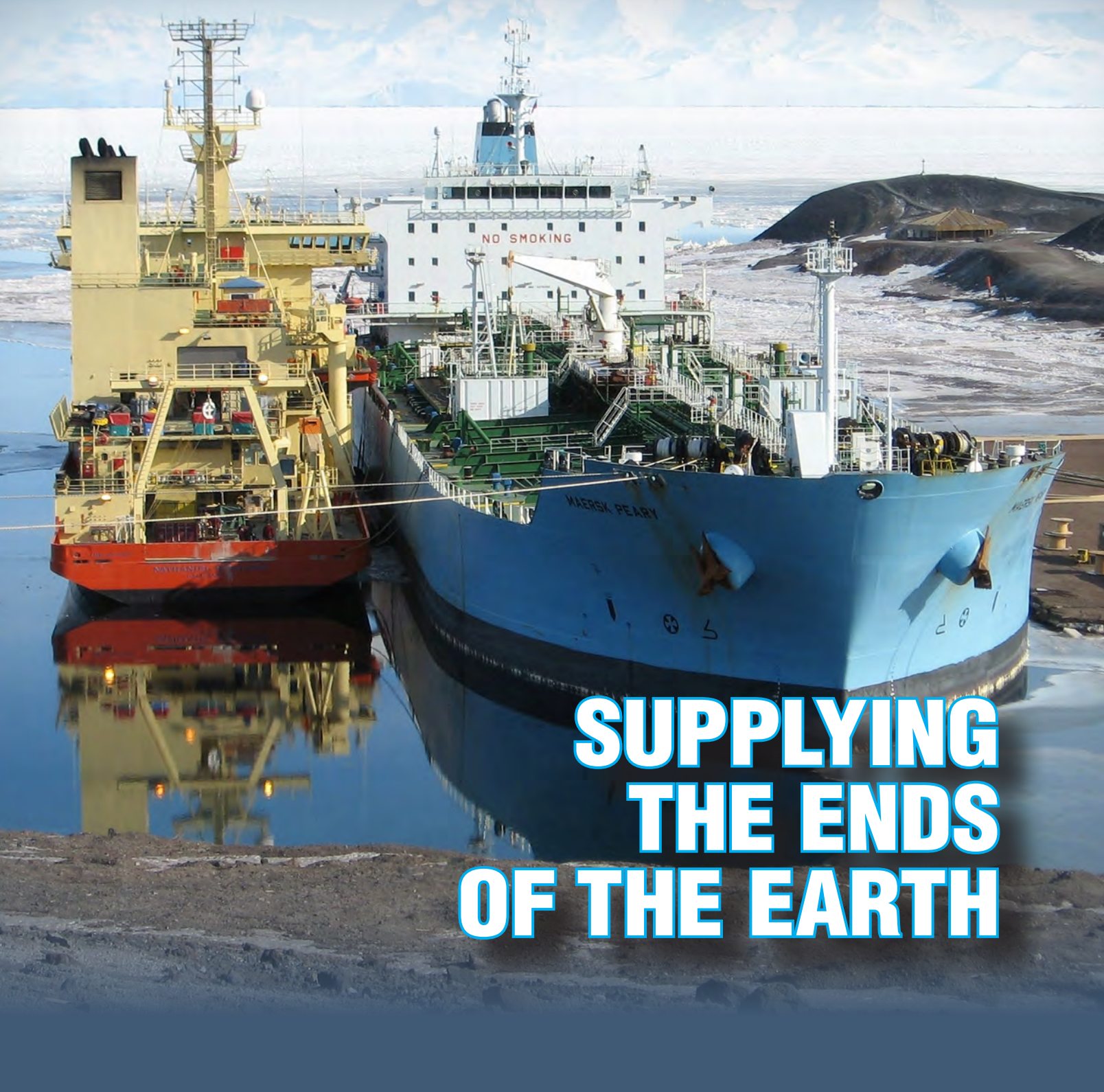


DEFENSE LOGISTICS AGENCY

SEPTEMBER - OCTOBER 2016

LOGGLINES



**SUPPLYING
THE ENDS
OF THE EARTH**



FROM THE
DIRECTOR

Lt. Gen. Andy Busch, USAF
Director, Defense Logistics Agency

I am continually amazed at the incredible range of activities the DLA workforce engages in every day in support of our warfighters. From planning to acquisition to distribution to disposition, and many other areas, I am proud of our more than 25,000 employees who so ably uphold DLA's reputation as the Department of Defense's combat logistics support agency. Our workforce brings together many disciplines, comprising more than 220 occupational series, as we provide the logistics, acquisition and technical solutions our customers deserve and expect.

While my role is to focus on the big picture much of the time, I enjoy delving deeper into the agency and learning about the many activities our people engage in to support the warfighter. There are many great stories to tell.

As I travel, I appreciate meeting DLA employees, seeing their workspaces and hearing about their contributions. The enthusiasm I see among them as they go about their duties inspires me, but since I can't meet everyone or be everywhere, reading is the next best alternative. And that brings us to this edition of Loglines magazine.

In this issue, we continue highlighting interesting DLA projects and initiatives. And in the process, we get to know some of our people a little better.

For example, did you know the DLA Distribution team at Port Hueneme in California every year resupplies the National Science Foundation research facility in Antarctica? It's just one example of DLA's global reach in providing goods and services to our federal customers.

You may not have known that DLA is involved in retail activities, directly serving end users at our military's industrial sites. DLA recently held a retail summit at the Portsmouth Naval Shipyard in Kittery, Maine, where participants witnessed how DLA supports the maintenance, repair and modernization of the Navy's nuclear submarine force.

And speaking of direct service to customers, we highlight DLA employees at the Customer Interaction Center as they facilitate thousands of orders daily over the phone. Operators bring a human

touch 24/7 while providing needed items to customers all over the world.

We also spotlight DLA's support for Anakonda-16, a real-world exercise that brought together 12,000 U.S. troops and 13,000 coalition forces from more than 20 countries. The exercise highlighted the importance of DLA's strategic readiness and ability to meet customers' needs.

Finally, we offer a glimpse into how employees stay resilient in the face of lifelong disabilities and sudden, serious injuries — an inspiration to all of us as we deal with life's challenges.

Many disciplines, many activities, many inspiring stories — one organization. It is your work as DLA employees that earn us our reputation, and I appreciate your integrity and dedication as we all go about keeping our promises to our important customers. ★

LOGLINES

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DLA Director

Air Force Lt. Gen. Andy Busch

DLA Vice Director

Ted Case

Chief of Staff

Renee L. Roman

Director, Public Affairs

Joseph M. Yoswa

Deputy Director, Public Affairs

Patrick H. Mackin

LOGLINES STAFF

Managing Editor: Phil Prater

Senior Editor: John R. Bell

Writers: Beth Reece

Chris Erbe

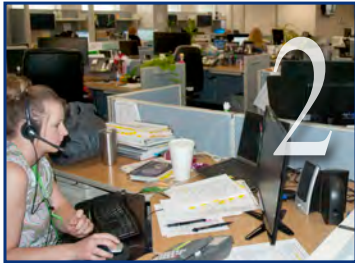
Dianne Ryder

Layout/Design: Paul Henry Crank

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Headquarters, Defense Logistics Agency, Office of Public Affairs
8725 John J. Kingman Road, Suite 2545, Fort Belvoir, VA 22060-6221
Phone: 703-767-6200 E-mail: loglines@dla.mil

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MORE THAN A

HELP DESK

Story and Photos by Beth Reece

Michaele Mathews answers on the first ring, thanking her caller for dialing into the Defense Logistics Agency Customer

Interaction Center. Within 30 seconds, she gets the first and last name, unit and contact information of the Air Force staff sergeant calling from Joint Base Langley-Eustis in Virginia. He needs a repair part for a grounded aircraft.

Mathews, who's helped DLA customers order parts and check on delivery status for more than nine years, recognizes the sergeant's voice and guesses correctly that the part will go to Tinker Air Force Base, Oklahoma. She gets the stock number, quantity needed, priority code and other details needed to complete a service ticket.

"Ok, let me look up the information and see where we can get it from," Mathews says, scanning logistics systems on the two computer screens before her while asking the sergeant about his plans for the upcoming holiday weekend. She completes

Customer Interaction Center agents like Amanda Duckworth help DLA customers get answers to questions on supply and transportation issues ranging from online ordering to delivery statuses.

the order as he talks about taking his family to an amusement park.

"Our agents are multitaskers who like working with people. They have excellent computer, research and communication skills, and the ability to stay calm and collected, even on difficult calls," said CIC Chief Penny Young.

Located at Battle Creek, Michigan, the CIC is DLA's "one-call resolution center." About 80 percent of the 1,200 to 1,600 contacts that come in daily are related to supply and transportation. One caller may need to place an order; another may need help using the Department of Defense's electronic procurement site, known as DoD EMALL. The rest include inquiries about excess equipment managed by DLA Disposition Services or questions from vendors wanting to do business with the government.

For many customers, the CIC — at 1-877-DLA-CALL — is a fast way to reach a human operator and avoid being routed through an automated system with numerous and often frustrating prompts. Agents answer calls in less than 30 seconds, and call-handle time rarely exceeds 13 minutes.

"We're very proud of the fact that about 70 percent of our calls are resolved

“I was helping a gentleman a few years back when, all of a sudden, I heard mortar rounds going off. You could hear the desperation in his voice, but he had to stay on the phone to get his order in and make sure his unit got the necessary parts.”

— *Matthew Badger*

immediately,” said Raymond Zingaretti, director of DLA Information Operations’ Logistics Information Services Division, which oversees the CIC. Calls about more complex matters like contractual issues and backlogs are escalated to DLA field activities, and a response describing how they’re being processed is sent to customers within 24 hours.

Matthew Badger, research specialist, is one of about 110 agents at the CIC. He considers it more of a help desk than a call center and said agents avoid saying “I can’t” or “I don’t know.”

Calls from troops in Iraq and Afghanistan have proved to Badger the importance of placing customers’ orders correctly and quickly. He’s heard bombs

New agents at the Customer Interaction Center spend five to six weeks learning DLA’s business portfolio, as well as requisition types, and the automated systems needed to place and track orders. After training, they spend about three months taking calls alongside a seasoned agent such as Sara Gorham.

explode and sirens wail while looking up information about critical repair parts needed on the battlefield.

“I was helping a gentleman a few years back when, all of a sudden, I heard mortar rounds going off. You could hear the desperation in his voice, but he had to stay on the phone to get his order in and make sure his unit got the necessary parts,” Badger said.

The CIC is a consolidation of what was once several help centers with different phone numbers operated by each of DLA’s supply chains. It became a 24/7 operation the day of the 9/11 terrorist attacks. Shamon Pratt remembers the phone lines being eerily quiet for a couple of days; then they rang nonstop, and management hired more agents to handle the influx of calls. The staff understood that troops needed supplies fast as they readied for deployment, Pratt said. Troops weren’t the only ones calling.

“We got calls from people in the Middle

East saying unkind things and tying up the lines so customers couldn’t call in and get support. In a way, the war came to us,” Pratt said, adding that CIC officials quickly found a way to block such calls.

While most calls are from service members in the supply field, agents occasionally hear from callers with odd requests. One recent caller asked to be issued an up-armored vehicle because he was going to run for president. It sounded like a prank call, but the agent calmly explained that DLA doesn’t issue up-armored vehicles to the general population.

“DLA Disposition Services does, however, make excess equipment available to other federal agencies and some equipment like Humvees available to the public through commercial ventures like govplanet.com. There are other agencies that will handle these types of questions, and we actually go out of our way to find somewhere to direct callers,” said Darrin Costello, a customer support team lead.

The call could have also posed a security threat, depending on the caller’s intentions.

“You have to take all threats seriously and report them to the appropriate





April Turnock is one of about 110 agents at the Customer Interaction Center, which receives 1,200-1,600 contacts a day from military and federal customers around the world.

agencies. In those situations, we capture the information the caller provides, try to end the call as quickly as possible and turn the issue over to security,” Costello said.

All calls are recorded to protect agents from false accusations. Some, like Sara Gorham, also serve as examples for handling difficult callers. Although she and other agents admit to being nervous about taking their first calls, Gorham said agent training, which lasts five to six weeks, prepared her well. The training familiarizes new agents with DLA’s business portfolio, as well as requisition types, and the automated systems needed to place and track orders.

After training, new agents spend about three months taking calls alongside a seasoned agent. Gorham assisted callers with such authority and speed in her first weeks working solo that her supervisor asked her to join the mentoring team. While not working alongside new agents,

she takes about 20-30 calls on busy days and eight on holidays.

Gorham recognizes the effects good customer service can have on DLA’s reputation and service members’ success. During a recent call from a Marine corporal asking for the whereabouts of his order, Gorham scanned several logistics systems but couldn’t find the answer. She knew the corporal would have to wait at least 24 hours for a response if she forwarded the service ticket to DLA Distribution for resolution. Instead, she gave him the shipper’s name and phone number and a bill of lading number, indicating the particular vehicle the goods were placed on.

“If you don’t get an answer from the carrier, call us right back and we’ll escalate your ticket to DLA Distribution. But I think you’ll have some luck and probably get a faster response by calling the shipper directly,” she said.

Data collected during calls is also analyzed by Logistics Information Services’ Customer Outreach Branch to identify areas where customers may need informal or hands-on training, such as when DLA assumed logistics support for the Forest Service in 2014.

“We had to teach them to know what information was needed on EMALL and in what format. We also created a spreadsheet that matches the data they use for their supply system with the information we need,” said Tracy Nance, a lead customer support specialist. CIC personnel continue teaching firefighters how to use EMALL and will train them, or any customer, via phone, she added.

The war in Iraq is over and fewer troops are deployed to Afghanistan, but the CIC continues 24/7 operations with agents split among three shifts.

“We have folks all over the world who need assistance, so we can’t just check out at 5 p.m. What time is it in Korea or Germany? Even when it’s Thanksgiving or New Year’s, there’s still somebody in harm’s way who might need us,” Costello said.

And customers value the service,

according to automated surveys. Satisfaction rates are at 90-100 percent, with agents’ knowledge and willingness to go out of their way to help being among the most complimented features of the CIC.

Young, who’s worked at the center since 1998, said she heads to the office each morning confident that she and those who work for her play a meaningful role in supporting America’s military and other federal customers. Even Gorham, with just one year on the job, said she can’t imagine working anywhere else. She takes calls with a wide smile callers can’t see, but the warmth in her voice can be heard. Most of her calls end with the customer saying “Thank you.”

“You’re welcome; it’s my pleasure,” she always replies. 🌟

FEDMALL

DOD EMALL TO GET A MAKEOVER

FedMall, a new web-based e-commerce site where Defense Logistics Agency customers can order goods, will replace the Department of Defense EMALL in October.

FedMall is an easy-to-navigate platform that has the look and feel of a commercial website. Users will have access to the same functionality in DoD EMALL but with an updated interface.

“We understand the eager anticipation for FedMall and share the feelings. A seamless transition from DoD EMALL to FedMall is our goal, and we appreciate your participation and input into this process,” said Phil Deboe, program manager for DoD EMALL and FedMall.

Once the new integrated master schedule has been completed, DLA Information Operations will update registered users on testing dates and the launch of FedMall.

— Information Operations

CRUSHING IT IN EUROPE

Story by Dianne Ryder

Most military exercises operate in simulated environments and use hypothetical requirements to test and sustain operational readiness. But for 10 days in June, a multinational exercise that encompassed 16 training locations throughout Poland tested the mettle of thousands of DLA personnel, both military and civilian.

Anakonda-16, a real-world exercise that ran June 7-17, brought together 12,000 U.S. troops and 13,000 coalition forces from more than 20 countries. It ran concurrently with two other significant regional exercises, Swift Response 16 and Saber Strike 16.

These exercises were the largest U.S. military mobilization of forces in Europe since the Return of Forces to Germany, or Reforger, exercises ceased

in the early '90s, said Air Force Lt. Col. Jeffrey Lingens, acting chief of the Joint Logistics Operations Center's DLA Europe & Africa.

Army, active National Guard and Reserve forces were used to demonstrate speed of assembly and freedom of movement.

Lingens said DLA employed various supply classes in providing extensive customer support: rations; petroleum,

Karin Jensen



Part of the 1,484 pallet shipment of water vendors delivered to Torun, Poland, during the exercise.

(L-R) Operations officer Air Force Capt. Kristen Wolverton, Quality Assurance Representative Curtis Stough and DLA Energy Europe & Africa liaison officer to USAREUR Mark Knapp stand in front of a 50,000-gallon bag of JP-8, or aviation grade fuel, at the fuel system supply point in Torun, Poland. The DLA Energy team provided subject matter expertise in an advisory role to the USAREUR site.

Air Force Capt. Kristen Wolverton

oil and lubricants; and to a lesser degree, repair parts and construction materials.

“DLA Disposition Services assisted with the drawdown of Anakonda-16 and requirements were gathered throughout the planning process,” he said.

“Anakonda-16 is a throwback to the Reforger exercises the U.S. Army Europe conducted to exercise and demonstrate to allies and adversaries our ability to deploy forces to Germany, if and when needed,” said Dimitrus Lowe, a property disposal specialist in DLA Disposition Services.





Army Sgt. 1st Class Ulysses Acheampong, Spc. Brenton Taylor and Spc. Jerome Payne used the 8-liter bottles from a secondary vendor for cooking and washing dishes during Anakonda-16. All soldiers are assigned to the 66th Transportation Company, 16 Sustainment Brigade, Kaiserslautern, Germany.

Lowe explained how the exercise attempted to make the current 30,000 troops in Europe function like the 300,000 troop presence during the time of Reforger.

“Disposition Services’ primary part in the exercise was the removal of hazardous waste such as used oils and contaminated fuel left behind in Poland as U.S.-based forces redeployed to their home stations,” Lowe said.

The exercise highlighted the importance of DLA’s strategic readiness and ability to meet the customer’s needs, said David James, a DLA Europe & Africa planner.

“The U.S. Army is working to strengthen partnerships and improve interoperability in Europe with our NATO partners and allied nations,” he said. “DLA has to be ready meet these increasing requirements.”

James, who participated as part of the agency’s rotation program, was tasked with gathering information for DLA Europe & Africa and recommending a support plan for Anakonda-16.

“In most cases, the [DLA primary-level field activities] were heavily engaged as well – [DLA] Troop Support and DLA Distribution worked closely with the Army on a plan for subsistence and successfully delivered over \$1.2 million in rations in support of the exercise,” James said. “DLA Energy liaison officers were involved in the planning process from the very beginning and deployed in support of the exercise.”

DLA Europe & Africa warfighter support representatives assisted with building up stocks of repair parts as the units prepared to deploy in support of the exercise and Disposition Services played a critical role assisting the Army with cleanup, James said.

“The drivers from the logistics company only spoke Polish – they didn’t have any drivers who spoke English.”

— Karin Jensen

“There was a lot of great work done across DLA,” he said. “I’ve enjoyed seeing it all come together.”

James said he observed nothing that jeopardized DLA support but he reiterated that the exercise highlighted the importance of customer engagement

during planning and logistics execution.

“No matter how good a plan is, things will change during execution,” he said. “Having people embedded at the key logistics hubs allowed us to respond and make adjustments as needed.”

Anakonda-16 was an exercise of unprecedented size and provided a unique opportunity to integrate U.S. forces and coalition forces, said DLA Energy Europe & Africa operations officer Air Force Capt. Kristen Wolverton.

“We were able to form relationships with logistics professionals through the European theater that will prove invaluable as the theater continues to evolve,” she said. “Getting the chance to see how the Allied and partner nations work in this type of exercise was a new opportunity for me.”

In addition, Wolverton said the experience expanded her understanding of how other services plan and execute their operations.

“It’s something I’ll carry with me as a member of DLA and beyond.”

DLA Energy’s role in the exercise was not only to provide fuel to the warfighter, but also to hone their ability to more effectively plan and execute fuel support, Wolverton said.

“We always have a host of methods to choose from when it comes to

providing fuel and we were able to prove multiple methods of fuel support in the exercise theater,” she said. “Analyzing how well that fuel support worked will help us develop as an organization and ultimately better serve the warfighter.”

Karin Jensen, a contract specialist and local national with DLA Troop Support in Germany, said her organization’s primary responsibility was to provide bottled water.

“Anakonda was quite a challenge,” she said. “It was the first time we had to deal with so many soldiers – about 31,000 soldiers and 24 NATO countries.”

Jensen’s planning began in April when she established a blanket purchase agreement with a vendor in Poland.

“I thought it was easier to get somebody right there in Poland, plus it was the only vet-approved source in the Poland area,” she said.

Two weeks later, Jensen said the vendor started making their first deliveries in preparation for the troops’ arrival.

“They delivered 12-15 truckloads a week,” she said. “They were running constantly, day and night. They had to produce so much water for this exercise – it was quite a challenge on them as well as on us.”



Lessons learned came in the early phases of the operation, Jensen said.

“The drivers from the logistics company only spoke Polish – they didn’t have any drivers who spoke English,” she said.

Because of the language barrier, Jensen said the trucks were delayed in their deliveries and she made many calls to coordinate with the vendor and the customers so there were no supply failures.

“After a while it got worked out,” she said. “They finally got a hold of some Polish soldiers who spoke the language, but the first couple of weeks were difficult.”

Another difficulty proved to be the terrain where Anakonda was held, Jensen said.

“At the beginning, the customers expected these trucks to drive in the

woods where the exercise took place – and these were bumpy roads,” she said. “Sometimes the vendor didn’t have the correct address and had to drive an additional 15-30 miles,” she said.

But the trucks were re-routed and the deliveries made at no additional expense.

“The company handled it pretty well, I think,” Jensen said. “Most of these problems were solved quickly.”

When the request for final deliveries came in, the requirement was for larger containers of water. So Jensen had to contract with a vendor in Italy.

“Because the vendor in Poland does not produce these large bottles,” she said. “The customer requested 8-liter bottles for cooking purposes and washing dishes.”

In the end, the vendor delivered 1,484 pallets of water, or 747,936 1.5-liter bottles, along with numerous 8-liter bottles, in support of Anakonda.

“That’s quite a lot,” she said. “Everything worked out well with the contracts, and the customer received what they asked for – which is good.” 🌟

Army Spc. Daniel Ofier loads pallets of water onto a trailer system for delivery to the logistics support area in Drawsko Pomorskie Training Area during exercise Anakonda-16.



Army 1st Lt. Julie McCabe

BATTLE READY

IN BATTLE CREEK AND BEYOND

Story by Jake Joy
DLA Disposition Services

Since the mid-2000s, defense strategists have argued that future security gains will require lean, malleable fighting assets able to quickly respond to localized disasters and contingencies, rather than a continued reliance on the sprawling battlefield apparatuses historically required for protracted land wars against sovereign nations.

Defense Logistics Agency Disposition Services personnel put this philosophy into place in a three-year effort to prepare quick-reaction property disposal teams for getting ever closer to the action, wherever it might come next.

The adoption of an expeditionary mindset partly demanded the development of a “train as you fight” atmosphere, combining the agency’s civilian disposition expertise with the operational flexibility of its Reserve military force. The subsequent training

evolutions have drawn uniformly positive reviews from participants, who roundly proclaim thankfulness for the opportunity to develop rapport before being thrown into a deployment together.

“Sometimes, when deployed, [civilians] weren’t sure of what the [military logisticians] were capable of doing. And they didn’t know what expertise we had. It was like two teams working on one site,” said Victor Ambegia, site manager for DLA Disposition Services at Little Rock, Arkansas, during the first



combined personnel expeditionary skills testing event in 2014. “Here, civilians are learning the [military] structure, and they are seeing our expertise. We’re both learning things. It’s great. We should train together as much as possible.”

Navy Logistics Spec. 3rd Class Adam Klosterman said the combined training prepared him to handle a “wide variety of different tasks.”

Expeditionary civilians “are very knowledgeable — eager to show you and train you in other parts of the job. The relationship works really well,” Klosterman said. “It’s good training and a good learning experience. We did a few things wrong, but we learned why it’s wrong and how to fix it.”

That kind of positive feedback led to increased standardization of combined training efforts. Now, after more than two

dozen course deliveries and 500 training seat fills, these fully integrated military and civilian disposition units, with their toolboxes full of crunching, cutting and shredding tools, have been tested, retested and proclaimed ready to go.

“We’re leaps and bounds ahead of where we were, as far as working jointly,” said Craig Barrett, the DLA Disposition Services Expeditionary Site Support program manager, who played a key role in the development of the integrated deployment teams. “They’re training together in multiple events prior to deploying downrange, and we’ve already seen significant increases in efficiency, reductions in operational mishaps, and the [deployer] individual skill sets have improved significantly.”

DLA Disposition Services already was the primary deployment arm of the

agency in terms of boots on the ground. Disposition deployments constituted more than the rest of DLA’s personnel deployments combined in the past decade, which simply illustrates the nature of reverse logistics work. If a vehicle or bulky piece of equipment becomes unusable or obsolete, it would hardly make sense to try and ship it back to the U.S. to auction or destroy it, Barrett noted. Disposition personnel have to go and do many of their chores where the chores need to be done. The expanded training curriculum has helped ensure

An Expeditionary Disposal Removal Team member consolidates excess metal scrap from base closure operations at Forward Operating Base Walton in Afghanistan. DLA Disposition Services and its expeditionary workforce have removed well over 1 billion pounds of scrap there, with sales continuing each week.

— Photo by Army Staff Sgt. Whitney Houston





Jeff Landenberger

Navy Petty Officer 2nd Class Nicole Collins, DLA Disposition Services employee Mike Hambrick, Petty Officer 2nd Class Clarice Johnson and Petty Officer 2nd Class Tracy McCall discuss their plan for erecting a full-service disposition facility in less than 100 hours during a pre-deployment training scenario in Battle Creek, Michigan, in July.

that everyone sent forward is truly a do-it-all deployer, he explained.

“Our expeditionary [trainees] can perform all of the missions normally performed in a [continental United States or outside the continental U.S.] fixed site. In fact, we give them more capability than normal,” Barrett said. “They can receive property. They can process it. They can interact with customers that want to reuse property. They can donate, they can potentially sell property under scrap contracts and they can also demilitarize property on site. They can shred it, they

can cut it, they can mutilate it, they can crush it. They are capable of all the DEMIL functions we normally rely on. ... Overseas, every disposition location is basically a demilitarization center, unlike in the U.S. Downrange, we don’t want to have to move property multiple times. It puts the warfighter on the road, which is a problem.”

In Afghanistan, insurgent fighters relied heavily on roadside improvised explosive devices as a primary attack method in lieu of direct combat. DLA Disposition Services helped warfighters minimize convoys by tweaking its service structure and sending specialists all the way out to remote forward operating bases where they could assess needs and authorize local contractors to remove scrap.

This expeditionary mindset meant soldiers and Marines no longer had to

haul scrap back along dangerous roads to rid their units of broken refrigerators and worn-out vehicles. Disposition personnel have now scrapped well over 1 billion pounds of material there. Deployed military personnel meticulously evaluate heaps of shredded wire and metal to ensure the raw materials for bomb-making don’t end up in the hands of enemies.

“Get out your hammer, bang it and throw it back in,” Environmental Protection Specialist Luis Guzman told fellow trainees during a combined testing evolution where he snagged an electronic resistor out of a bin of computers they had just mulched. “If our adversaries snagged a load of this stuff, they would pay locals to comb through it and try to find anything they could use. Even a little resistor like that, I don’t take a chance to release into theater. If they know the capacity of that, they can create an [improvised explosive device].”

Navy Petty Officer 2nd Class Jennifer Allen and Army Sgt. Christopher Tennant pull a roof over a shelter with fellow trainees during DLA Disposition Services Overseas Contingency Operations Readiness Training in Battle Creek, Michigan. The two-week capstone training allows DLA-assigned military reservists to strengthen their demilitarization, disposition and disposal skills alongside DLA civilians while preparing for possible expeditionary assignments.



Jake Joy



These are the types of learned lessons and nuggets of wisdom shared and discussed during the now-standard combined training iterations.

While maintaining operations at roughly 100 sites in 16 countries, the activity has deployed more than 1,000 civilian and military personnel in Iraq, Afghanistan and other hazardous and austere locations in the past decade. Those civilians and Reserve service members continue sharing their accumulated centuries of combined deployment knowledge. The policies, procedures and best practices now standardized were born of a decade of trial and error, of figuring things out on the fly and of field personnel resolving emergent issues through creative problem solving.

“We brought in field personnel who had multiple deployments, headquarters subject matter experts who had previously deployed or were at the top of their field, and we put them together for a weeklong conference to identify the individual skills and group tasks that site personnel would be expected to accomplish in theater,” Barrett said.

One major result of this institutional knowledge download took on a physical shape in the form of four Expeditionary Site Sets. With one positioned in Guam, one in Kuwait and two stashed near DLA Disposition Services headquarters in Battle Creek, Michigan, the comprehensive equipment packages are ready to function as full-service disposition sites, potentially offering all the same services a soldier or airman could normally get by driving onto one of DLA’s permanent disposition locations. With portable shelters, generators, tractors and torches, these disposal-site-in-a-box capabilities were concocted to be shipped and then set up by one of six trained units at nearly any location in the world in less than 100 hours. The sets can be scaled up or down as circumstances require.

Preparing disposition personnel to arrive at a potentially austere location, construct their own worksite and immediately begin receiving

Navy logistics personnel search a Caiman Mine Resistant, Ambush Protected vehicle in Battle Creek, Michigan, for errant ammunition before destroying it in accordance with U.S. demilitarization policies.

and processing property required development of a broad knowledge and skill base. The path to creating that level of self-sufficiency for every team member began with a decision to school all deployers in the proper use of the Petrogen Oxygen-Fuel Torch System for performing demilitarization. Basic

material handling equipment instruction also became a requirement, and trainers offered an advanced deployment course for downrange leaders to help them develop working

relationships prior to a possible sudden call up. Intermediate and advanced material handling equipment courses and more formalized intermediate cutting instruction followed to help round out the physical skills and knowledge sets of team members.

“We’re leaps and bounds ahead of where we were, as far as working jointly,”

— Craig Barrett



Expeditionary capstone evaluation occurs in Battle Creek during the Overseas Contingency Operations Readiness Training, or OCORT, evolution held each summer for the past few years.

About 60 personnel typically take part in building up an Expeditionary Site Set, demonstrating all their critical skill sets for observers, and dealing with the bonus challenges trainers like to throw their way.

It's the contingency property disposal equivalent of the scenario-based mission rehearsal exercises that ground units have used for decades ahead of deployments to Southwest Asia and the Balkans.

Logistics Management Specialist Tim Walters is directing this year's OCORT, and he explained that the training scenarios, or "injects," used to test participants can range from misplaced or faulty equipment to environmental mishaps, to safety concerns like a traumatic injury or measles

outbreak, severe weather or journalists and photographers showing up at the site – all of which have happened at downrange locations in the past.

"Some injects are aimed at leadership, to test their critical thinking skills," Walters said. "Some are aimed at site personnel to see how they will respond to day-to-day challenges like a supply shortage. If equipment arrives and it is non-mission capable, how do you arrange equipment repairs? If a customer turns in a piece of equipment that is leaking oil, what do you do? We'll bring in an environmentalist to instruct them on how to deal with it and how to report the mishap."

The 2016 training brought an all-new level of immersion to the exercise: real customers with real equipment turn-ins. For the very first time, participants performed equipment receipt services for nearby Army, Air

Navy Petty Officer 2nd Class Jeff Leet combs through a bin of scrap material during pre-deployment training in Battle Creek, Michigan.

— Photo by Jake Joy

Force and Marine Corps units hoping to avoid the transportation challenges of hauling defunct equipment to the nearest DLA Disposition Services location at Selfridge Air National Guard Base two hours to the east.

"[Units] were loving it. They thought it was fantastic that we were doing this," Walters said.

Just as in the real world, exercise personnel have to know their disposition guidance and directives. One unit attempted to turn in a bulky parts washer for jet engine components, but had to be turned away. The reason? They could not certify that the equipment had been drained and purged of fluid, which is a requirement to help ensure scrap cutters don't slice into something dangerous or explosive.

Walters said the six deployment teams, each commanded by a Navy commander or an Army lieutenant colonel, have settled into a six-year rotation, with two years of training, two years of immediate deployment availability and two years of unit reset. The goal is to now provide sustained expeditionary disposition support during two separate contingencies, humanitarian or disaster response events simultaneously, wherever they may occur. 🌟

DLA Disposition Services' expeditionary capabilities are highlighted in an agency marketing video titled **"When You Need It, Where You Need It: Expeditionary Disposal from DLA,"** available on the agency's YouTube channel or through its website.

DLA TROOP SUPPORT'S 'DREAM TEAM'

SAVES BIG ON DRUGS

The Medical supply chain's national contracts team had less than four months to award its first contract. Except that there was no team. Not yet.

It was just starting to form when Alexander Quinones took charge of the team at the end of January 2013. Others came on board shortly before or after, from other supply chains within Defense Logistics Agency Troop Support. Most were new to the Medical supply chain and to writing long-term contracts.

Their goal was to buy generic drugs at the best possible price and ensure their availability for customers.

DLA Director Air Force Lt. Gen. Andy Busch noted soon after taking the helm of the agency that cost savings are an important part of Better Buying Power 3.0, the initiative led by the under secretary of defense for acquisition, technology and logistics, to reform all aspects of defense spending, to save taxpayer dollars.

"One of the things that I noticed in looking at the agency from the outside, prior to my arrival is we're doing great things," Busch said in a March 2015

Story by Michael Tuttle, DLA Troop Support Public Affairs

director's call, in which he noted the "fantastic" goal of saving \$13.1 billion in six years set by his predecessor, Adm. Mark Harnitchek.

"But one of the things that I noticed that I think we need to improve on is the relationship between those great things we were doing and Better Buying Power," Busch said.

"If this is an enterprise that spends \$40 billion of the taxpayer money ... why is it that we can't more clearly articulate our enterprise in terms of Better Buying Power?"

Busch's emphasis echoed the specific challenge Harnitchek issued to the Medical supply chain three years earlier: to award its first national generic drug contract by the end of May 2013.

BUYING POWER

The national contracts team is charged with awarding long-term contracts for generic drugs. There isn't a lot of competition when a drug first goes generic.

Quinones' team targets high-dollar or high-volume drugs for contracts when there are multiple vendors selling them.

"It's easiest for us if we have competition to drive that price down," he said.

He works with the Department of Veterans Affairs and the Defense Health Agency, which oversees medical services for the military branches, to determine the requirements for a potential drug to put on contract.

"We're leveraging the buying power of essentially the federal government," Quinones said.

Sometimes the costs are so reduced that customers who were buying a similar drug switch, Quinones said.

"Our goal is to get really good pricing, but also to make sure we're ensuring the availability to customers," said Amanda

Army Sgt. Frisco Cleary, with the 396th Combat Support Hospital Company, consolidates medications in the pharmacy tent during a medical readiness exercise at San Pedro, Guatemala.



Army Spc. Kelson Brooks

Doherty, contracting officer on the national contracts team. “Customers know that they’re getting it from the same source, the same pills they get every month and it’s going to work the same way.”

The VA has been awarding contracts for generic drugs for 10 years. DLA and DHA then decided to award their own for Defense Department-priority pharmaceuticals. Now, if the VA purchases more of an item, their contracting team awards the contract and vice versa. If they’re buying the same amount, Quinones and his VA peers decide case-by-case. DLA and VA customers are mostly able to buy drugs from either agency’s contracts.

“We have a good working relationship with the VA,” said Joan Marie Grace, an acquisition specialist on the national contracts team. “They’ve been pretty open with us.”

WHAT’S IN IT FOR INDUSTRY?

Aside from pharmaceuticals available on national contracts, military treatment facilities primarily buy drugs from the VA’s Federal Supply Schedule and the

DoD Distribution and Pricing Agreement. Customers looking to buy a drug go to the publicly listed FSS and choose among competing vendors offering the product at their respective price.

But when a vendor is awarded a national contract, it becomes the preferred provider of that drug and has the first chance at selling it, as long as it has the item in stock. And DLA commits to buying a minimum amount of the drugs over the period of the contract.

While DoD is a small percentage of global pharmaceutical sales, the vendor is guaranteed to move the product through these national contracts, as opposed to the FSS, Quinones said.

ANTI-MALARIA DRUG SAVINGS

Production issues began with doxycycline hyclate, an antibiotic that can be used to prevent malaria, in early 2013. It became difficult to keep it in stock and prices increased, Doherty said.

Service members deploying to developing countries are provided the drug as part of their packing list. There were an estimated 214 million cases of the mosquito-

transmitted disease worldwide in 2015, according to the World Health Organization.

“The military needed it, regardless of the increasing prices,” Doherty said about doxycycline hyclate. “This made it a good candidate for a national contract.”

The one-year contract with four option years was awarded in December 2014 and the pricing went into effect two months later. It’s estimated to save \$271 million over the course of five years for all customers, Doherty said.

The contract is now in its first option year, and the savings since February 2015 through June 2016 is \$68.1 million. That savings is calculated against what DLA’s customers previously paid for the drug and the best available prices on the FSS and the Distribution and Pricing Agreement, Quinones said.

“I’m just really glad that I was given

The DLA Troop Support Medical supply chain’s “dream team”: from left to right, Alexander Quinones, integrated supply team chief; Denise Taubman, Amanda Doherty, and Danielle Delaney, contracting officers; Joanne Marie Grace, acquisition specialist; and Christopher Newman, intern.



Michael Tuttle

the opportunity to work on a contract for something so important to our troops like doxycycline hyclate,” Doherty said, “and to be able to ensure that the product would be available and to get them a great price.”

‘DREAM TEAM’

Quinones recalled his first thoughts after he took charge of the national contracts team and the challenge to award its first contract in less than four months.

“Nobody awards contracts of this value with this level of review in three and a half months,” he said he remembered thinking.

The team worked quickly with management, lawyers and DLA Troop Support’s staff offices during contract reviews throughout the award process.

“Everything was going through review levels for the first time,” said Danielle Delaney, a contracting officer on the team. “Who sees what? Why was it written this way? There was a lot to getting a good version down that everyone was happy with.”

There were nearly a dozen versions of the solicitation, Grace said.

They awarded that first contract a week early. It was for the generic drug omeprazole, used to treat stomach ulcers. It’s estimated to save \$6.9 million over five years. Since that first one, they’ve awarded 44 more contracts.

“There’s a lot of churn,” Quinones said. “There’s new contract awards going and new options that have to be done. Our team does a great job balancing that work. There are a lot of different contracts at different stages that the team has to keep track of.”

As of June, the national contracts team has saved \$246.4 million through the 45 contracts awarded.

“We call it the ‘dream team’ because we really like working with each other,” Grace said. “We were all here essentially starting from scratch. We all had a lot to learn from each other. We have a lot of skin in the game now.” 🌟

Air Force Senior Airman Kimberly Walker, 18th Medical Support Squadron pharmacy technician, stocks medicines at Kadena Air Base, Japan. The DLA Troop Support’s Medical supply chain national contracts team has awarded 44 contracts for generic drugs since 2013.



ROAD TO RECOVERY

Story by Beth Reece

Doctors said his chances of survival were less than 10 percent. “Send for the priest,” they urged family. But Joe Lehman lived, stunning family and co-workers by returning 10 months later to his job as a criminal investigator at the Defense Logistics Agency’s Office of the Inspector General.

On May 15, 2014, Lehman decided to ride his Harley-Davidson to a meeting with Air Force investigators at Joint Base Andrews, Maryland. At a four-way intersection only a couple of miles from his destination on post, a silver BMW coming from the opposite direction started to turn left in front of him.

“But when the driver saw me, he stopped cold in the middle of the intersection. If he’d have stomped on the gas, he would’ve shot right by me. Instead, he left me nowhere to go, so I collided with the right front corner of his car,” he recalled.

Lehman cartwheeled 13 feet over the hood before landing on his head, unconscious and seizing, on the opposite side of the street. Workers in a nearby building stared from their windows as paramedics rushed to open Lehman’s airway. Within 40 minutes, he was

airlifted to the trauma center at Prince George’s Hospital Center, where surgeons removed part of his skull to ease the pressure on his swelling brain. He spent the next two months in a medically induced coma. Total injuries: five skull fractures, trauma to his lungs and kidneys, loss of part of his left foot and a permanently bent pinky.

Lehman’s wife, Greta, relived the accident for weeks.

“I woke up every morning at 3 a.m. dreaming that I saw the accident, even though I didn’t. After a while of living in the hospital and going through the Last Rites with the priest, I became numb. We almost lost him twice,” she said.

The Lehmans were never alone. Donna Estep, director of DLA’s Injury

Total Injuries:
five skull fractures,
trauma to his lungs
and kidneys, loss of
part of his left foot
and a permanently
bent pinky.



Joseph Lehman, a criminal investigator for DLA's Office of the Inspector General, nearly lost his life in a motorcycle accident in 2014, but he returned to work after just 10 months of recovery.

— Courtesy Photos

Compensation Program, called Greta within 24 hours of the crash to assure her that forms for workers' compensation were already being processed. DLA's chaplain offered solace from Lehman's bedside, and then-DLA Director Navy Vice Adm. Mark Harnitchek called Greta almost every night for a week. Coworkers visited the couple at the hospital, bringing food and gift cards.

"DLA wrapped its arms around my family. It truly held us up for a long time," Greta said.

She made herself part of her husband's medical team by researching brain injuries and holistic healing. After discovering music therapy and how different regions of the brain respond to various melodies, she put a five-CD player in his room to play a continuous loop of soothing nature sounds, Bach and the Rolling Stones. She studied reflexology and learned the best spots to massage essential oils on his feet. The nurses welcomed her attentiveness and taught her how to hang IV bags.

"It made me feel like, in some little way, I was bringing him back," she said.

Doctors pulled Lehman out of the coma July 5. He woke up weak and 60 pounds lighter and was soon moved to the Mount Vernon Nursing and Rehabilitation Center. Nurses there rarely let him out of bed.

"They kept pushing me around in wheelchairs, and I distinctly remember asking them, 'I'm going to walk again, aren't I?'"

He expected a "yes." He even expected to be back on the rink with his hockey team the following Wednesday. It was what he did every Wednesday for years before the accident. But the answer he got sounded doubtful and bleak. "We'll have to see," a nurse replied.

"That's when I thought to myself, 'There's a chance I may never walk again.' It scared me."

Recovery became Lehman's only goal. With physical therapy, he regained strength and balance. Speech therapy helped him relearn cognitive tasks such

as reasoning and logic. And practice improved his ability to perform daily tasks like bathing and shaving.

After two months of intense therapy, doctors sent Lehman home. He still couldn't climb stairs, so Greta pushed furniture out of the family room to make space for a hospital bed and medical supplies and even had the downstairs powder room converted to a handicapped-accessible toilet and shower. She slept on the floor next to her husband, got up when he needed help to the bathroom and worked from home until he became more agile.

"That's when I thought to myself, 'There's a chance I may never walk again.' It scared me."
— Joe Lehman

"I was his hands and legs for a long time. After a while, though, the best thing I did was get out of his way and let him take risks," she said.

Greta was "absolutely opposed" to it when Lehman began talking about returning to work, and coworkers urged him not to rush things. Lehman's supervisor, Michelle Jordon, was worried about overwhelming him, but happy to see his eagerness to rebound.

"It meant that no matter how devastating his injuries were, he wasn't defeated by them," she said.

Lehman returned in March 2015, starting with four-hour workdays and gradually increasing the hours until he resumed his

pre-injury, eight-hour day in May.

"I was desperate to return to my normal life and get back a sense of self," Lehman said.

The days of collecting evidence and interrogating suspects are probably over for Lehman. While most of his work at DLA involved white-collar crimes such as fraud and sexual harassment, he also investigated homicides, rapes and robberies.

"I have a lot of experience I can call on that never goes away, which is good. But I'm not as sharp or as perceptive as I once was, and I'm well aware of that," he said.

Estep, who followed Lehman's progress on a website Greta shared with friends and family, said it was a special day when he returned to work.

"I find it so remarkable that Joe remained steadfast on returning to work despite the severity of his injuries," she said. "More often than not, I see employees with much more minor injuries who remain off work as long as Joe did or even longer."

Lehman's recovery isn't complete. He still has seizures and symptoms of traumatic brain injury: difficulty concentrating, fatigue and forgetfulness, to name a few.

"A person who goes through a TBI or loses a limb has some serious hurdles to get through. It's a marathon, not a sprint," Greta said. "It's a long, long race."

DLA Human Resources Director Brad Bunn said Lehman is the epitome of a DLA team member who is "resilient in the face of professional and personal challenges," which is an objective in the DLA Strategic Plan.

"Mr. Lehman's personal and professional resiliency is a shining example for all DLA employees," Bunn said.

His physical and mental impairments may endure, but Lehman strives each day to do something he was incapable of the day before. The man who once feared he'd never walk again now plays racquetball and rides a bicycle. He'll consider himself fully recovered the day he plays hockey again, and while he's at peace knowing it may never happen, he won't stop trying. 🚩



(L-R) Lead Injury Compensation Program Administrators Donna Carr and Patricia Royster discuss a claim with DLA's Human Resources Services Injury Compensation Office Director Donna Estep.

WORKPLACE INJURIES — NOW WHAT?

Story and Photos by Dianne Ryder

Most employees don't expect to be injured on the job — but the Defense Logistics Agency processed a total of 498 claims in calendar year 2015, accounting for 2.1 percent of the agencywide workforce. Such occurrences can test an individual's and an organization's resiliency.

Donna Estep, director of the DLA Human Resource Services Injury Compensation Office, has been involved

with DLA's workers' compensation program since its formal establishment in 2002.

"We put some good processes in place, and we started managing the cases from beginning to end," she said. "And the result of that has been really positive. We've been able to go from what was heading toward \$40 million in compensation and medical costs per year down to right around \$20 million this year."

So what should an employee do if he or she is injured while on duty? Estep

advises employees to first notify their supervisor and seek any needed medical care. Next, the employee and supervisor complete one of two claim forms. The Federal Employee's Notice of Traumatic Injury and Claim for Continuation of Pay/Compensation, or CA-1 form, is for an acute injury from a specific, one-time incident. For workplace injuries accrued over time, the form to use is CA-2, Notice of Occupational Disease and Claim for Compensation.

The injured employee's supervisor is responsible for submitting the form to the Injury Compensation Office. If there is missing information, a specialist will contact the injured worker or the supervisor, Estep said.

"The claim form is then transmitted to the U.S. Department of Labor's Office of Workers' Compensation Programs elec-

It's important to submit injury claims as soon as possible but no later than seven days after receiving a claim from the worker.

tronically for assignment of a claim number," she said. "The claim number is used for all matters associated with the claim, including billing by medical providers."

Estep reminds managers it's important to submit injury claims as soon as possible but no later than seven days after receiving a claim from the worker. This helps the employee receive prompt benefit entitlements and helps the agency meet timeliness goals set by the Protecting our Workers and Ensuring Reemployment program.

Even if an employee experiences a slip, trip or fall and reports it but doesn't initially seek treatment, Estep always encourages employees to report on-the-job injuries.

"Once a claim is received by the Injury Compensation Office, we're going to have that claim number for you within hours," she said. "It used to take days, but because we file the claims to the DOL-OWCP electronically, we've see claim numbers come through in less than 20 minutes."

To be considered timely, employees have up to three years from the date of injury to file a claim, but Estep recommends employees immediately file their claim, while the circumstances of the incident are still fresh, since a delay in reporting can lead to an inability to recall all the facts surrounding the accident.

Although DOL makes the final decision on approval of claims, Estep said she and her staff are available to answer questions about billing, appeals or to simply act as liaisons between the employee and DOL-OWCP.

"We're the squeaky wheel," she said. "We get in the middle of it – calling providers, DOL-OWCP – we're going to do what we can to help resolve the issue."

The Injury Compensation Program is just one example of HR programs that help fortify workforce resiliency, which is an objective in the People and Culture

goal area of the DLA Strategic Plan.

"Top-notch support of people who are injured on the job and our administration of many other programs allow DLA Human Resources to help meet the director's goal of supporting our entire workforce in their efforts to become more effective in their professional and personal lives," Bunn said.

In 2005, The Department of Defense established the Pipeline Funding Program, a special authority that allows for funding and up to one year of over-hire authority, when the agency is able to return an injured employee to work in an alternate position that accommodates the work-related medical restrictions.

DLA has used the program to great advantage, Estep said. To date, 102 agency employees have been returned to work via the program. The lifetime

time cost avoidance associated with the return to work effort is quickly approaching \$99 million.

If managers are hesitant to take advantage of the program, Estep said she informs them that one of the program's benefits is the authorization for that organization to hire another full-time equivalent if they agree to continued employment of the injured person.

"Our goal is to make sure we take care of our injured workers and ensure they receive the benefits they are entitled to under this program, while being good stewards of the agency's money," she said.

Estep used Joe Lehman's case as an example of successfully returning an employee to the workplace, because he is currently working in a different capacity from his original position. Estep said she and her staff, working with management and DLA Human Resources, seek out meaningful work for the injured employee.

"It's actually a win-win situation; the injured worker is able to continue to contribute to the mission, the while the agency also continues to benefit from the employee's knowledge, skills and abilities," she said.

Estep said she feels fortunate to have a team of people who enjoy working in the injury-compensation field.

"The work can be difficult, it's something different every day – making sure employees are receiving support and guidance needed, making sure they are getting paid properly, making sure every 'i' is dotted and 't' is crossed," she said. "My team is all in. We have made significant accomplishments in the management of the program; however, there is always more to be done. We want to continue to make a difference while ensuring that our injured workers obtain the benefits afforded to them under the program." 🌟



Donna Estep has been involved with DLA's workers' compensation program since 2002.

ATTRACTING TALENT

Story by Beth Reece

Some can't see. Others are haunted by post-traumatic stress disorder or need a wheelchair to move around. They make up a growing part of the Defense Logistics Agency workforce, one that contributes to the daily mission in spite of disabling conditions ranging from deafness to paralysis.

By the end of fiscal 2015, DLA had 2,769 employees with reportable disabilities and 399 with targeted disabilities. The Equal Employment Opportunity Commission's list of targeted disabilities includes deafness, blindness and other significant limitations. Reportable disabilities include diabetes and Crohn's Disease.

A 2010 executive order signed by President Barack Obama requires federal agencies to increase the hiring of people with disabilities, but DLA has long been recognized by the Department of Defense as a model agency in that endeavor. People with targeted disabilities make up 2.0 percent of DLA's staff, although DoD's current goal is 0.96 percent, said Eric Spanbauer, DLA's disability program manager. Officials suspect the number of DLA employees with disabilities is actually much higher, however, since not all employees with disabilities have identified themselves as such through civilian personnel's My Biz.

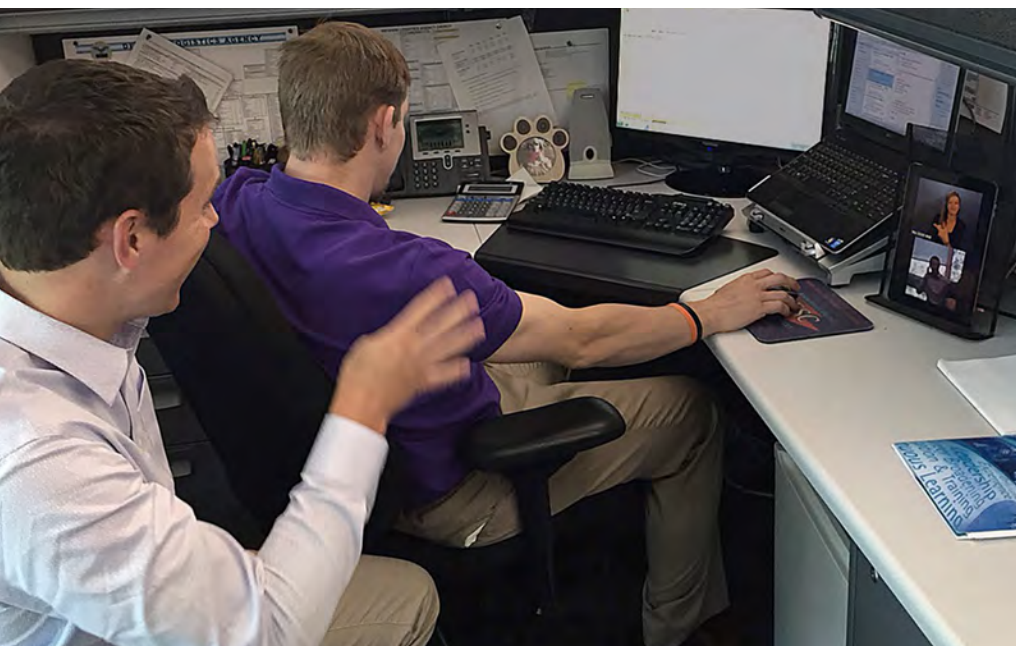
DLA's participation in the Department of Labor's Workforce Recruitment Program

is one example of the agency's commitment to employing people with disabilities. The program places prescreened college students and recent graduates with disabilities in 14-week internships at federal agencies. DLA's Equal Employment Opportunity Office significantly increased the number of interns it hired this year, going from 42 in 2015 to 57 in 2016. Interns were placed throughout the agency in positions including management assistant, supply technician and mobile vehicle dispatcher. Two were also placed in the Pathways to Career Excellence Program, or PaCEP, a two-year program to train entry-level personnel for advancement to the journeyman level in professional, administrative and technological career fields. Although interns are on DLA rolls, their salaries are paid by DoD.

"WRP is an excellent program that helps offset personnel shortages while benefiting from the many talents of students and recent graduates. And with 14 weeks, managers have enough time to evaluate individuals for possible permanent hiring," said Carl Downey, EEO's diversity-inclusion team lead.

Tamala Jackson was attending Temple University when she interviewed for the program. Based on her studies, she was matched with the finance department at DLA Troop Support for what she called her "first real job."

John Slone (left) and Jon Mowl of DLA Finance Energy use the virtual remote interpreting service via tablet. It is one of many tools available to help DLA employees succeed.



Debra Simpson

“It was tedious and demanded a lot, but it helped me open my mind and explore avenues that I didn’t have the chance to consider in college,” Jackson said.

She loved it and was encouraged by her supervisor to apply for PaCEP. She completed the program in 2006 and is now a tailored-vendor logistics specialist at DLA Troop Support, where she ensures military customers and schools receive regular deliveries of fresh bread, dairy products and soda.

“The WRP was a great stepping stone for me. Ever since, I’ve been climbing this ladder of success,” she said.

Managers can also use a special authority called Schedule A to attract and hire employees with disabilities. Schedule A is often considered a fast track to employment because applicants can be hired without public notice. Michael Cowley, WRP manager at DLA Troop Support, said his activity is a frequent user.

“This gives us immediate access to some of the best qualified and brightest applicants. Some of these folks have credentials that are through the roof,” he said, adding that approximately one-third of all WRP participants at DLA Troop Support become permanent hires.

Mason Chronister completed two internships with DLA Distribution before he was permanently hired by the activity’s Organization Management Directorate. Working for the federal government was a dream come true for Chronister, who has Usher Syndrome, a rare genetic disorder that results in hearing loss and



Mason Chronister, an administrative assistant with DLA Distribution’s Organization Management Directorate, was permanently hired after he completed two Workforce Recruitment Program internships with DLA.

— Photo by DLA Distribution Headquarters

visual impairment. His supervisor, Polly Charbonneau, said her team is fortunate to have him.

“One of our responsibilities is processing honorary awards for our civilian workforce, which is quite large at nearly 7,000 people. There is a great deal of paperwork required for each award, from nomination to selection to recognition. Mason helps ensure we get everything right on every document. He misses nothing,” she said.

DLA also helps employees with disabilities take advantage of DoD’s Computer/Electronic Accommodations Program, which provides assistive technology and reasonable accommodations to employees with disabilities. Jackson was given Zoom Text, a magnification and screen-reading program that enlarges, enhances and reads out loud what is displayed on her computer screen. Joe

Lehman, an investigator for the DLA Office of the Inspector General, also benefited from the program when he returned to work after a motorcycle accident that resulted in traumatic brain injury and a permanently bent finger. He was given Dragon NaturallySpeaking, speech-recognition software that lets

users create documents and emails just by speaking. (See *Road to Recovery* on page 18.)

Although the Rehabilitation Act of 1974 and the Americans with Disabilities Act require federal employers to provide “reasonable accommodations” to employees who are disabled, DLA managers have gone out of their way to ensure employees with disabilities have the tools they need to succeed. When Debra Simpson, chief of DLA Energy’s analysis master planning branch, noticed that communication was becoming a barrier for three deaf employees on her team, she led an effort that enabled them and other deaf employees to receive tablet- and desktop-based remote interpretive services, called virtual remote interpreting.

“This was the single most important thing I will ever do for DLA,” she said.

Other reasonable accommodations available to DLA employees include alternate work schedules, modified work stations, wheelchair ramps and elevators. Such accommodations don’t mean people with disabilities contribute less, Jackson said.

“We work hard, and most of us feel like we have to prove ourselves,” she said, adding that DLA’s commitment to employing people with disabilities results in dedicated, loyal employees. 🌟



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A Conversation with . . .

Raymond Zingaretti

The director of Logistics Information Services, based in Battle Creek, Michigan, explains how his division manages information that every DLA customer relies on.

For the non-Department of Defense person or the Defense Logistics Agency employee whose job isn't directly in acquisition, what is Logistics Information Services, and what is it not?

Logistics Information Services classifies, names, describes and numbers each item of supply repetitively used, purchased, stocked or distributed by DoD. The single-item identification is used for all functions of supply, from the original purchase to disposition. The unique number assigned to an item of supply is the National Stock Number.

The mission has its roots in Chapter 539 of Public Law

436, the Defense Cataloging and Standardization Act, also known as Title 10, U.S. Code, Chapter 145. The law was enacted July 1, 1952, and called for a single cataloging system and related supply standardization program. In 1962, the Defense Supply Agency and Defense Logistics Service Center were established, and DLSC became the central control point for the Federal Catalog System and what is Logistics Information Services today.

Our division does not determine whether an NSN is assigned. NSN assignments are based on requirements and requests from the military services, DLA, other

federal agencies and NATO and NATO partner countries. NSNs are not assigned at the request of industry or suppliers.

How is Logistics Information Services unique within DLA Information Operations?

DLA Information Operations is an information technology service provider. When most people think of IT, they immediately think of the things you can touch, like a computer, laptop or mobile device — or software they use to do their work.

What Logistics Information Services provides is information management — the “I” in IT. The NSN links core logistics data necessary for the life cycle support of weapon systems. Timely and accurate logistics information is essential to planning, procurement, order fulfillment, warehousing, distribution, repair/maintenance and disposition.

Could you describe some capabilities your group has that the average DLA employee might not know about?

Logistics Information Services verifies demilitarization codes for DoD. Every DEMIL code is assigned by one of the military services and submitted as part of a request for a new NSN. The DEMIL verification team comprises



Teodora Mocanu

Raymond Zingaretti, director of Logistics Information Services, Battle Creek, Michigan.

expert professionals certified in DEMIL coding. They review each new NSN's DEMIL code and process challenges to DEMIL codes entered by DLA Disposition Services employees processing turned-in equipment and parts. The verifications and challenges help ensure items are properly demilitarized and don't end up in the wrong hands, and that DLA and DoD don't incur unnecessary costs when DEMIL isn't required.

Provisioning support is a service available to weapon system program managers. Logistics Information Services provisioning staff are available to support provisioning conferences where decisions are made on spare and repair parts requiring logistics data. The early involvement of cataloging at this phase facilitates the establishment of NSNs and associated data and increases the quality of that data.

Our division also offers training to customers on logistics data interpretation and fundamentals. It also includes logistics tools like the DoD Electronic Mall (soon to be FedMall) and WebFLIS [Web-based Federal Logistics Information Service]. The training is offered in the traditional classroom environment and has been incorporated into military service curriculums. It's also available through webinar sessions.

We also provide cataloging services to other federal agencies, such as the Federal Aviation Administration, the U.S. Coast Guard and the National Weather Service.

How has Logistics Information Services changed in the past 10 years, with the continuing advances in technology?

One major area is the development and enhancement

of E-Cat [Electronic Cataloging], the application customers use to submit requests and the FLIS Portfolio Workbench. E-Cat interfaces with FPW to allow customer requests to automatically route to the workbench. The workbench provides the capability to monitor and manage workload and assign workload based on priority and available resources.

What part of Logistics Information Services never gets the credit it deserves? And what does that office or unit do for DLA?

One area not widely known is the group in Logistics Information Services that represents the United States on NATO Allied Committee 135, also known as the National Directors on Codification. In the international world, "codification" is another term for cataloging. Participating countries share in the international language of logistics, based upon the U.S. Federal Catalog System. This standardized data provides a common description of items of supply, enabling logistics interoperability across allied forces.

Logistics Information Services also operates the DLA Customer Interaction Center. As part of the mission to manage and disseminate logistics information, the CIC is DLA's 24-hour, year-round point of entry for all customers. Customer inquiries are received via telephone, email and fax. The CIC resolves approximately 70 percent of all inquiries. The remaining 30 percent are escalated to subject matter experts throughout DLA. They processed over 650,000 actions on behalf of customers last year.

What are the biggest changes in store for Logistics Information Services in the near future?

An ongoing characteristics redesign will be a big improvement for describing items of supply. The redesign will allow for characteristics to be added to NSNs based on the technical documentation that is provided. Today characteristics are limited to what is defined in the Federal Item Identification Guides.

The redesign will provide a much more agile and expedient way to include characteristics that are important and evolving within the industry manufacturing the items. In addition, more business will use rule-driven automation, which will allow for processing of routine maintenance actions without human intervention.

If there's one thing you want the non-logistician DLA employee to remember about Logistics Information Services, what would it be?

While the concepts of the NSN and the single item of supply were developed decades ago, it's just as relevant today. Items of production that have the same form, fit and function are grouped under the NSN as the item of supply. The benefits gained from these concepts, such as logistics interoperability, lower acquisition costs through competition and the linkage of logistics data throughout the life cycle, are just as critical to military readiness and cost efficiencies.

Lastly, many customers know us as DLIS (or FEDLOG); however, we are an ever-evolving organization, and the term DLIS has been retired. Today we are Logistics Information Services, a DLA Information Operations service provider. 🌟

SUPPLYING THE END

Story by Brianne M. Bender and Christopher Goulait



On a warm day in January each year, Defense Logistics Agency Distribution and DLA Energy help support the nation's scientific advancement by supporting the resupply of a research ship.

Warm being a relative term — because the January in question is in Antarctica, whose seasons are opposite those of the Northern Hemisphere.

Each year, personnel from DLA Distribution at Port Hueneme, California,

and from DLA Energy have supported the National Science Foundation's Antarctic research by helping load supplies onto the ship and providing various types of fuel for the research station to use during the year. Due to Antarctica's harsh climate, the resupply occurs in the month when the ice is thinnest.

Last year the MV Ocean Giant, chartered by the Military Sealift Command, arrived in Antarctica Jan. 22. The ship returned to Port Hueneme a month later,

with a load of trash for disposal, along with a year's worth of scientific data and ice core samples that will assist the NSF's continued study of the Antarctic.

During the 2015 mission, DLA Distribution personnel from the Preservation, Packaging, Packing and Marking team packaged more than 3,500 line items of general and hazardous cargo; made more than 1,100 custom pallets and wooden containers; and built more than 1,400 fiberboard boxes for

surface and air shipments, to protect the items from damage.

The Ocean Giant departed Port Hueneme Dec. 31 with more than 400 containers, vehicles and pieces of equipment. It then traveled to Christchurch, New Zealand, to pick up more cargo before heading to its final destination, McMurdo Station — the logistics hub for NSF’s Antarctic research mission and the largest inhabited station on the earth’s least-populated continent.

For its part, DLA Energy for each Deep Freeze mission delivers several types of fuel: mid-grade unleaded gasoline, marine gas oil and kerosene-based aviation fuel — JP5 and JP8. Each was chosen specifically for Antarctic use, according to Richard Knapp, supervisory quality assurance specialist with DLA Energy.

“The remote locations and cold operating conditions of the Antarctic dictate the procurement process,” he explained.

That process takes place more than

a year in advance of the shipment. Bids are normally solicited in September for a delivery window of Dec. 1-Jan. 31 the following year, plus a 30-day carry-over period, Knapp said. And procurement is just the tip of the iceberg.

The Military Sealift Command-chartered tanker ship MV Maersk Peary provides DLA Energy-procured fuel to the National Science Foundation-chartered scientific research vessel R/V Nathaniel B. Palmer at McMurdo Station ice pier.

— Photo by Larry Larsson



Air Force Master Sgt. Efrain Gonzalez

A New York Air National Guard LC-130 Hercules unloads DLA Energy-procured fuel supplied during a prior annual Operation Deep Freeze Antarctic refueling mission. The aircraft is used to deliver fuel and supplies to remote locations throughout the continent.

“To get the only annual shipment of fuel from Western Europe to Antarctica and McMurdo Station’s ice pier, MSC vessel follow a route that can involve some of the worst sea conditions and hazards that exist anywhere,” Knapp noted.

Weeks at sea are needed to make delivery, due to unpredictable and harsh weather, along with increased hazards from floating ice, Knapp said. While the region is most accessible in January and February, the last 17 miles of the journey still need icebreaker ships to create a channel through the ice shelf.

“The U.S. Antarctic research mission has three objectives: expanding the fundamental knowledge of the region, fostering the research of global and regional problems of notable scale, and the use of Antarctica as a platform to continually sustain research efforts,” explained Michael Sneed, packing supervisor at DLA Distribution San Diego at Port Hueneme. His group works closely with NSF contractor Lockheed Martin to load cargo in a way that minimizes shipping costs and waste.

The NSF funds the U.S. Antarctic Program through its Office of Polar

Programs; the agency also coordinates the research and logistical support of civilian contractors, the military and several other federal agencies in Antarctica and the Southern Ocean.

San Diego’s Port Hueneme site has been assisting the NSF with this mission the last six years, since the site was obtained as a detachment through the Navy warehouse transfer. Before that, the Department of Defense had been supporting the mission for over 30 years as part of the NSF-DoD Memorandum of Agreement.

The first petroleum support provided as part of Deep Freeze, between 1955 and 1956, was a combination of packaged products with bulk shipments of Arctic-grade diesel and aviation gasoline, Knapp said. At that time, there were no tanker ships, and so a construction battalion out of Davisville, Rhode Island, loaded 55-gallon drums aboard the vessel, he recalled. And because above-ground storage tanks were still being built by U.S. Navy Seabees when the fuel arrived, personnel created temporary storage “by allowing two fuel vessels to freeze in the ice offshore,” he said.

The commander of DLA Distribution San Diego noted the value of DLA’s support. “It is an exciting mission for DLA Distribution San Diego, California’s Port

Hueneme site to be partnered with the NSF’s polar program, as part of the DoD and NSF MOA, in providing preservation, packaging, packing and marking of crucial material that supports the various research stations in Antarctica,” said Navy Capt. John Soracco.

“I am very proud of our Port Hueneme team in what they do every year to prepare the thousands of items for transport to Antarctica that directly supports the 3,500 people stationed there to fulfill their research and other missions year-round,” Soracco said. He noted that the Port Hueneme PPP&M team was recently awarded the DLA Distribution Small Team Performance of the Year Award and the Superior Civilian Service Award for its work.

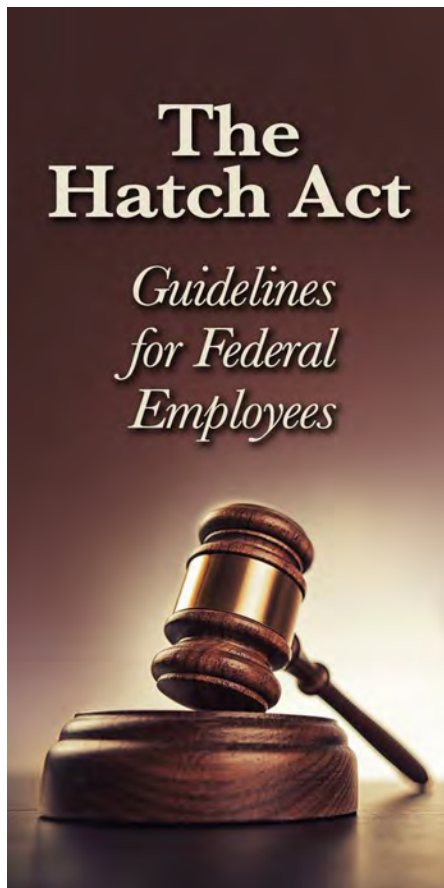
“Operation Deep Freeze is a very critical mission for the people who live and work in Antarctica,” said Navy Capt. Sylvester Moore, former commander of MSC Pacific. “Without this resupply mission, all operations in Antarctica would end, and the scientific community would lose the opportunity to conduct research and study not only the continent of Antarctica, but its impact on our global climate.” ★

Brianne M. Bender is a public affairs specialist for DLA Distribution. Christopher Goulait is the web content manager for DLA Public Affairs.

HATCH ACT OUTLINES RESTRICTIONS ON POLITICAL ACTIVITY BY FEDERAL EMPLOYEES

With the 2016 election season in full swing, people are getting involved in political activities and supporting their favorite party or candidate. However, federal employees need to be aware of legal restrictions on their political activity set forth in the Hatch Act.

The Hatch Act governs the political activity of employees in the executive branch, which includes DLA employees. Specifically, the Hatch Act forbids activity directed at the success or failure of a political party, a partisan political candidate or a partisan political group while the employee is on duty or in a federal building.



In general, all federal employees may:

- Vote;
- Express personal opinions about candidates or issues;
- Make monetary contributions to a political campaign or candidate;
- Display a political bumper sticker on a personal vehicle; and
- Attend and participate in nonpartisan activities not specifically identified with a political party.

However, DoD employees may not:

- Participate in any political activity while on duty or in a federal building;
- Use the insignia of a government office while participating in political activities;
- Display campaign photos, posters, bumper stickers or other campaign material in a federal building;
- Engage in political activity while using a government vehicle;
- Host a fundraiser for a partisan candidate; or
- Run for public office in a partisan election.

– Sara Thompson,
DLA Office of General Counsel
More online: go.usa.gov/xj3f5



DLA ENERGY WORLDWIDE ENERGY CONFERENCE TO RETURN

After a seven-year hiatus, Defense Logistics Agency Energy is bringing back the Worldwide Energy Conference to the Gaylord National Hotel and Convention Center, National Harbor, Maryland, April 10-12, 2017.

The conference and trade show will draw from the entire energy supply chain and provide an exclusive opportunity for Department of Defense employees, contractors, military representatives and industry experts to discuss trends and initiatives in petroleum, alternative fuel and renewable energy.

“The conference promises to reach new heights in featuring distinguished government and industry speakers addressing a multitude of energy issues,” said Bruce Blank, DLA Energy’s director of procurement process support.

For more information, call 844-883-5697.

– Irene Smith
More online: go.usa.gov/xjxmG

DEFENSE LOGISTICS AGENCY
Customer Interaction Center
Need to inquire about an item of supply?
Visit Logistics Information Services at
<https://www.logisticsinformationservice.dla.mil>
To reach the DLA CIC by phone:
1-877-DLA-CALL (352-2255) DSN: 661-7766
or email: dlacontactcenter@dlamil



DLA ANNOUNCES SUPERIOR SUPPLIER INCENTIVE PROGRAM 2015 Top Performing Supply Contractors

The Defense Logistics Agency has announced its top performing industry partners for fiscal 2015 as part of the Department of Defense's Superior Supplier Incentive Program.

The SSIP is an extension of DoD's Better Buying Power initiative and is designed to incentivize contractor performance by identifying suppliers with the highest rankings in areas such as performance, quality and business relations.

"This program allows DLA to spotlight those companies that consistently perform

well and deliver high quality products to our warfighters. They should be proud of this distinction," said Matthew Beebe, head of DLA's acquisition directorate. "We also hope it serves as a reminder to both industry and government personnel of the importance of having ongoing, open and honest dialogue about contractor performance."

DLA considered its top 150 parts and commodity suppliers with the highest spends within a particular supply chain that have done business with the agency over the past two years. To be eligible for consideration,

companies – or their subsidiary business units – had to have DLA contracts with a proven record of performance, as well as an established rating in the federal Contractor Performance Assessment Reporting System.

Of those considered, 42 companies were selected as DLA's superior suppliers based on the last three years of CPARS ratings, with the most emphasis placed on recent performance. The selected companies represent all of DLA's major supply chains, include nine small businesses and collectively account for nearly \$16.7 billion in DLA contract expenditures annually. Suppliers were categorized into three levels based on their performance and CPARS ratings: Gold, Silver and Bronze.

DLA EARNS DOD RECOGNITION FOR HIRING PEOPLE WITH DISABILITIES

The Defense Logistics Agency has been recognized by the Department of Defense as a model employer of people with disabilities. The agency was named Component of the Year, and DLA Disability Program Manager Eric Spanbauer was named Workforce Recruitment Program Coordinator of the Year for his work managing the program agency-wide.

The awards were presented by Peter Levine, acting undersecretary of defense for personnel and readiness. He applauded the efforts of DLA and other organizations that partner with the Department of Labor to make the WRP a success.

The WRP places prescreened college students and recent graduates with disabilities in 14-week internships at federal agencies.

"The WRP is more than an internship program," Levine said. "It is a vital pipeline of talent that supports a diverse, inclusive and mission-ready workforce."

– Beth Reece

More online: go.usa.gov/xjakm

DLA TROOP SUPPORT HELPS POWER FEMA WITH NEW GENERATORS



An entire region can lose electricity when disaster strikes, but a Defense Logistics Agency Troop Support contract for power generators aims to reduce the time affected communities are left in the dark.

The five-year contract will provide supplemental diesel power generators to the Federal Emergency Management Agency for disaster relief operations.

"FEMA has generators in stock in several locations. When a disaster hits, there is a possibility they might not have the size, or quantities of the size, they need to support the relief effort," said Mary Ryan, a contracting officer for construction and equipment. "If that happens, they would tap into this contract to augment what they need."

The generators can be leased for the amount of time FEMA requires and range from 15 kilowatt-hours up to 1 megawatt-hour, Ryan said.

– Jason Kaneshiro

More online: go.usa.gov/xjCDR

DLA NEWSWIRE

DLA's superior suppliers for 2015 are listed in alphabetical order by performance level:

GOLD:

AmeriQual Group, LLC
 AmerisourceBergen Drug Corporation
 Burlington Industries, LLC
 Cardinal Health, Inc.
 DMS Pharmaceutical Group, Inc.
 Herndon Products, Inc.
 McRae Industries, Inc.
 Northrop Grumman Systems Corporation
 Peckham Vocational Industries, Inc.
 Science Applications International Corporation
 Source One Distributors, Inc.
 Sterlingwear of Boston, Inc.
 Tennier Industries, Inc.
 US Foods, Inc.
 The Wornick Company

SILVER:

AM General, LLC
 American Apparel, Inc.
 Bell Boeing Joint Project Office
 Bethel Industries, Inc.
 Federal Resources Supply Company
 Graybar Electric Company, Inc.
 Lockheed Martin Corporation
 McKesson Corporation
 Proper International, Inc.
 Supplycore, Inc.
 Theodor Wille Intertrade AG
 Triumph Structures, Inc.
 Veyance Technologies, Inc.

BRONZE:

The Boeing Company
 CPD Alaska, LLC
 Foster Fuels, Inc.
 General Electric Company
 Meggitt, Inc.
 Michelin North America, Inc.
 National Industries for the Blind
 PPG Industries, Inc.
 Raytheon Company
 Rockwell Collins, Inc.
 Sysco Corporation
 Textron, Inc.
 USFI, Inc.
 Y. Hata Company Limited

— DLA Public Affairs
 More online: go.usa.gov/xjrJJ



OLD FURNITURE GETS NEW LIFE HELPING LESS FORTUNATE

Hundreds of pieces of used barracks furniture were given to those in need instead of being tossed in a landfill thanks to teamwork between Defense Logistics Agency Disposition Services, Marine Corps Base Hawaii and Helping Hands Hawaii.

DLA employees coordinated with the General Services Administration

for permission to donate more than 400 items, which included bed frames, sofas, chairs, desks and tables.

Property Disposal Specialist Gilbert Delagente said DLA employees found it “gratifying” that so much furniture could be reused “to help our homeless and the less fortunate people in Hawaii.”

— Tim Hoyle, DLA Disposition Services
 More online: go.usa.gov/xjavh

DLA ENERGY FISCAL 2015 FACT BOOK

An organizational overview of the agency with a snapshot of the facts, figures and financial information from fiscal year 2015

GET IT ONLINE AT: GO.USA.GOV/XDA9B



Available online at: www.dla.mil/Energy

Available Now!

STARs OF RETAIL

Story by Chris Erbe

Historically, the Defense Logistics Agency has served as the wholesale inventory manager for the Department of Defense, procuring consumable items from commercial vendors and storing those items in distribution warehouses. DLA is still very much a wholesale-oriented organization in which military service logisticians requisition material from the agency through their supply systems, thus keeping DLA employees at least one layer removed from the retail end users.

However, in the past decade or so, DLA

has taken on retail responsibilities at 20 of DoD's industrial activities, which include Navy fleet readiness centers, Army depots, Navy shipyards, Marine Corps logistics bases and Air Force logistics complexes. As the retail manager at the industrial sites, DLA manages the supply, storage and distribution of material, and provides needed items directly to the end user. In this case, the end users are the individuals, artisans and teams maintaining and upgrading aircraft, ships, tanks and other critical weapon systems.

Simply put, there are important differences between DLA's wholesale and retail activities.

To bring focus to the retail side of

the agency, DLA held the Semi-Annual Total Retail Sustainment Review, called STAR, May 24-25 at the Portsmouth Naval Shipyard in Kittery, Maine. The purpose of the event was to explore ways to bring more efficiency to DLA's retail activities and to increase overall agency awareness about the challenges facing DLA's retail industrial operations. DLA's Retail Operations Division, in coordination with DLA Land and Maritime, sponsored the event.

Participants included DLA headquarters personnel, DLA process owners, personnel from primary-level field activities and commanders from the DLA industrial support activities that have a direct impact on retail industrial operations.



This was the second STAR summit. Organizers plan to hold future STAR events at a different industrial site each time so that participants can see firsthand the mission each industrial activity performs and how DLA affects their operations. The first STAR event was held in October 2015 at the Oklahoma City Air Logistics Complex at Tinker Air Force Base.

As part of the most recent summit, shipyard officials gave participants a tour and overview of the Portsmouth Naval Shipyard, the oldest continuously operating Navy base in the nation. The shipyard's primary mission is the maintenance, repair and modernization of the Navy's nuclear submarine force.

"It's a tough business to deliver these ships, but we've had great success delivering on time and on budget," Navy Capt. William Greene, commanding officer of the shipyard, said in his presentation to the group. "A portion of that success is due to part support, which is where DLA comes in. It takes a team

effort, and DLA is part of the team here at the Portsmouth Naval Shipyard."

Greene discussed how a submarine must undergo an engineered overhaul after about 20 years of duty. While in dry-dock, workers maintain a strict schedule, removing parts for repair or replacement in sequential order, and reinstalling them in the reverse order. Any delay due to a problem procuring a single part can disrupt the schedule, creating devastating financial consequences and loss of military readiness.

"Just one back order on a component causes a chain reaction that can cost hundreds of thousands of dollars a day," Greene said to the group. "The last sub that we worked on [USS Alexandria (SSN 757)] was the fastest engineered overhaul on record. It was completed two weeks early and \$9 million under budget. We're very proud of our part in national defense — we could not do it without all of you."

The level of urgency in procuring parts is one of the most important contrasts between DLA's wholesale and retail

Workers from the Portsmouth Naval Shipyard in Maine swarm over the deck of USS Scranton during an engineered overhaul in 2014.

activities. While DLA wholesale focuses on replenishing inventory stocks for wide distribution to many retail customers, DLA retail often focuses on procuring a single critical item directly to employees in a work area or a maintenance line.

"As Capt. Greene conveyed, for the lack of a part, they could be impacted by days if not weeks, and millions of dollars," said Navy Capt. Ronald Carr, who at the time of the STAR summit was serving as DLA retail process owner and retail operations division chief, with only one week to go before his retirement from the Navy. "We've got to make sure it's understood that one part is as important as 10,000. We're trying to achieve that with STAR, by bringing attention to this issue."

The role of DLA's retail operations originates from the 2005 Base Realignment and Closure Commission round and a June 2005 decision by the under secretary



Participants of the DLA Semi-Annual Total Retail Sustainment Review gather at the mast of the USS Sailfish (formerly USS Squalus) at the Portsmouth Naval Shipyard in Maine.

of defense for acquisition, technology and logistics that required the services to transfer to DLA all of their retail inventory supply, storage and distribution functions at their depot-level industrial sites.

After more than a decade, the services have transferred these functions to DLA in varying degrees. Air Force air logistics complexes and Navy fleet readiness centers have transferred all retail functions to DLA. The Army and Marine Corps have transferred control of storage and distribution functions to DLA while retaining management of their supply functions. The Navy shipyards transferred supply, storage and distribution functions to DLA, but kept their legacy processes and systems that used to be operated by sailors, but that are now operated by DLA personnel.

While DLA can certainly point to successes in supporting the services at the retail level, the lack of consistent processes and procedures throughout all of DoD's industrial sites poses an increasing challenge to efficiency and progress. Pressure to streamline is especially acute in DLA's climate that stresses audit readiness, process excellence, continuous process improvement and end-to-end process management. DLA Director Air Force Lt. Gen. Andy

Busch made process excellence a significant part of his Strategic Plan 2015-2022.

Adding an external push, the Government Accounting Office published a report in June addressing DLA's retail support to the service industrial activities and measuring DLA's progress in accordance with the original BRAC 2005 law. In the report, GAO recognized the benefits already realized by the Air Force air logistics complexes and the Navy fleet readiness centers. Among those improvements were reduced inventory, increased warehouse efficiencies, improved demand signals, enhanced information sharing and improved supply performance. But, GAO made several recommendations, including that DLA, Army, Marines Corps and the Navy shipyards should conduct business case analyses to help determine whether further transfer of retail functions is warranted. GAO also recommended that DLA and the military services develop better metrics to measure planning accuracy and track disruption costs.

In light of these developments, organizers of the STAR summit brought together the various elements of DLA to educate, inform and, ultimately, take action to improve DLA's retail operations.

Carr said that he often gets asked if the STAR summit is worth the investment.

"I don't think we have any other venue four days a year that gives us this level of integrated, dedicated focus on retail

operations," he said. "As we are seeing the cost and impact of those back orders for our industrial activities, the impact of not getting that process streamlined and more effective, it's certainly worth the time and effort that we put into this."

With one week to go before his retirement, Carr was recognized for his outstanding support for his country and DLA retail operations. The incoming retail operations division chief, Robert Therriault, attended the STAR summit as well.

"We're trying to go from the walk to the run," Therriault said. "It's about trying to standardize these processes so we can streamline and be vertically integrated. There used to be [military] service logisticians serving their customers — they are now DLA logisticians. At these sites, DLA is in direct support of a maintenance line, and it's a different level of urgency."

And retail is an area DLA should continue to focus on, according to James McLaugherty, the acting director of DLA Land and Maritime. "We need to put more investment and management attention into retail," he said. "There's a lot to do, and maybe the most important thing we can take away from this meeting is to go back and advocate and inspire the rest of the agency. We're still a wholesale-oriented agency that's got to learn that retail is different," McLaugherty noted. "So let's go back and start spreading the gospel about retail." 🌟

DEFENSE LOGISTICS AGENCY STRATEGIC PLAN GOALS AND OBJECTIVES

STRATEGIC ENGAGEMENT



**ENGAGE INDUSTRY AND OTHER PARTNERS
IN THE DELIVERY OF EFFECTIVE AND
AFFORDABLE SOLUTIONS**



I AM

DLA

My name is:

Ada Catherine Torres Vega.

I am:

A contracting officer for DLA Troop Support Europe & Africa.

Describe your job in a sentence:

I am a contracting officer for the Commodities Team and the team lead for the Maintenance, Repairs and Operations prime vendor program, which supports construction and facilities maintenance materials for Europe and Africa.

How long have you worked at DLA?

I've worked for DLA Troop Support almost eight years, beginning in the DLA Corporate Intern Program. I spent six and a half years as part of Clothing and Textiles. The last year and a half, I've been overseas with our regional office in Germany on the Commodities Team.

What is your favorite thing about working for DLA?

The interaction with my customers! Our office is 100 percent about supporting the warfighter. And it's very broad in the supplies it provides, so you're never working with the same type of requirement. I get to work hand-in-hand with the customer from the beginning of any procurement. And I support customers all over the world.



What are your best memories of working here?

My coworkers. I have had the opportunity to work with people who have inspired me and guided me throughout my career. C&T is a huge family of people who take care of one another. Now I'm part of DLA Troop Support Europe & Africa, which is a small office, and that feeling is the same. When you work overseas, your coworkers become your family.

How do you make a difference?

By giving 100 percent to the warfighter. I feel I have to support them in any way possible because I'm lucky to be home and safe while they put their lives at risk every day. Once, I was doing a large order on a Saturday. It was very long and complex, but all I could think was that I was home and comfortable, and my work that day was to support a customer in Africa who was not as comfortable. I felt good making sure he had what he needed. Not long ago, I received a call from a member of that unit I was working with on a different project; he just wanted to say thank you. That alone made my day.

Ada Catherine Torres Vega