD, were made from virgin wood. Now, the practice of sending the pallets to landfills has been changed and, instead of using new wood, the old ones are recycled. The work of this group resulted in a newly accepted standard which can be used by any federal procurement agency when ordering supplies that require pallets for transportation and storage.

For more information DLA Environment and Safety Office programs, go to [www.caae.hq.dla.mil](http://www.caae.hq.dla.mil) ◆



*From left to right: Fran McPoland, Federal Environmental Executive, Dr. Marshall Bailey, director DLA Support Services and Document Automation and Production Service, Steve Harris, Defense Logistics Information Service, George Baden, DLA Logistics Operations (J-3), DLA Director Lt. Gen. Henry T. Glisson and Bruce Degrazia, assistant deputy Undersecretary of Defense for Environmental Quality.*

## Battle Creek activities win Hammer Award

The Battle Creek Customer Support Team has won Vice President Al Gore's Hammer Award from the National Partnership for Reinventing Government office. Teams at the Defense Logistics Information Service and the Defense Reutilization and Marketing Service consolidated the call center operations of three organizations into one customer-focused call center.

The idea to create a single customer support center has improved service to the customers while reducing costs. A mixture of contractor and government personnel staff the call center. The results of the team's reinvention efforts improved service to customers, achieved significant savings and cost avoidance and created a world-class customer call center.

In the first year, the consolidated operation has shown that customer satisfaction has risen from 81 percent to 96 percent and the abandoned call rate dropped from over 50 percent to less than one percent. The annual cost of the reengineered operation is about \$1.3 million less than the old way of doing business. ◆



# Susquehanna honored for installation excellence



Logistics Agency Director Lt. Gen. Glisson also attended.

A trophy was given to DDSP along with an Excellent Installation flag and a letter signed by President Clinton complimenting the men and women for their outstanding achievements.

The Commander in Chief's Annual Award for Installation Excellence recognizes the "outstanding and innovative efforts of the people who operate and maintain U.S. military installations. The five recipients of this highly competitive award were selected for their great support of the Department of Defense mission. Excellent installations enable better

mission performance and enhance the quality of life for military men and women and their families."

Each winning installation succeeded in providing excellent working conditions and housing and recreational opportunities.

DDSP Commander Capt. Joseph Kenney said, "The success we have come to enjoy, and our customers have come to expect, is based on a combination of factors...employee expertise and dedication, dependability, trust, and a spirit of cooperation. These, coupled with our facilities and modern technologies, have enabled DDSP to provide first class support for many years. However, the most important factor in making DDSP work has to be our team members, the men and women who give their all, all the time. When the result is support of our military forces, no less than a total effort can be acceptable." ♦

The Distribution Depot Susquehanna, Pa., recently received the 2000 Commander in Chief's award for Installation Excellence. In a ceremony at the Pentagon, Secretary of Defense William S. Cohen announced DDSP as one of five winners of the award. The other winners were: Picatinny Arsenal, Dover, N.J., Marine Corps Air Station Cherry Point, Havelock, N.C., U.S. Naval Air Station, Sigonella, Italy, and Kunsan Air Base, Republic of Korea.

Nineteen representatives from the Defense Distribution Depot, New Cumberland, Pa., and DDSP attended as Randall Yim, deputy under Secretary of Defense (Installations), welcomed the guests and representatives who were there to "honor the best of the best." David Oliver, the Principal Deputy Under Secretary of Defense, presented the awards and cited DDSP for its aggressive Recycling Program, reinvention processes, and new ideas. Defense



Honorable David R. Oliver Jr. Principal Deputy Under Secretary of Defense for Acquisitions, Technology and Logistics (left) hosted the ceremony. Lt. Gen. Henry T. Glisson, USA, Director of DLA, (right) and Jeff McCaulin, DDSP Deputy Commander, (center) hold a presidential letter and flag presented to DDSP as this year's DLA winner.

## Former DLA deputy director retires from NISH

The former Deputy Director of Acquisition Management at the Defense Logistics Agency, Daniel Wayne McKinnon, Jr., has recently retired as the President and Chief Executive Officer of NISH, the National Industries for the Severely Handicapped. NISH is a nonprofit corporation whose mission is to provide vocational training and employment for persons with severe disabilities and to promote their placement into private industry.



*DLA Director Lt. Gen. Henry Glisson presents a director's certificate of appreciation to Daniel W. McKinnon at a luncheon in his honor.*

professional development of over 4,000 officers who managed much of the Navy's business functions.

In private life, McKinnon is active in community affairs serving on several not-for-profit Boards. He serves on the Fairfax County Revitalization Policy Committee and is Chair of the Annandale Central Business District Planning Committee. For his work he was selected as 1997's "Citizen of the Year." McKinnon has a long-standing interest in international economics having once been "seconded" two years to the United Nations and also having lead a group to West Africa to study the problems of developing nations. While living in the Philippines, he joined efforts with the Mayor of a Philippines city to form a foundation that established an apprentice skills training program for unemployed teenagers based on the successful inner city model developed by Dr. Leon Sullivan in the U.S. Other Board activities include the Project Handclasp Foundation; Comprehensive Technologies, Inc., a minority business firm; the Navy Federal Credit Union; the National Contract Management Association; and Premier HealthCare which provides medical services to persons with mental illness and metal retardation throughout New York City.

McKinnon's military decorations include two awards of the Legion of Merit and ultimately the Distinguished Services Medal of the U.S. Navy and the Distinguished Service Medal of the Department of Defense, the military's highest peacetime decoration. ♦

## JECPO receives E-Gov Pioneer Award

The Joint Electronic Commerce Program Office recently received the E-Government Pioneer Award for striving to reduce the Department of Defense's paper files and modifying its business practices to include electronic commerce initiatives. The award was presented to Scottie Knott, JECPO director, by Robert Mallet, deputy secretary of the U.S. Department of Commerce, at the E-Gov 2000 conference. JECPO was one of only 20 government agencies to receive the award.

The award recognizes all JECPO projects including the central contractor registration, DoD Business Opportunities, electronic document access, wide area workflow-receipts and acceptance, the DoD electronic mall and the public key infrastructure. The award citation honors JECPO "for an outstanding electronic government best practice application that has streamlined operations and improved government services."

"By harnessing the power of eBusiness, JECPO has successfully launched several projects that accelerate the application of business processes within DoD while leveraging commercial technology," said Knott.

JECPO was part of the 1997 Defense Reform Initiative. Formed in January 1998, JECPO is organized under both the Defense Logistics Agency and Defense Information Systems Agency and is provided policy and oversight from the DoD Chief Information Officer. JECPO has a charter to accelerate the use of electronic commerce within the Department. It brings together experts from DoD's business and technology arenas to build strategic partnerships with industry in electronic commerce.

The E-Gov Pioneer Awards recognize federal, state, and local leaders who have developed innovative electronic government programs that increase productivity, save limited resources, and improve the quality, timeliness, and accuracy of citizen services. ♦

## DSCR Fire Department honored

The Defense Supply Center Richmond Fire Department received an award as the Defense Logistics Agency Fire Department of the Year for the third consecutive year. The award was based upon such criteria as outstanding customer service, quality of life initiatives, innovation, and adherence to the principles of quality management. Selected by a panel of judges from the International Association of Fire Chiefs, DSCR Fire Chief Guy Murdock accepted the award at the Department of Defense Fire and Emergency Services banquet.

The Nov./Dec. issue of Dimensions will feature a story on the DSCR Fire Department. ♦

# DAPS Philadelphia wins streamlining award

Members of the Single Stock Point staff from the Document Automation and Production Service of Philadelphia have won the 1999 Outstanding Performance Award. This award, given annually to Defense agencies by the Defense Standardization Program, recognizes organizations that have significantly improved performance by standardizing information systems.

George Gianios, deputy director of DAPS Philadelphia, accepted the award on behalf of the DAPS staff at the July 7 ceremony in Arlington, Va. Gianios said his staff spent a full year setting up the system, which enables users to retrieve military specifications and related standardization documents on-line.

Before this initiative became operational, companies that wanted to review military specifications, or MILSPECS, as they are known, had to request a paper copy of the documents from DAPS. It was a time-consuming, cumbersome, and costly process.

But now, users can simply log on to the DODSSP website (<http://dodssp.daps.mil>) to reach the ASSIST system and find the document they need from its database of 75,000 military specifications. ASSIST, which stands for "Acquisition Streamlining and Standardization Information System," lets users review the document and, if it meets their needs, download it immediately. "It saves everybody time and money, because the entire system is automated," Gianios said.

Ongoing acquisition reforms have brought about many changes in standards and specifications. For exam-

ple, some extremely detailed government standards have been replaced by performance specifications, Gianios said. These specifications list what needs to be done, rather than specifying in excruciating detail how it must be done. The idea is to stimulate innovation and find the best way to achieve a desired result, rather than dictating a particular approach.

*"It saves everybody time and money, because the entire system is automated,"*

George Gianios

Contractors are keenly interested in having the latest version of MIL-SPECS, or knowing whether a government standard has been replaced by a performance specification. "In today's acquisition world, that's pretty important information," Gianios said.

The DAPS team has also integrated ASSIST with the DLA Procurement Gateway (<http://progate.daps.mil>), a separate system that provides a comprehensive list of contracts, contract awards, and other information.

Suppose, for instance, a company that makes rivets wants to know

whether the Department of Defense has any contracts for providing rivets. The contractor would simply log on to the Procurement Gateway and type in the key word "rivets." The database would then list every contract involving rivets, so the company could review each of them, and, perhaps even submit a bid on-line.

Taking the rivets example one step further, say that a particular contract refers to an unfamiliar type of rivet. "Maybe there's a military specification number listed in the quotation," Gianios said. "You can go to the ASSIST website, type in the MILSPEC number, and review the specifications to see if it's something you're interested in."

"The two systems work together so well that you don't even have to log on to ASSIST, because Procurement Gateway logs on for you," he said. "It's a seamless method for the private sector to access these documents." ♦

# DSCP wins award for Quality Improvement

The Defense Supply Center Philadelphia recently received the President's Award for Quality Improvement during the Excellence in Government 2000 Conference, which was held July 11-13, at the OMNI Shoreham Hotel in Washington, DC.

This is the highest federal award given for achieving outstanding business practices. It is considered the federal government equivalent of the Malcolm Baldrige National Quality Award. The President's Quality Award program recognizes organizations that have developed consistent high-level quality approaches to achieve and maintain sustained performance improvements. The PQA

program includes two awards: the Presidential Award for Quality and the Award for Quality Improvement. Federal organizations with exceptional quality performance receive these awards. This award program may also recognize organizations for their accomplishments and improvements in quality management through other awards. DSCP's award receipt is attributable to the innovative business practices and highly motivated workforce of DSCP.

Janice R. Lachance, Director of the Office of Personnel Management, and Morley Winograd, Senior Policy Advisor to the Vice President presented the award to representatives from DSCP. ♦



# Pharmaceutical firm wins DSCP Award

The Defense Supply Center Philadelphia recently awarded its Industry Partnership Award to Merck & Company, Inc. The drug company is the single largest supplier of pharmaceuticals used in military health facilities around the world.

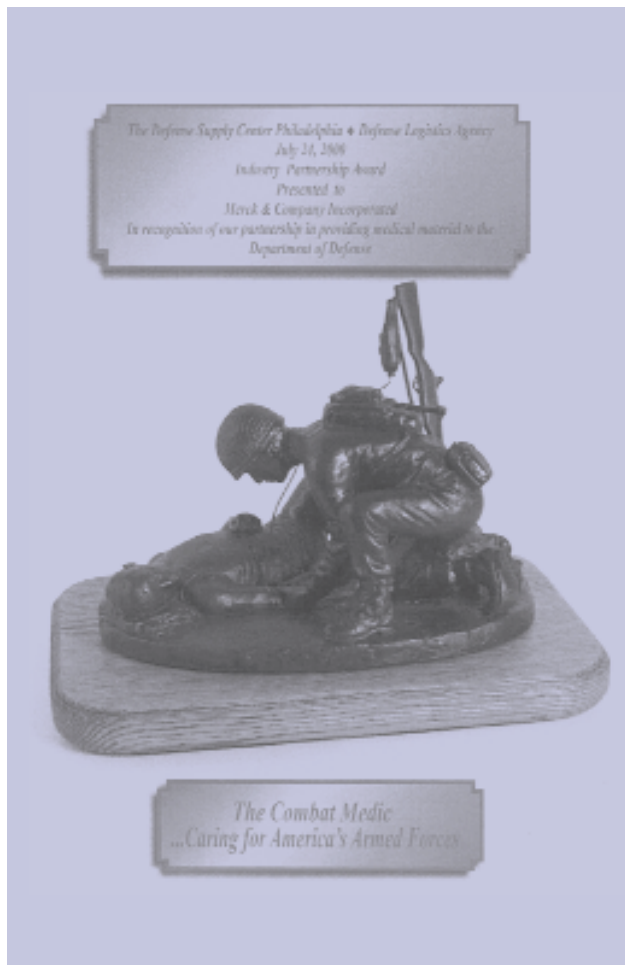
DSCP Commander Brig. Gen. Daniel Mongeon presented the award to Raymond Gilmartin, head of Merck & Company, Inc., at a June 24 ceremony in Philadelphia. The citation accompanying the award noted, "Merck & Company, Inc., has consistently been a highly reliable business partner, ensuring an excellent supply chain for a number of key pharmaceuticals and vaccines, and a key provider of vital services in support of direct pharmaceutical distribution to military patients."

Merck & Company's business with the Department of Defense exceed \$200 million per year. For example, Merck & Company, Inc., has been the industry partner for the Department of Defense's National Mail Order Program. This pharmacy program, begun in 1997, now distributes more than 1.7 million prescriptions worth over \$100 million to military healthcare beneficiaries. The innovative program enables retired and reserve members who live far from military medical facilities a convenient way to obtain critical medications.

Merck & Company, Inc., has been the

provider for national contracts for key drugs such as the cholesterol-lowering drug, Zocor. These contracts have meant that these important drugs are readily available at military hospitals and clinics, at an annual savings of \$8 million to DoD.

The partnership also extends to the area of industrial preparedness planning to support wartime medical readiness. Merck vaccines have long been used to protect members of the U.S. armed forces. As the award citation noted, "Merck & Company's outstanding commitment to superb support for military activities has earned the recognition embodied in the Industry Partnership Award." ♦



## ICAF student wins DLA writing award

The Defense Logistics Agency has honored a Canadian officer with the Defense Logistics Agency's Excellence in Logistics Research and Writing Award.

Lt. Col. Mark Matheson, Canadian Forces, was honored for this paper entitled "Joint Logistics Elective Course: Green On-Go! The Rebirth of Aerial Delivery." DLA Vice Director Rear Adm. Ray Archer presented the award to Matheson.

It is presented on an annual basis to the Industrial College of the Armed Forces student whose research paper demonstrated the best examination of a contemporary logistics issue. The selection of the award recipient is at the discretion of the ICAF Commandant, with input from the DLA Chair.

Matheson received a commemorative gift and a plaque to be displayed at the ICAF with the name of the annual recipient engraved on it. ♦

## OPM awards DLA program

The Alternative Dispute Resolution Program for EEO disputes, RESOLVE, has been awarded the Office of Personnel Management Director's Award for 2000. The award will be presented at a ceremony on Oct. 5 at OPM.

DLA Vice Director Rear Adm. Ray Archer said this was another DLA reputation builder. "This program is a solid change that makes a difference in how we serve our people," he said. See article on ADR on page 6 of this issue.

# DLA & E-business salute change

**E**business is accelerating the revolution as the Department of Defense continues to seek out the best commercial EC technology to support its warfighters around the world. At the third annual EC Day, DoD leaders and their industry partners showcased their premier EC initiatives and discussed emerging technologies that will further enhance DoD's goals.

EC Day 2000 was held at the Omni Shoreham Hotel in Washington, DC. Nearly 800 attendees participated in the event, with activities including high-level panel discussions on topics such as the emerging digital environment and the challenges faced by both industry and government as they adapt their business models to keep up with the constant changes. Numerous breakout sessions highlighted successful DoD/industry joint projects such as the Virtual Bidroom, Navy One Touch, and the DoD Common Access Card.

The conference was co-sponsored by the Joint Electronic Commerce



*Scottie Knott, director of the Joint Electronic Program Office/eBusiness Office shakes hands with some of the exhibitors.*

Program Office and the Government Electronics and Information Technology Association. The JECPO is chartered to accelerate the use of electronic commerce throughout the entire Department of Defense. JECPO is organized under both the Defense Logistics Agency and the

Defense Information Systems Agency. Since its formation in January of 1998, JECPO, with policy and oversight from the DoD Chief Information Officer, has brought together experts from DoD's business and technology arenas with industry leaders in electronic business. These

strategic partnerships have resulted in significant improvements to the flow of real time information to the warfighter.

An awards ceremony recognized outstanding EC innovation within DoD. A special eBusiness Leadership Award was presented to Lt. Gen. David J. Kelley, Director (at time of award) of the Defense Information Systems Agency. Awards were also presented in four categories to DoD and industry partners for their achievements in using electronic commerce technology to improve DoD business practices. The US Air Force Supply Asset Tracking System won the DoD EC Pioneer



*DLA Director Lt. Gen. Henry T. Glisson (center) and DLA's Vice Director Rear Adm. Ray Archer talk with one of the participants at EC Day.*

award for their initiative which demonstrated a high level of government creativity. The DoD BusOpps website took the honor as the best DoD electronic commerce web site. Teaming awards were presented in the large business and small business categories. Two awards were made to small business teams. The winners

were DLA's Defense Supply Center, Philadelphia, Directorate of Subsistence, Quality Database Management Team and MFG Systems, Corporation as well as to the team of the US Air Force Wide Area WorkFlow Receipt and Acceptance Team and their small business partner, SpaceMark, Inc.

The Integration of TACOM Web EC and the Defense Finance and Accounting Service WInS Systems Team won in the large business category.

An evening reception and executive tour of the nearly 50 exhibits provided an opportunity for attendees to talk with generals and CEOs. ♦



*From left to right: Paul Brubaker, acting Deputy Chief Information Officer for DoD, DLA Director Lt. Gen. Henry T. Glisson, Roger W. Kallock, Deputy Under Secretary of Defense for Logistics, Stan Z. Soloway, Deputy Under Secretary of Defense for Acquisition Reform and Lt. Gen. David J. Kelley, Director (at time of award) of the Defense Information Systems Agency open the day*

*From left to right: DLA Director Lt. Gen. Henry T. Glisson, Paul Brubaker, Roger Kallock and Stan Soloway listen to DLA's Director of the Joint Electronic Program Office/ebusiness Scottie Knott speak at the opening of the EC-Day.*







## Lt. Gen. Andrew T. McNamara

*DLA Director 1961-1964*

Some quick facts on McNamara's career:

- Graduated from U.S. Military Academy 1928
- Chief Quartermaster of the First Army Sept. 1943
- Commandant of the US Army Quartermaster's School, Fort Lee, Va., in 1950
- The Quartermaster General of the Army from 1957-1961

For more information on DLA's history, and Lt. Gen. McNamara, go to <http://www.dla.mil/history>