

Defense Logistics Agency Energy

Winter 2017

ENERGY SOURCE



DIVERSITY

From the Commander

Brig. Gen. Martin Chapin, USAF Defense Logistics Agency Energy

DLA Energy Team,

This is my first issue of *Energy Source* as your commander, and although my tenure has been relatively short, I have been fortunate to start making my way around the enterprise and meet with our team in the field. I couldn't be prouder of you and your significant accomplishments in full and enthusiastic support of the Warfighter, every day.

Any given day finds the DLA Energy team fully engaged around the world doing what we do best - supporting the Warfighter. Our role is to ensure their mission accomplishment, and it takes a team with a 'deep bench' to make that happen consistently and dependably. We have a very deep bench here at DLA Energy, and I know and appreciate that our entire team works together to keep our Warfighters in the fight and winning.

One thing that is always welcomed at DLA Energy is diversity. Within these pages we'll examine what makes DLA Energy tick - our people. Their unique and varying perspectives, knowledge, talents and life experiences make Energy the logistically savvy and energetic team of professionals that we are today, and strive to be in the future. Diversity and inclusion fuels our success!

Like most endeavors here at DLA Energy, and for that

matter anything worth doing, it takes planning, teamwork, motivation, communication and skill to put together any complex project and see it through to its successful completion.

Our team exhibits these traits daily, and diversity is both a valued resource and an inspiration to us all.

This issue begins with an in-depth interview where I'll share with you what makes *me* tick and what my vision is for DLA Energy; then we'll closely examine the critical practices of diversity and equal opportunity and the incredible value they bring to our team. We'll also see how a voluntary personality assessment tool we're using is helping to ensure that teams interact and work together effectively (I'm a 50/50 split of green and gold; see the article on Page 12 to learn what that means). The rest of the issue will be dedicated to focusing, rightly so, on the people who represent all of us and embody everything that is great about the incredible team here at DLA Energy.

As your commander, I look forward to the successes and challenges that we'll face in the future as we work together in support of the Warfighter - and each other.



Energy Source

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Fueling Energy's

Success

Energy Source interviewed Brig. Gen. Chapin to learn more about him, his command and leadership philosophies and his vision for DLA Energy.

Energy Source: *You've been in command of DLA Energy since July 22. What have you learned about the organization, and what have you come to appreciate about our mission?*

Brig. Gen. Chapin: I'm convinced that a year-and-a-half from now when I am reasonably well-versed in the job, I'm still going to be learning so much from the experts here. So it's going to be continual learning for me from that point of view.

What I've seen so far isn't so much the technical aspects of energy or fuel. What I've taken away so far is just how much the rest of the Department of Defense relies on what happens here and out through the regions. The fuel arrives, the energy is delivered. Whatever it is they need, it happens by design – and that's what's supposed to happen. In my case, I was sitting in the cockpit getting ready to fly, and somebody was in the back refueling the aircraft; I just took it for granted that the fuel made it into the aircraft, that it was in the ground in the tank, and that it was on spec and my plane was going to fly. You don't give it a second thought. Which is exactly the end-state that we're hoping for, clearly. The Department of Defense is very reliant on everything DLA does – not the least of which, is what we do here in DLA Energy.

Energy Source: *Do you have a personal command philosophy or belief that you can share with our readers?*



Introducing Brig. Gen. Martin Chapin, USAF



Brig. Gen. Martin Chapin assumed command of DLA Energy this summer. Photo by Ron Inman

Brig. Gen. Chapin: I've become a firm believer that we're not the same military that we were in World War II, or Vietnam, or even 10 years ago. If you look back to romantic military leaders of the past, it was fairly easy to characterize leadership in an autocratic way; and it worked. You could be a very autocratic leader, and it certainly had its place. I think today's world is far too complex, certainly for senior leaders, to operate in that realm. So the way I choose to operate, and I sincerely believe it benefits the whole organization, is always a teamwork approach. It's the old adage: "None of us are as smart as all of us." I think that rings very true today. There's just so many things we have to be able to understand, and to comprehend, that no one person can be that single individual way out front saying, "Follow me!" You need somebody to say it, but you have to talk to the people around you to make sure that you have buy-in where you're headed, otherwise you're likely to be leading the way up the hill and you turn around and there's no one behind you. But as you

formulate what you think that way is, make sure everyone's had a chance to be part of it, rather than just picking it up. That goes back to continuous learning. It would be silly for me to walk into this job and say, "I'm convinced I know what DLA Energy needs right now," compared to the vast amount of knowledge within DLA Energy's workforce. That's what folks can expect from me – a continuation of continuous learning – and that's what I'd like to see everyone else do as well, since it benefits the organization.

I'm a big fan of "servant leadership." (*Editor's Note: According to the Greenleaf Center for Servant Leadership: "A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the 'top of the pyramid,' servant leadership is different. The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible."*) It's a great way of encapsulating what we're talking about. Going back to my service in Air Mobility Command, it's part and parcel to what we do. It's baked into our DNA as people who work for mobility air forces because we're not the folks usually on the front lines, but we've learned how important mobility is to the Warfighter. My prior job at USTRANSCOM had a very similar dynamic to exactly how we do things here in DLA and DLA Energy.

Energy Source: *What do you believe is the strength of any workforce?*

Brig. Gen. Chapin: Two important things motivate us and get us moving in the right direction. First, people need to truly believe they make a difference. I just don't think a workforce can be truly effective if they really don't understand what they're doing, why they're doing it, or if they don't feel it's necessarily appreciated. That's fundamental and very important to what I hope to accomplish here – to make sure people have that sense and philosophy.

Related, but slightly different, is people feeling they're empowered to operate in that space and make a difference, at every level. It doesn't mean the newest employee in the most junior position gets to decide the strategic direction of the organization; that's not the way it works. But that person needs to feel they have an opportunity to have some level of influence, and not be continually micro-managed or get the impression that their inputs aren't of value to the organization. You want people to come to work and feel they're making a contribution. That's where an organization turns that corner from one that's just getting by, to a high-performer. You're never going to have everybody, but you will have the vast majority of the workforce that comes to work every day hoping they can make a difference. I think those things characterize [successful] orga-



Chapin briefs the Energy workforce on the organization's 2016 Denison culture survey action plan and takes questions during an Energy town hall meeting, Dec. 6. Photo by Tanekwa Bournes

nizations. We have a lot of it in place and will hopefully continue that journey.

Energy Source: *Please tell us about yourself. What are your personal interests or hobbies?*

Brig. Gen. Chapin: Family is important. We have a small family; both my wife Grace and I came from small families. I was an only child, and it creates a different dynamic. We have two kids, and one is at college so that's a big change for the Chapin family. I don't think that's any different from our workforce – a lot of folks have kids in the same stages of life. I say “we” a lot. I always think of Grace, the family and I being together. Even when I'm at work, I'll refer to [them] and say we're going to do something. It's sort of subconscious at this point, but people have asked me about it. Family is the nucleus of what we do.

Hobbies and interests – apparently, my interest in cars has peaked interest within the organization (laughs). I didn't realize that. I like cars. I love classic cars. I wish I owned one. I don't yet, I'm still working on the wife to that angle, [to] see if that actually pans out for me. But we have a few cars that I enjoy and it's an enjoyable fascination for me.

Energy Source: *What are your priorities for DLA Energy?*

Brig. Gen. Chapin: Two things stand out to me. We have to make sure we never lose sight of the fact that our number one priority is to support the Warfighter. [DLA Director] Lt. Gen. [Andy] Busch has articulated that, and I feel very strongly about it. The Warfighter is our fundamental purpose for existing as DLA Energy. If we're not doing that, and not doing it well, then the rest doesn't really matter. It's the heart and soul of what we do. In my mind, that always has to be out front.

The second thing is making sure we continue to cultivate the culture of our organization. I'm getting a sense for our culture, and it's a good, strong culture. We've been fortunate to have the [2016 Denison culture] survey results come back and the feedback helps. We're going through the action plans to identify areas where we may not be as good as we thought we were, and to hopefully tweak some of that. All of us understanding what our culture is and understanding what we want the culture to be, and then filling in the gaps, is what I want to focus on. That doesn't mean there's a glaring need in that area. I've been very impressed with the organization as a whole and where we are



Chapin conducts a site visit to the Hakozaiki Fuel Support Point facility on Azuma Island in Tokyo Bay, Japan in October. Photo by Jeff Connell

right now. But those are a couple of the things I'm interested in pursuing, and continuing to learn more about.

Energy Source: *What is your vision for DLA Energy?*

Brig. Gen. Chapin: My vision would be that the customer trusts us to always meet their requirements ... always! And that everyone on the Energy team feels valued, understands the important role they play in supporting the Warfighter and looks forward to coming to work each day to make a difference.

Energy Source: *As DLA Energy Commander, what message do you have for our most important customer, the Warfighter?*

Brig. Gen. Chapin: Our customers – the Warfighters, the services, the [combatant] commanders – need to have a firm understanding that we're good stewards of the resources they give to us. That's absolutely critical. They have to understand that we do this to make them successful. This is not about building a DLA Energy empire. It's not about driving their requirements. We want to understand their requirements and get better at understanding them; to actually predict their requirements and meet them before they may even know they need them, and create a seamless loop with them. That's what I would like them to take away.

Energy Source: *What message do you have for the DLA Energy Team?*

Brig. Gen. Chapin: Teamwork is so important. Just like communication, teamwork's very hard. And it's because the fundamental [element] of teamwork, in my opinion, is communication. It's communicating well with ourselves, which, as good as we are, we don't always get right. There are times when we find out we've missed the boat, and that's true of any organization. We need to make sure we're communicating with DLA Headquarters because they are our advocates and we can leverage what they bring to the table for us, and with our customers, suppliers and industry. We need to ask the questions, "Who do I need to be sharing this information with? Who do I need to be talking to? Does everyone who needs this information have it?" I think that creates the teamwork atmosphere I am hoping to accomplish.

There's always a balance point in creating that sense of teamwork. An organization can take teamwork and culture to a point where you become very internally focused. You can have high esprit de corps inside a group and use that positive energy internally, but that isn't always a good balance for external folks. They don't necessarily understand that kind of unique nature. You can also take things in the

opposite direction, in terms of balance and you can blend into a larger organization to the point where the team doesn't have a sense of what makes them special and they ask, "What value do we have? We seem like we're part of this bigger collective." So I'm trying to find something in the middle of that space. I know it's there and I hope we continue to try to find it.

I've been fortunate enough in most of my professional career to be part of supporting organizations that work to make others successful. That has always resonated with


me. I've never been the sort of person who felt like I needed to be in front of the group to contribute to it. I like the opportunity to help other people be successful. The role I'm in now is to help our whole team help others be successful.

Energy Source: *Is there anything else you'd like to add?*

Brig. Gen. Chapin: I want to give my sincere and heartfelt thanks to the whole DLA Energy team for what we do on a daily basis, making the Warfighter first

and ensuring everyone in the DoD has what they need. It is amazingly complex and detailed work. I continue to gain a profound appreciation for it – so thank you for everything you have done, and will do in the future.

I would love for folks to understand how much Grace and I appreciate being welcomed into this team. I said during my change of command, "We're joining this team," and I truly believe it. I don't want this to be General Chapin showing up and forming a team around him. This is us – Grace and I and the whole family – joining an existing team and molding ourselves into this team. I'll contribute in the way that I can with the skills that I bring, and hopefully that's valuable to the team. Everyone's been great. They've been very patient trying to educate an aviator on what reactive molecules are (laughs) and all these other amazing things we do, and explaining acronyms to me that I don't understand. I hope to repay that by making sure I fully support what they do and engaging in areas that make their job a little bit easier.

My command philosophy is that I work for everyone at DLA Energy. If I'm not offering something to them on a daily basis that makes their job easier or better, then I haven't met my goal for that day. I hope everyone can truly believe that and get a sense of that from me. If I can leave here a couple of years from now having been successful on that front, it's a touchdown for all of us. 

“ **My command philosophy is that I work for everyone at DLA Energy.** ”



E



— DIVERSITY —



O



Leveraging Diversity and EEO

By Elizabeth Stoeckmann

Diversity and Equal Employment Opportunity are distinct but related activities that complement each other and provide Defense Logistics Agency Energy employees with a strong foundation for a fair and inclusive workplace.

Both practices deliver rules and guidelines and shape DLA Energy's culture.

“How the two merge is where we look at the demographic studies and special emphasis programs that fall under the EEO umbrella to ensure we have a diverse workforce and that we are recognizing and celebrating that diversity,” said DLA Energy EEO Director Darrell Bogan. “Managing both EEO & Diversity programs is like wearing two hats.”

Bogan said diversity is considered a strategic best-business

practice for the organization in terms of developing diversity and inclusion programs. Whereas, EEO is governed by law, and all federal agencies are required to be in compliance with the regulations and laws set forth by the U.S. Equal Employment Opportunity Commission.

Diversity has a much broader scope. It's centered on awareness of differences – which can be based on multiple factors such as gender, race, disabilities, communication, age, ideas and thoughts.

DLA Energy's EEO & Diversity office remains in-step with the executive order signed by President Barack Obama in 2011 aiming to make the federal government "a model for the employment of individuals with disabilities."

Through demographic studies with DLA Human Resources, DLA Energy has proven to have a diverse workforce. The studies compare data to the civilian labor workforce put out by the U.S. Department of Labor.

"Our goal is to mirror the department's numbers and in most areas we meet expectations," Bogan said. "However,

there are three underrepresented areas: individuals with targeted disabilities, white females and Latinos."

With the help of DLA J1, ongoing recruitment and retention efforts and events are being employed to help close the organization's diversity gaps.

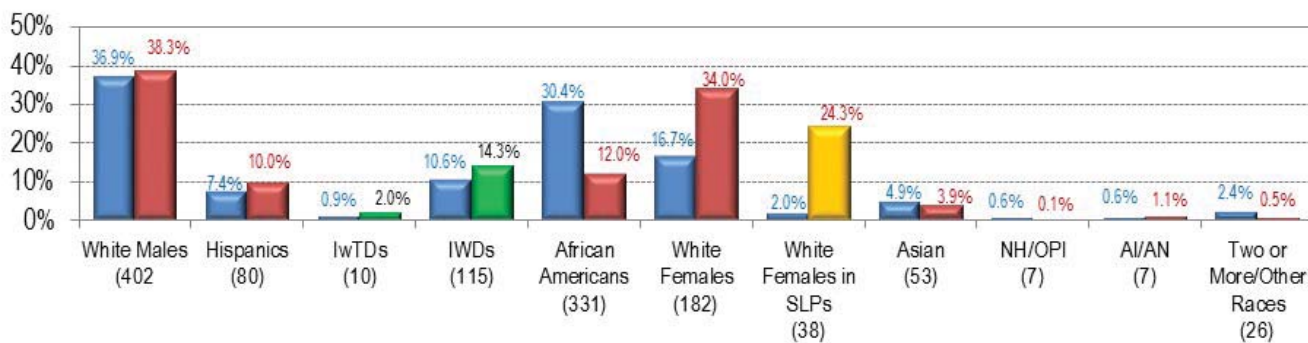
Bogan explained that while women have made positive strides in the federal workforce, a significant gender gap still exists, especially in the National Capital Region. He said the factors may include the fact that white females married to active duty military members remain in the area for a short time before moving with their spouse, and that the civilian sector is scooping up federal women for employment.

DLA Energy's population diversity is closely monitored by the DLA Energy EEO & Diversity office as they gather key trends and analyze data that impacts the organization.

According to DLA Energy workforce demographic data, DLA Energy employs 38 white females in senior-level positions (GS-14, -15 and SES), representing two percent



Workforce Demographics at DLA Energy By Race, Ethnicity and Individuals with (Targeted) Disabilities



Participation Rate



DLA Goals for Individuals with Disabilities & Targeted Disabilities



Federal government workforce in SLPs reported in EEOC Annual Report for FY2010



NCLF – 2010 U.S. Census data representing persons in each of the respective demographic groups who are 16 years of age or over (except those in the armed forces) who are employed or are unemployed and seeking work.

Reported Population: DLA Energy

Workforce Total: 1,088

ACRONYM GUIDE

IwTDs = Individuals with Targeted Disabilities
 IWDs = Individuals with Disabilities
 Blacks = Black or African American***
 SLPs = Senior level positions (GS-14, 15, & SES)
 NCLF = National Civilian Labor Force

DLA Data Source: DCPDS As of: August 31, 2016
 Fed Govt Comparative Data Source: FY2010, EEOC Annual Report on the Federal Workforce, Appendix IV, Tables 2, A-1, A-3b,

of DLA Energy’s workforce compared to the federal government rate of 24.3 percent. Additionally, DLA Energy employs 182 white females, or 16.7 percent, whereas the labor force employs 34 percent.

“So we need to increase [the representative percentage of] white senior level females to get closer to that higher percentage,” Bogan said.

DLA Energy employs 80 Latinos and Hispanics who constitute 7.4 percent of its workforce, compared to a representative population of 10 percent of the federal government workforce.

In the area of individuals with targeted disabilities, DLA Energy does not meet requirements with ten employees, 0.9 percent of DLA Headquarters’ goal of three percent.

Bogan said the African-American and female demographics are usually well-represented at DLA Energy; however, there still needs to be more African-American representation at the higher grades.

DLA Energy’s EEO & Diversity office is responsible for reporting diversity data to DLA headquarters staff and the EEOC with a way-ahead plan to mitigate any discrepancies. Additionally, EEO is not expected to close gaps immediately, but rather to work to close the large gaps over time, particularly in underrepresented areas.

Diversity provides an organization the opportunity for

positive change as it sparks innovation, increases productivity and maximizes strategic mission-driven results, Bogan said.

“The greatest benefit of workforce diversity is employees’ thoughts, ideas, backgrounds and experiences they bring to the organization,” Bogan said. “When sitting around a conference table where decisions are made, having a diverse group of decision makers lends itself to someone being able to provide a different perspective.”

A current example many organizations are working on is restroom accommodations for transgender employees, Bogan said. Decisions are being made in regard to bathrooms and having that diverse voice at the table benefits the discussion so decisions are not made in a vacuum.

Bogan emphasized today’s workforce is more complex, with five generations in the workplace for the first time in history. Subtleties like retention and outreach can have a profound impact on the organization.

“Retention efforts such as training, mentoring, development, rotation and the recognition program are all areas for employees to broaden their skills, [and for us to] retain them as valued employees,” he said.

Bogan added helping employees build a support network is really beneficial to the DLA Energy workforce. “Several employees have attended the annual Blacks in Government workshop and hopefully we’ll be able to send folks



From left, DLA Energy Bulk Petroleum Supply Chain Services Contract Specialist Heather Adams, DLA Energy Acquisition Workforce Development Center Division Chief Ditu Kasuyi and DLA Energy Chief of Staff Army Col. Doug Henry collaborate on a T-shirt design while a contractor facilitator observes as part of an interactive mentoring exercise. Photo by Elizabeth Stoeckmann

“The greatest benefit of workforce diversity is employees’ thoughts, ideas, backgrounds and experiences they bring to the organization.”

- DLA Energy EEO Director Darrell Bogan



Air Force Master Sgt. Keith Grady, former DLA Energy Operations Center Logistics Education Advancement Program noncommissioned officer, left, speaks with current LEAP NCO Air Force Master Sgt. David Janes, DLA Energy Operations Center on fuel-related logistics issues at the Air Force and Department of Defense level. Photo by Tanekwa Bournes

to the Federally Employed Women workshop as well as the Federal Asian Pacific American Council workshop and several others,” he explained..

Recently, the EEO & Diversity Office introduced 4 Lenses™ training to the DLA Energy workforce; a tool for identifying and recognizing personality variables. With more than 400 employees trained to date, employees are hearing about this interactive training by word of mouth and have been quick to sign up for available sessions, the EEO director said.

In parallel with 4 Lenses™ training, strategic planning is underway to offer Generational Differences training - diversity training which examines generation gaps and solutions for managing and getting the best out of relationships with each other.

“I’m excited about these programs because they support employees, build relationships and most importantly invest in their future – because DLA stands behind its strategic goals of People and Culture,” Bogan said.

As the EEO director, Bogan’s vision for DLA Energy is an amicable work environment where DLA Energy employees feel happy and enjoy walking through the door every morning.

“Most of the time, I’m upbeat and I know it’s my responsibility to create an environment where zero discrimination exists and offer programs that support employees’ work conditions and accessibility,” he said. **ES**

what diversity means to me

“When someone says diversity, is it race or skin color that first comes to mind? Because actually, it’s much more than that.”

“When I hear the word diversity, the first thing that comes to my mind is the understanding and ‘respect’ of different cultures. Culture includes everything from beliefs, customs and even habits. As diversity is mastered, ignorance will be shattered.”

- Estee J. Pender III
Program and Management Analyst, DLA Energy

“For some people, diversity means having a variety of individuals with different racial, ethnic, experience, social foundations, different ways of life and interests. Diversity means there’s various pieces to something; however, they all work together in some way or another.”

“Diversity to me means having the capacity to gain from individuals from every single characteristic of life. Whether it’s a difference in society, religion, training or foundation, I truly feel like you can learn so much by being exposed to these different experiences and perspectives or points of view. Diversity should test individuals to be tolerant of others, as well as to try to learn from them.”

- Sasha Paris
Admin Support Asst./Supply Management,
DLA Energy

“For me, diversity is about people from all walks of life, serving and supporting the mission at DLA Energy. I like living in the Washington D.C. Metro Area because you are exposed to so many different cultures and people. I think it opens up your mind to different lifestyles and points of view.”

- Linda Taetsch
Civilian Support Branch,
Manpower & Administration Support Office,
DLA Energy

Four Lenses

Workshop

Voluntary Assessment Sharpens Employees' Interpersonal Skills

By Tanekwa Bournes

Throughout an individual's formative years, they may take tests to discover their likes and dislikes, find areas where they would excel, jobs they can do in the military or the possibility of pursuing an advanced degree.

Unlike these tests, the 4 Lenses™ Assessment places participants into four color-coded groups based on their personality traits.

Defense Logistics Agency Energy adopted this tool in March 2016 and by request, it is given to employees in business units or primary level field activities.

It was created by Shipley Communication and is based on work done by Dr. David Keirse in 1978 in which he called the four basic personality traits temperaments. The temperaments have subgroups based on the Myers-Briggs Type Indicator.

"The organization decided to deploy it after the Equal Employment Opportunity & Diversity office met with the agency's chief of staff and received approval to move forward with a test group," explained Darrell Bogan, DLA Energy's EEO director. "The test group became ambassadors who promoted the training with their leadership and by word of mouth, interest in the training grew."

The 4 Lenses™ Discovery Workshop identifies the differ-



Beverly Johnson, DLA Energy EEO & Diversity complaints manager and Four Lenses™ Discovery Workshop facilitator, guides Energy's leadership through the assessment and training. Photo by Tanekwa Bournes

ent temperament styles as gold, green, blue and orange. Under these types, individuals identify their different preferences. According to Shipley Communication, individuals who share temperament styles measure self-worth in similar ways. Learning about each style, individuals benefit by learning to appreciate the differences in values and needs of the other styles.

In turn, individuals will have a better understanding of how others learn, think, establish personal values and conceptualize. This provides a baseline to assist in predicting behavior during interactions with others.

"We want employees to know that everyone they meet or interact with is unique with different preferences, styles, mannerisms and ways of approaching life's challenges," Bogan said. "[This] can be the cause of much heartache and misunderstanding."

During the workshop, participants identify their temperament and personality, the strengths and weaknesses of each temperament, discuss thoughts and ideas with similar and opposite temperaments, and work in temperament teams to better understand the other temperaments and improve communication and knowledge of other personalities.

Orange

According to 4 Lenses™, orange personality traits mean an individual is bold, generous, witty, a trouble-shooter, spontaneous, entrepreneurial, charming, courageous, independent, fearless, easy-going, optimistic, enthusiastic, wild, fun, crazy and competitive.

Blue

Words used to describe an individual with blue tendencies: artistic, caring, spiritual, subjective, insightful, compassionate, personal, peaceful, empathic, romantic, poetic, sensitive, patient, giving and true.

Beverly Johnson, one of the trainers and a complaints manager for DLA Energy EEO & Diversity, said everyone has a primary color and a secondary color.

“A person’s primary color represents the lens in which information is gathered or taken in and the secondary color represents the action taken once the information is received,” she said. “Every individual moves through various situations and lenses, so no one person is set in stone to be one color, either primary or secondary.”

After respondents know their numbers for the various lens colors, they plot them and draw a shape graph which helps them to see which areas they can improve.

“We usually tell someone who is more green to pair with someone who is blue since they complement each other,” said Johnson during one of the training sessions.

The third portion of the training discusses the maturity continuum that shows how each lens moves from a self-interested and prideful state to a state of humility and caring for others, which mirrors the stages of growing up.

DLA Energy’s EEO & Diversity office uses 4 Lenses™ as a proactive means to prevent EEO complaints by arming employees with a better understanding of themselves and their co-workers. “Several employees have told us that after the training, they took the workbook home and went through the steps with their families,” Bogan explained.

“Effective teamwork is essential in meeting the demands associated with today’s dynamic and complex environment, and especially solving the associated tough logistics support challenges,” said Navy Capt. Timothy Daniels, DLA Pacific commander. “Organizational and individual learning tools, such as the 4 Lenses™ workshop, increase group and individual awareness and help foster more constructive, trust-based relationships.”

Daniels took the course after hearing good reviews from DLA Energy Pacific staff who participated in the training.

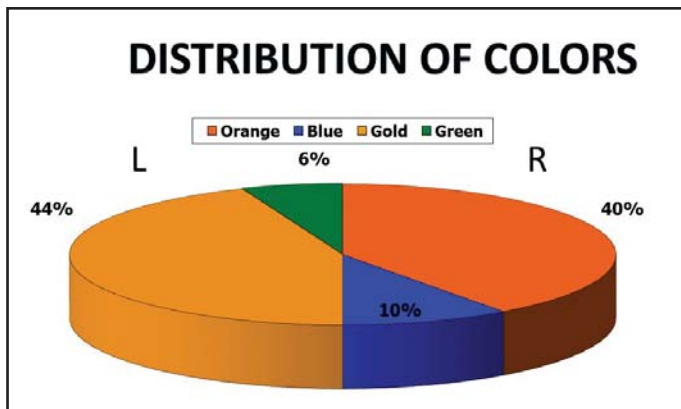
“I didn’t learn anything new about myself but it was more of an improved self-awareness,” he said. “The informal group interaction helps to foster [a] self- and group-learning environment.”

Green

Individuals who demonstrate green traits are complex, abstract, independent, ingenious, scientific, inventive, fact-oriented, logical, cool, calm, collected and theoretical.

Gold

Those with gold traits are described as punctual, sensible, organized, stable, thorough, dependable, conservative, detailed, hard-working, orderly, consistent, structured, positive, reliable and practical.




As the chart above shows, among U.S. participants in the Four Lenses™ Assessment 44 percent were found to be in the gold category, 40 percent in the orange, ten percent in blue and six percent in green. It is important to note that being assessed as having traits in a specific category does not mean that a person does not have or display traits from any of the other categories. Graphic courtesy of DLA Energy EEO.

Marlin Ingram, a logistics system specialist with DLA Energy Americas East at Houston, took the training last June and agrees that it assists in the self-realization process.

“I discovered something new about myself,” he said. “According to the training, I’m a right-brain learner.”

He also agrees that more employees should want to take the training, recommends that they enter it with an open mind and believes that they will leave understanding more about their true self.

More than 590 Energy employees, or about 50 percent of the DLA Energy workforce, have gone through the training since it first began in June, Bogan said. “DLA and DLA Aviation employees have also gone through it; our goal is to have the whole Energy team take the training by this time next year,” he said in mid-December.

“The feedback has been overwhelmingly positive,” he said. “The workshop has armed employees with the tools necessary to better understand the different personality types of their leadership and coworkers and how to leverage that knowledge for best business practices.” 

Success Stories:

DLA Energy's Female Leaders Share Their Paths to Success

Women have made considerable progress in the federal government since 1992 when the U.S. Merit Systems Protection Board presented its study, *A Question of Equity: Women and the Glass Ceiling in the Federal Government*.

By Irene Smith

At the time the report was written, few women occupied supervisory and executive positions in government. Today, more than half the workforce at Defense Logistics Agency Energy are women according to statistics provided by DLA Energy's Equal Employment Opportunity & Diversity office.

At DLA Energy headquarters staff offices, 10 of 24 director positions are held by female employees. Many of these senior female directors began their career at DLA in the

early 1980s when there were few women in senior management positions.

"In terms of the legal profession overall, great strides have been made over the years," said DLA Energy Chief Counsel Kathleen Murphy. "Women now make up more than 50 percent of the incoming classes in many law schools. Throughout my career, I worked with senior leaders in the DLA legal community and in DLA Energy who gave employees opportunities to grow and excel. Now that I



DLA Energy Chief Counsel Kathleen Murphy, right, guides mentee Heather M. Thomas, a contract specialist with Utility Services Contracting Branch II. Photo by Tanekwa Bournes

am part of the hiring process for DLA’s Office of General Counsel, I am interested in ensuring that the opportunities continue.”

The federal government already has a higher proportion of women senior leaders than the private sector. Women now hold approximately 44 percent of all positions in both professional and administrative occupations that provide the path to high-level positions, including the Senior Executive Service, according to a report published by the United States Office of Personnel Management in 2014.

In the federal workforce, 34 percent of all SES positions are occupied by women. Within DLA, there are six female SES representing 24 percent of the SES population.

The increased representation of women in supervisory and high-graded positions shows continued movement toward equality for women, both in the positions they hold and in the pay they receive.

“I started my career in 1987 at the Defense Fuel Supply Center Office of Counsel,” Murphy said. “I didn’t plan on staying at DLA, but the career opportunities and

professional experiences kept me here.”

The agency’s opportunities for advancement and internal hiring helped women progress to senior levels of responsibility. One of the most senior woman at DLA Energy began her federal service in September 1980 as a part-time DLA employee.

DLA Energy Customer Operations Deputy Director Linda Barnett is responsible for supporting the Department of Defense and federal agency customers who generated roughly 100 million barrels in sales of bulk petroleum products valued at \$14 billion in fiscal year 2015. As the civilian deputy, she supports the directorate’s director, an Air Force colonel, by supplying contracting expertise and experience and long-term continuity to the division which employs more than 100 civilian and military personnel.

“I began at DLA Headquarters as a GS 3-4 in the 300 series in the Programs and Analysis office pulling data and later moved over to DLA Energy to a programs office that handled transactions in the Defense Finance Accounting Management System,” Barnett said.

Barnett later went on to positions of increased responsibility within facilities, contracting, international agreements and as the chief for the Ocean Tanker branch.

“I moved from the Ocean Tanker branch to the Inventory and Distribution division – where I got to be more involved in transportation and larger distribution efforts,” Barnett said. “I tend to not really think about being in a male-dominated environment – unless it is in a humorous way. However, I have often noticed that I would be the only female in a meeting or on a trip engaging with mostly military or civilian [fuel distribution system operators, quality assurance personnel, logisticians and engineers].”



Customer Operations Deputy Director Linda Barnett brings a wealth of experience in a variety of roles to DLA Energy. Photo by Irene Smith

DLA Energy Strategic Policy & Programs Director Regina Gray also got her start in the federal government in the early 1980s.

“I am originally from Houston, where I graduated with a chemical engineering/chemistry degree,” Gray said. “My original plans were to work for an oil company or engineering firm that supported the oil industry, but due to layoffs and the advice of my mother, I moved to Washington D.C., started as a GS-9 chemist and worked my way up the corporate ladder at DLA Energy.”

As SPPD co-director, Gray supervises 42 employees responsible for all of DLA Energy’s policy/procedures, management oversight of business processes [process health] and long-range and strategic initiatives that affect DLA Energy’s mission. Her directorate manages and oversees the department’s entire bulk petroleum supply chain in DLA’s role as Executive Agent. Additional duties include audit sustainment management oversight; support and analysis of all DLA Energy governance activities, including strategic planning and organization performance metrics/management; and studies, projects and business case

analyses that have DLA Energy-wide mission implications.

Despite challenges working in non-traditional career fields, DLA Energy senior female leaders did not let the absence of role models dissuade them.

“I learned very quickly that I had to prove myself to my male peers,” Gray said. “This included going on temporary duty to Mexico for 21 days to load crude oil tankers in support of the Department of Energy’s Strategic Petroleum Reserve efforts, serving as a member of the U.S. delegation for the NATO Fuels & Lubricants Working Group and serving as an active member and subcommittee officer for the American Society for Testing and Materials for many years [DoD uses most of ASTM’s specifications and standards to support Warfighter fuels requirements].”

Gray attributes much of her success, starting as a GS-9 chemist and advancing to a GS-14 technical division chief, to her former boss who served as a mentor during her formative career development years.

“This time period allowed me to grow by learning the trials and tribulation associated with working in an organization that relies a lot on building relationships with peers both inside and outside of DLA Energy to get things done,” Gray explained. “When my mentor retired, I had to reassess how I could move to the next level. I then took on highly visible projects that gave me more exposure at the Office of the Secretary of Defense level and at [the Office of Management & Budget, Department of Energy]. I also volunteered to represent DLA Energy on the headquarters diversity team where I interacted with DLA senior executive service leadership. I also took advantage of all career development opportunities such as the Office of the Secretary of Defense Leadership and Management Program and the Eisenhower School for National Security and Resource Strategy. This ultimately led to me being promoted to a GS-15 senior leadership position in 2003.”

The barriers for lateral movement and career growth for employees in lower-paying or non-mission critical occupations did not stop Murphy, Gray or Barnett from succeeding in their respective career fields.

“I remember an interview many years ago for a position in a very male-dominant area at the time – where I was asked if I had children or how would I deal with traveling and going to facilities where there are predominantly men working in an operational/field environment,” Barnett said. “I took the question in stride, answered honestly and tried to make sure they understood how I would perform my duties. I was selected and then was very conscious of the question as I moved forward in terms of how I behaved, dressed, and ensured it was known that I was technically capable and knowledgeable. I had to do what



Strategic Policy and Programs Director Regina Gray, the first GS-15 African-American female to serve in a DLA Energy senior leadership position, started her federal career in the 1980s as a GS-9 chemist. Photo by Ron Inman

was necessary to remove what might be seen as a barrier to successfully getting the job done.

“You have to prove yourself as competent, reliable and capable,” Barnett said. “You cannot expect a different set of rules. I was very sensitive to the fact. If I had a job that required a lot of travel, then that is what I had to do if I was going to take the job. There were some [people] I had worked with who took the job then [added the caveat of] ‘I would rather not travel or do portions that [are] difficult when raising a family.’ You need your family’s support to be successful. I think that is the case for anyone, regardless of gender.”

For both men and women, commitment to career advancement requires accomplishment and dedication.

As the highest-ranking woman of color within DLA Energy, Gray refuses to see obstacles and challenges in her job.

“You have to prove yourself as competent, reliable and capable ... you cannot expect a different set of rules.”

-- Linda Barnett

“I am truly confident in what I bring to this organization ... corporate knowledge, experience and excellent leadership and communications skills,” Gray said. “I used to worry about what others thought about me. Today, I speak openly and with confidence. I guess this is because I truly understand what my strengths and weaknesses are. Also, I am not afraid to ask questions if I don’t understand. Lastly, I believe in treating everyone with dignity and respect, no matter what level they are in the organization.”

Barnett shares a similar view.


“There is the impression someone has when they first meet you or engage in conversation. I recall when I was young and we met with some of the suppliers from the Southwest Asia areas – I came into the room representing the logistics/distribution team. I was young and not a male so I got the impression they expected little ... however, once we began to discuss the issues that changed. I recall one of the individuals saying, ‘You really know about this.’ I laughed and said something like, ‘That is why they pay me.’ It changed our future rapport working together, but had I been offended or taken the remark to heart, the relationship and my ability to work with them would have been impacted. I purposefully did not let the comments or actions of others bother me or dissuade me from doing the job I was being paid to do.”

Today’s high-performing, diverse workforce at DLA Energy reflects the considerable advances women have made in leadership positions since 1992 and changes in the composition of the workforce.

According to OPM, women entering the workforce now are more likely to be on a management track than they were a decade ago. Within the federal workforce, differences between women and men in experience and education have diminished. Women are more likely to hold a four-year degree and the trend of women who have both extensive work experience and degrees will continue to rise.

With the considerable progress that has been made, is there still room for improvement?

For Gray, there are still challenges ahead.

“Looking back at my career over the past 33 years, I find it quite shocking that I am the ‘only’ GS-15 African-American female in the history of DLA Energy to serve in senior leadership positions,” said Gray. “This was a goal I set for myself early on in my career. Was it easy? No, but I continued to prepare myself for the next level. Ultimately, my past experiences have made me a much better leader. Also, in order to open doors for other African-American women to achieve this goal, we need to look beyond skin color when hiring the best candidate for the job.” 

Blacks in Government 38th National Training Institute

By Tanekwa Bournes



While attending the Blacks in Government conference, Defense Logistics Agency and DLA Energy team members pose for a photo before the start of the morning session. From left, Kevin Phillips, Angela Jones, Larry McCauley, Ednora Armour-Ohanmu, Brandi Carson, Linda Clark, Elijah Cornish, Nicole Yun, Vandella Taylor and Dwayne Foster. The Blacks in Government conference was held in Atlantic City, New Jersey, Aug. 22-25. Photos by Tanekwa Bournes

This year's Blacks in Government 38th National Training Institute was held at Harrah's Resort in Atlantic City, New Jersey Aug. 22-25.

"Commit to Excellence: Think, believe and achieve BIG!" was this year's theme, which was appropriate for Atlantic City since tourists and locals come to its casinos hoping to win big. But in this case, attendees walked away with knowledge of how they can make themselves and their organizations better, instead of walking away with less money in their pockets.

More than a dozen team members from Defense Logistics Agency and DLA Energy participated in the event.

Before the sessions began the opening ceremony's guest speakers, including the organization's president, the mayor of Atlantic City and the administrator of the General Services Administration stressed the importance of organizations such as BIG.

"The event offered over 80 classes and ranged from strategic planning to fostering a diverse and inclusive workplace," said Larry McCauley, branch chief with DLA Installation Support and newly-appointed BIG president of the DLA chapter.

McCauley added that the Blacks in Government executive board put a lot of thought into the training that was presented and will offer future training geared toward specific job series.

Several organizations held breakout sessions where attendees employed with the organization or potential employees could learn more about them and have the opportunity to ask questions.

Other sessions focused on diversity in the workforce and working with individuals who may be difficult to work with due to personality traits or other denominators. One session asked participants to write on a sheet of paper the

"The [BIG] event offered over 80 classes and ranged from strategic planning to fostering a diverse and inclusive workplace."

- Larry McCauley, DLA Installation Support branch chief and newly-appointed BIG president of the DLA chapter.

Denise Turner Roth, GSA's head administrator, said during her opening remarks that it was people like those in attendance and those who have attended events such as the conference to better themselves, who are the reason she is where she is today.

Darlene Young, Blacks in Government national president, encouraged attendees to spend time networking with others and take full advantage of the training opportunities available during the event, as well as connecting with people they didn't know in order to build relationships that would serve them in the future.

"I will do more than dream, I will work ... I will do more than teach, I will inspire," Young said during a poem she recited at the end of her comments.

Blacks in Government was established in 1975 by African Americans at the Public Health Service (part of the Department of Health, Education and Welfare) to address racially motivated problems employees faced on the job. This year, the organization marked its 40th anniversary.

time they would like to get up every morning, their favorite color and favorite ice cream. Then they were tasked with finding someone who had the same likes. No one found anyone who matched their likes and this led into the discussion of diversity.

Many of the DLA members who attended were first-time participants who had been interested in the organization for quite some time and wanted to learn more about it.

"I've been interested in attending for several years but my schedule always conflicted with the timing of the training," said Brandi Carpenter, an acquisition specialist with DLA Energy. "I heard about the great networking opportunities and wanted to be part of [the event]."

Some of the sessions focused on young professionals new to government service, while others discussed managing stress and other factors that affect everyone on the job. These sessions gave non-members and members opportunities to interact with each other and come up with solutions to problems the instructors tasked them with,

and meet people they may not have known before attending the event.

Kevin Phillips, a logistics specialist and first-time attendee, said he enjoyed the chance to be around inspiring and like-minded people and shared his thoughts on his favorite session.

“I really enjoyed attending ‘Playing the Career Game: A Strategic Plan for Career Success,’” he said. “The two instructors created an interactive environment and went deep into achieving success in the workplace, which they stated as having the right mind, right relationships, building career teams and keeping score of your accomplishments.”

McCauley, who has been a member of the organization since 2008 and gained his lifetime membership at this year’s event, suggests that others at DLA become part of the new chapter of BIG and look for opportunities to volunteer.

“We will be sponsoring a retirement workshop in the very near future with a financial planning workshop following closely behind,” he said. “As our chapter continues to grow, our hopes are to be able to have representatives from DLA speak at the event as they have done in the past.”

The DLA chapter received authorization in October 2015.


By April 2016 the bylaws were accepted and it now has a president, vice president, treasurer, secretary and assistant treasurer. During the conference, the agency received its charter to operate.

For those team members interested in going to the event next year, McCauley suggests reviewing the training session booklet ahead of time and tailoring their training to coincide with their agency’s core values to get what they need for career enhancement.

Carpenter agreed with him and said she came to the event expecting to learn lessons she could apply at her current job.

“I also wanted to gain a greater insight into other areas of the government and how they interact with my agency,” she said.

During one of the lunchtime networking sessions, attendees under the age of 40 were given the chance to talk to BIG representatives and learn more about how the organization could help them grow professionally, and ways they could be part of it.

Next year’s event will again be held in Atlantic City. Employees looking for more information on the organization can talk to McCauley or email him at Larry.Mccauley@dla.mil. 



Blacks in Government national president Darlene Young, right, speaks with Defense Logistics Agency employees Vandella Taylor and Linda Clark during the Blacks in Government conference at the Harrah's Resort in Atlantic City, New Jersey, Aug. 24.

BIG Chapter Established

By Tanekwa Bournes

Since getting approval to be established at Defense Logistics Agency, the Blacks in Government chapter has been making strides to make its presence known.

“For Thanksgiving, our chapter voted on doing holiday food baskets for the New Hope House Homeless Shelter. Nicole Yun, Rotanda Yarbrough and Sonia Bizzell-Wynn put the baskets together and delivered them with the help of DLA Police Capt. Felix Fletcher and Lt. Thomas Mills,” said Larry McCauley, chapter president. “Our goal is to get more involved in the community and eventually expand to giving college scholarships to deserving students.”

“We received the authorization[to establish the chapter] in October 2015, and started the process of filing the necessary paperwork to the National Office of BIG,” McCauley explained. “Our bylaws were accepted in April of 2016, after voting on a president, vice president, treasurer, secretary and assistant treasurer,” he said.

BIG’s website states that the organization’s goals are: to be an advocate of equal opportunity for blacks in government, eliminate practices of racism and racial discrimination against blacks in government, promote professionalism, develop and promote programs which will enhance ethnic pride and educational opportunities, establish a mechanism for gathering and disseminating information and provide a nonpartisan platform on major issues of local, regional and national significance that affect blacks in government.

“Our chapter’s focus is professional development through education, growth of expertise in the enterprise to maximize efficiencies, and to create synergy in a positive forum mutually beneficial to DLA and the workforce,” said Bruce Jones, Communications and Public Relations Committee Co-Chair for DLA’s BIG chapter.

During the chapter’s first official meeting Sept. 21, members in good standing voted on key positions, and



From left, Alandra Jones, secretary; Yolanda McCauley, vice president; Sonia Bizzell-Wynn, fundraising chair; Nicole Yun, member; and Rotanda Yarbrough, assistant treasurer, display food baskets donated by DLA’s BIG chapter to needy local families at Thanksgiving. Photo courtesy of Larry Mc-

learned more about the organization, future events and guidelines for how the meetings will be conducted.


“My hope and my expectation is that we leave a trail for other chapters of Blacks in Government and other affinity groups to follow, and that we create a path that will encourage all employees and supporters to contribute to making the [McNamara] Headquarters Complex an ideal workplace,” said McCauley.

“The DLA chapter has 60 members in good standing but one of the challenges is getting the Executive Committee to work on a plan to reach out to mid-level and upper management teams to help them understand what we are doing to enhance their mission and the lives of the employees they manage,” added McCauley.

“The DLA workforce is as diverse as any Fortune 500 company,” said Jones. “The challenge is to maintain resiliency and ensure uninterrupted support to the Warfighter around the globe. Our chapter’s focus is to create synergy in a positive forum mutually beneficial to the DLA and the workforce.”

According to McCauley, the organization has a proven track record of giving back and reaching out to youth through scholarships, adopt-a-school programs and more.

“Employees should take this opportunity to get coaching, mentoring and job enhancement training with a growing organization that was birthed at the McNamara Complex [and] that can take their career to the next level,” he said.

For more information, please contact Elijah Cornish, membership chair at elijah.cornish@dla.mil or Alandra Jones, BIG secretary, at alandra.jones@dla.mil. 

Hiring Disabled Employees

By Jonathan Stack

All it takes is a walk through the McNamara Headquarters Complex's halls to see dedicated and valuable Defense Logistics Agency Energy employees with disabilities.

DLA and DLA Energy have goals to hire individuals with targeted disabilities in numbers representing three percent and two percent of their workforce, respectively; and individuals with disabilities representing 14.3 percent and 10.6 percent of their workforce, respectively. As of Aug. 31, DLA Energy was at .9 percent for hiring individuals with targeted disabilities and 10.6 percent for hiring individuals with disabilities.

Beverly Johnson, DLA Energy Equal Employment Opportunity Office & Diversity complaints manager, said the numbers may look low, but they are really good and a big number within other agencies in the area.

"I'm sure we could reach the number of individuals with targeted disabilities if people would disclose," said Darrell Bogan, DLA Energy Equal Employment Opportunity Office director. "A lot of people don't. We see people's reluctance to disclose that information."

Employees are given the opportunity to disclose disabilities by filling out Standard Form 256, Self-Identification of Disability, when onboarding the organization through Human Resources.

Some of the targeted disabilities listed on Standard Form 256 include deafness, blindness, missing extremities, partial paralysis, complete paralysis, severe intellectual disability and distortion of limb and/or spine. Other disabilities listed on SF 256 include hearing impairment, diabetes, kidney dysfunction and speech impairment.



Jarvis Beaver, DLA Energy business analyst and ASL instructor signs a sentence to students during one of the brown bag session group exercises as fellow instructor and Defense Threat Reduction Agency employee Helen Yu observes the students' practice. Photo by Tanekwa Bournes

"By filling out the form, it helps the agency show that we are equally recruiting and retaining employees at all levels – with or without disabilities," Johnson said.

Johnson said DLA Energy has a large population of deaf employees compared to other agencies.

"If there was only ... one deaf employee here, he or she may feel like they don't have a coworker to go to," she added. "It goes beyond working, but to the culture of the organization – having somebody to go to that can relate."

The organization is creating a culture and an environment where all people feel welcomed and a part of the family, Bogan said. Employees can look

around and see someone similar to them or just like them.

"It helps to bolster what it is that we are as an organization," he added. "People go and tell their friends about working for DLA Energy and it begins to tell the story of an agency of all-inclusiveness – where all people can come and work and be a valuable member of a team."

Congress required each federal agency to promote the

hiring and retention of individuals with disabilities by enacting Section 501 of the Rehabilitation Act of 1973. Congress did this in two ways. First, to be a model employer of individuals with disabilities through use of meaningful affirmative hiring, placement and advancement opportunities; and second, to ensure employment non-discrimination and reasonable accommodation.

Reasonable accommodation entails giving employees the needed assistance to do their daily work. Examples of reasonable accommodations include providing interpreters, readers or other personal assistance; modifying job duties; restructuring work sites; providing flexible work schedules or work sites; and providing accessible technology or other workplace adaptive equipment.

“It’s anything to help them be fully functional in their duties,” Bogan said. “We’ve been receiving an increased number of requests for reasonable accommodations.”

An important consideration with reasonable accommodations is that management has to engage in the interactive process, he said. It doesn’t mean supervisors have to give employees everything they ask for, but need to compromise.

“The key is to come up with a resolution to help that employee become fully functional in their job,” he added. “For example, if I have a disability and say I need a standing desk, management might not be able to do it at the time due to budget reasons. But management shouldn’t just say no. They should say, ‘We can’t do it right now due to budget reasons, but maybe next fiscal year – and in the interim we can come up with a temporary solution.’”

Johnson added that constant communication is important because it might take the organization a year before the employee may have that desk.

“Communication has to be constant so the employee doesn’t feel they’ve been forgotten about,” she said.

Employees can fill out a reasonable accommodation form to request needed accommodations. There is also a denial form so supervisors can explain why a request is denied.

“A majority of the time the employee gets what they request,” Johnson said. “It might not be a \$500 chair, but a



Mohamed Fawaz, left, and Christopher Kehoe, both of the DLA Equal Employment Opportunity & Diversity Office, run Oct. 26 during the ‘Monster Dash’ 5K walk/run at Fort Belvoir, Virginia. Photo by Teodora Mocanu

chair that provides the same need.”

One accommodation DLA offers through the Reasonable Accommodation Program is Job Access With Speech software, known as JAWS. It is a screen-reading program employees with visual impairments can use if they aren’t able to use the mouse. JAWS reads information on a computer screen to the user, allowing them to access information from websites and web applications without relying on sight.

“The more people that self-identify as having a disability, the more resources we’ll be able to obtain for the agency to take care of those individuals’ needs,” Johnson said.

Bogan added that there is no downfall or harm to employees’ careers when they self-identify as disabled.

“If an employee believes there is some type of ramifications or discrimination as a result of disclosing disabilities, the employee goes and talks to the EEO office, because we have a zero tolerance policy regarding discrimination against protective categories. Disabilities is one of those protective categories,” he said. “There should be nothing for employees to fear from disclosing their disabilities.” **ES**

Editor’s Note: For more information about disabilities including workplace accommodations and the Americans With Disabilities Act, please visit: <http://askjan.org/>.

ON THE FRONT LINES OF AUDIT READINESS:

DLA Energy Europe & Africa's Inventory Management Team

By Clancy Duncan, DLA Energy Europe & Africa

Nestled on a hilltop in southwest Germany's Rhineland Palatinate forest, sits Sembach Kaserne (*kaserne* is the German word for base or post), an unassuming former U.S. Air Force base turned over to the U.S. Army within the last decade as part of U.S. military realignments in Europe.

Once a Cold War fighter and logistics base, Sembach today maintains its relevance as home to several units supporting missions in the Europe & Africa theater of operations. Entering the base, you would never think that within the old walls sits a small team of inventory managers keep-

ing close watch on all fuel activities in Europe and Africa – DLA Energy Europe & Africa's Inventory Management Team.

The team is comprised of Supervisory Resolution Specialist Tawnya Moreno and Resolution Specialists Keith Embree, Jessica Evans and Eddie (Tony) Glaster III. Their mission in DLA Energy: account for all capitalized products, every single transaction, every click and release of the handle at the refuel service points, in the European and African theaters. They are responsible for the defense fuel supply point management and successful account-



DLA Energy Europe & Africa Resolution Specialist Eddie (Tony) Glaster III performs an inspection of a fuel tank at Thule Air Base, Greenland during a site assist visit. Photo courtesy of Eddie Glaster III

ability of 144 product accounts with 340 million U.S. gallons valued at \$650 million; it's not difficult to imagine that they stay busy.

“Due to the critical nature of the duties performed and the potential operational impact to the Warfighter if they are not performed correctly, screening and selection of applicants for the Inventory Management section is fairly intense,” said DLA Energy Europe & Africa Director of Operations, Daniel Schmidt.

Moreno, a former Army Materiel Command employee and logistics intern, leads the section. She first worked for DLA Energy in the Middle East, where she fine-tuned her knowledge of the Class III (B) supply chain. She joined DLA Energy Europe & Africa when her husband, a U.S. Army major, accepted a position in Europe in 2012. Schmidt described her as “a critical asset to the region during the successful rollout of Enterprise Business Systems in 2014” who is “intimately familiar with the region’s unique challenges.”

According to DLA Energy Europe & Africa Director of Customer Operations, Air Force Maj. Nathan Kaiser, Moreno recently reinstated (DLA Inventory Management Policy) P43-directed staff assistance visits throughout the region which, due to budget constraints in the last few years, had been discontinued. “These SAVs bring the face of DLA to the customer and facilitate critical person-to-person interaction among fuel facilities, inventory, responsible officers and fuels accountants,” Kaiser explained.

Resolution Specialist Keith Embree joined the team in January 2015 from the Americas West office, where he received a Superior Civilian Service award for his role in the Electronic Business Systems Rollout II transition as a supply planner. “With 10 years’ prior service experience as a U.S. Air Force petroleum, oils and lubricants troop, Keith brings the valued, on-the-ground, skin-of-the-aircraft



DLA Energy Europe & Africa’s Inventory Management Team. From left, Resolution Specialist Eddie (Tony) Glaster III, Chief Resolution Specialist Tawnya Moreno, Resolution Specialist Jessica Evans and Resolution Specialist Keith Embree. Photo courtesy of DLA Energy Europe & Africa

sales knowledge that makes him invaluable when troubleshooting issues with U.S. Air Forces in Europe bases,” said Moreno. She added that Embree has assisted in clearing nearly 11,000 rejects for 20 Army and two Air Force locations in Germany, ensured a \$2.2 million vendor payment by troubleshooting more than 90 incorrectly posted contract receipts and served as lead during a recent Inventory Accountability SAV. “As a trainer and expert in Fuels Manager Defense, [Embree’s] always helping fuels accountants

learn processes to better perform their queries. His professionalism, hard work ethic and critical know-how are invaluable to the team,” added Kaiser.

Resolution Specialist Jessica (Jessie) Evans began working at DLA Energy through the Student Career Experience Program, completing a master certificate in business administration from Tulane University. She then spent two years in the Corporate Intern Program working for the Inventory & Requirements Division under Defense Fuel Support Point Management at DLA Energy Headquarters. Upon completion of the program she moved to her current position at DLA Energy Europe & Africa. Evans recently conducted site visits to her customers in Italy to prepare them for Audit Readiness audits.

According to Moreno, Evans led efforts to capitalize Camp Del Din, Italy for the U.S. Army in September 2015 and was essential in professionally resolving a \$1.6 million vendor payment dispute for Incirlik Air Base, Turkey. This critical supplier support ensured Incirlik Air Base remained topped off during the recently-failed coup attempt and power outages. Evans recently returned from customer site visits at Naval Support Activity Sigonella, Italy and NSA Souda Bay, Greece. “She’s extremely motivated, a quick study, and her DLA Energy Headquarters knowledge and experience has significantly benefited the region,” Moreno said.

Resolution Specialist Eddie (Tony) Glaster III has more

than 30 years of U.S. Air Force, U.S. Army, contractor and DLA civilian experience. A DLA-level award winner and former chief of the International Agreements branch, Glaster's attention to detail, thoroughness and longevity keep the team anchored, according to Moreno. "His DLA experience makes him the right person to go to when looking for how to get things done," said Kaiser.

"Tony recently visited his U.S. Air Force customers in the United Kingdom in preparation for Audit Readiness program audits, as well as those in remote Thule, Greenland. He exemplifies the traits of an effective resolution specialist and is relied upon for his business acumen and DLA Energy corporate knowledge," said Moreno.

"Resolution specialists are truly unsung heroes because they work behind the scenes to ensure customers get what they need, and vendors get paid," said DLA Energy Europe & Africa Chief of Supplier Operations McCoy Greer, who works closely with the Inventory Management section.

"We have a Navy customer who continually calls to get guidance and help on matters related to accounting of Defense Working Capital Fund fuel, and she's stated to me that she always gets the answers she needs," said Greer.

DLA Energy Europe & Africa Regional Commander U.S. Army Col. E. Lee English said, "Due to the ever-changing nature of providing support



Resolution Specialist Keith Embree checks to make sure the tops of underground tanks are secure at Sembach Kaserne. Photo by Tawnya Moreno

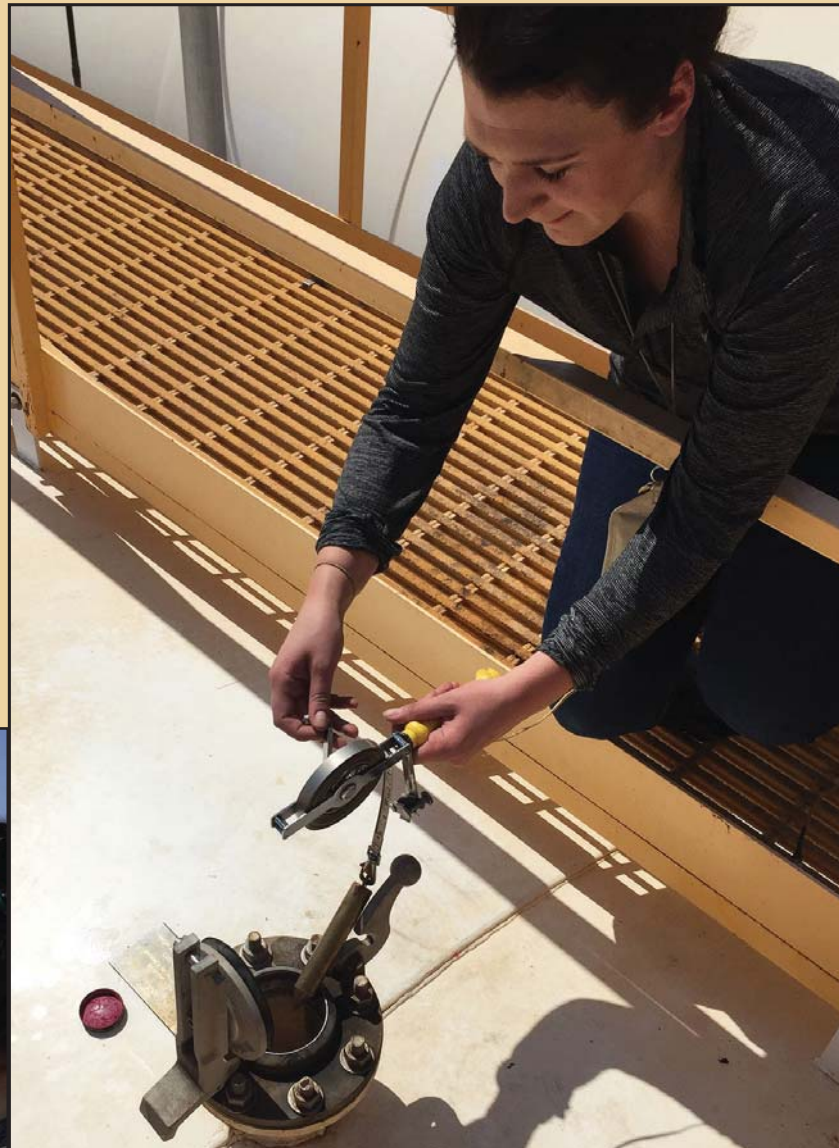


Embree joins Ramstein Air Force Base fuel accountants in front of an R-11 fuel truck. The fuel accountants and responsible office make sure all transactions are correctly and accurately input into the Fuels Manager Defense System. Photo by Senior Airman Robert Duran

in Eastern Europe and Africa, we often find ourselves conducting operations that are out of the norm. The resolution specialist team does a great job cleaning up the battlefield from an accounting perspective; helping to ensure we meet DLA auditability goals.”

Regardless of climate or weather, from the shores of the breezy banks of the Mediterranean Sea in Italy to the tarmac at Ramstein Air Base, Germany, the African deserts of Djibouti and the glaciers of Greenland, DLA Energy Europe & Africa resolution specialists are working together as a diverse, talented and dedicated team. They do this hand-in-hand with their customers every day to make sure that audit-ready fuel inventories are accounted for, maintained and available so Warfighters can operate and do what they do best in all operations – peacetime, humanitarian or contingency. **ES**

While in Djibouti, Africa, Resolution Specialist Jessica Evans performs a dip measure on a fuel tank, right, and manually gauges a fuel bladder with a local national, below. Photos by Eddie Glaster



DLA Energy Europe & Africa: By the Numbers

(Source: DLA Energy FY 2015 Fact Book)

55,800,000
Geographic area
of responsibility,
in square miles

103
Nations covered
by AOR in all of
Europe & Africa,
parts of Asia and
North America

2/3
Area of Earth's
coastlines
covered

500
Distance in miles
from U.S. Atlantic
coast where AOR
starts; extends to
Russia's Pacific
coast

18
Time zones spanned

One Face

The face of Defense Logistics Agency Energy ...

By Irene Smith

A Defense Logistics Agency Energy customer account specialist deployed to Haiti in October as part of DLA's Rapid Deployment Team to coordinate fuel deliveries for Hurricane Matthew relief efforts.

"I like to volunteer," said Matt Moshier, who has worked at DLA Energy for seven years. "I signed up to be a part of the DLA Global Response Force team in August 2016 because I enjoy working with the customer to solve real world problems in real time. This mission was particularly rewarding since we were put down here to support humanitarian assistance to the Haitian people after Hurricane Matthew."

The team is made up of organizations across the Department of Defense comprising specialties needed during a crisis. DLA's Global Response Force team falls under the DLA Joint Logistics Operations Center, the focal point for operations and contingency responses. Two standing Rapid Deployment Teams, Gold and Black, are comprised of DLA specialties.

"Our people are equipped, trained and ready to go in short notice," said JLOC Division Deputy Chief Don Bruce. "An RDT team is comprised of 13 members with a military [O6-level officer] as the commander. The remaining team members, including primary level field activity civilians, are functional experts representing supply chains, logistics services and communications."

One of the two RDT teams is always in an alert status—they must be capable of deploying rapidly and they maintain alert status for six months in their one-year tour of duty. A DLA Energy employee is assigned to each RDT to provide Class III bulk fuels support.

"If one team deploys, the second team goes on alert," Bruce explained.

As the sole DLA Energy volunteer to DLA's RDT, Moshier was one of seven DLA personnel who deployed to Haiti. Moshier's job was to provide Class III petroleum, oils and lubricants support for U.S. military assets providing emergency food and equipment to relief camps and non-governmental organizations. DLA Energy contracted

to provide 500 gallons of diesel fuel twice a day for Haiti's flight line operations, helicopters and buses.

"Getting Matt on the ground really expanded our understanding of what the joint task force needed on the ground," said DLA Energy Plans and Operations Chief Stephen Grace. "He was directly able to facilitate Warfighter support with an air card we provided."

While in Haiti, Moshier also coordinated the delivery of aviation fuel and delivery of diesel fuel for generators and construction efforts. Fuel was needed to operate forklifts to unload cargo and diesel needed to fuel buses and vans used by the Marines to facilitate movement of Department of Defense personnel around the airfield and to the hotels.

There were daily challenges.

"It was challenging getting fuel to our helicopters in a timely manner because we are at a commercial airport and they have competing interests in filling both the military and commercial need," Moshier said. "I interfaced with the local Jet A fuel vendor to ensure the customer [got] fuel on time to support their mission. No helicopter flights were cancelled due to an inability to get fuel. There were cases of the fuel trucks showing up late, but that can be attributed to the hectic situation on the airfield and not enough fuel truck assets owned."

It was important that all concerned parties were aware that no fuel transactions and deliveries could take place against the DLA AIR Card® without the DLA Energy representative, Moshier said.

As part of the DLA RDT, Moshier deployed to Haiti for 10 days. The living conditions were challenging, but not primitive.

"During the day, we are working out of the Port-Au-Prince airport," Moshier communicated via email during the deployment. "Our office setup is very expeditionary, but we've had a solid communication system the entire time. During the evening, we took a 30-minute bus ride to a hotel where we slept."



DLA Energy Customer Account Specialist Matt Moshier (center, facing right) discusses delivery of diesel fuel with a U.S. Marine from the 24th Marine Expeditionary Unit at the Port-Au-Prince, Haiti airport. Photo courtesy of Matt Moshier


As a veteran to deployments, Moshier deployed twice to Kuwait for DLA Energy Middle East as a liaison officer.

“I deployed the summer of 2014, for six months and returned for another three months from April to June 2016,” Moshier said. “I went out as the DLA Energy LNO-Kuwait and synced up with the Theater Sustainment Command and Combined Joint Task force to work with elements to help facilitate fuel for Kuwait and Iraq.”

“As a customer account specialist, I work with companies

that have DoD contracts to assist them in establishing fuel contracts,” Moshier said. “I also work with the customer and vendor to coordinate deliveries of diesel [fuel].”

He said he really enjoys deploying.

“I get a sense of personal satisfaction and it’s a change of scene from sitting at a desk all day,” he added. “There is a level of comradery I find in contingency environments that makes it very rewarding.” 

Energy STARS

Aerospace Energy Wounded Warrior intern recognized for excellence



Army Lt. Col. Steven Simmons is congratulated by DLA Energy Director of Supplier Operations Gabriella Earhardt Nov. 15 during a ceremony at DLA Energy Aerospace Energy headquarters in San Antonio, Texas. Photos by Sibrena Nixon-Perez

By Elizabeth Stoeckmann

On the heels of his last days working for Defense Logistics Agency Energy Aerospace Energy as a liaison officer intern, Army Lt. Col. Steven Simmons was recognized for his 90 days of service with the Operation Warfighter Program.

Simmons received a certificate of appreciation and letter of appreciation signed by DLA Energy Commander Air Force Brig. Gen. Martin Chapin and a commander's coin, presented on behalf of the commander by DLA Energy Supplier Operations Director Gabriella Earhardt during a ceremony held at DLA Energy Aerospace Energy, San Antonio, Texas, Nov. 15.

"Simmons came into our organization, hit the ground running and added value immediately by applying his knowledge and experience from his time in the military," said Douglas Smith, DLA Energy Aerospace Energy director. "He had a positive influence on the office and we appreciated the time, effort and support we received from him."

Simmons received the recognition for his efforts in executing the Aerospace Energy Supplier Operations Strategic

Plan, Smith said. He was applauded as an excellent role model in his execution efforts as he readily captured the mission, vision and goals for Aerospace Energy in an efficient manner.

Based on the Operation Warfighter Program, Simmons worked four hours a day with Aerospace Energy.

"My days consisted of researching and communicating with other DLA Energy employees to provide near, mid- and long-range planning products," Simmons said.

According to the program rules, service members decide if they want to work for an internship opportunity. They can interview with as many federal agencies as they want to find a meaningful work assignment.

Simmons, assigned to Bravo Company, Warrior Transition Battalion, San Antonio Military Medical Center, Fort Sam Houston, Texas, said the intern opportunity helped him get back to problem solving, strategic thinking and relevant work.



From left, DLA Energy Deputy for Acquisition Kevin Ahern, Aerospace Energy Director Douglas Smith, Simmons and Earhardt pause for a photo during the ceremony.

“I was indeed the lucky person to have had the opportunity to work with such an exemplary officer as Simmons,” said Janis Spear, Aerospace Energy Administrative Support Officer. “Never before have I seen someone outside the organization come in and start working as quickly as he did. He needed little to no instruction and figured most stuff out on his own.”

Simmons spoke to the organization’s liaison officers in various regions in order to build critical relationships and was willing to work with anyone who needed help, Spear added.

As this chapter closes for Simmons, he said he now awaits results from his medical board review to determine if he’s

“The Operation Warfighter Internship program is a great opportunity to help a Wounded Warrior see their value to other organizations besides just the military. Military personnel (Air Force, Army, Marines, Navy and Coast Guard) come to the table with a wide range of experience and leadership that can still be relevant to the federal civilian and civilian workforce.”

- U.S. Army Lt. Col. Steven Simmons
DLA Energy Aerospace Energy
Wounded Warrior intern

fit for duty or not and that will determine if he can return to a unit or start the retirement process.

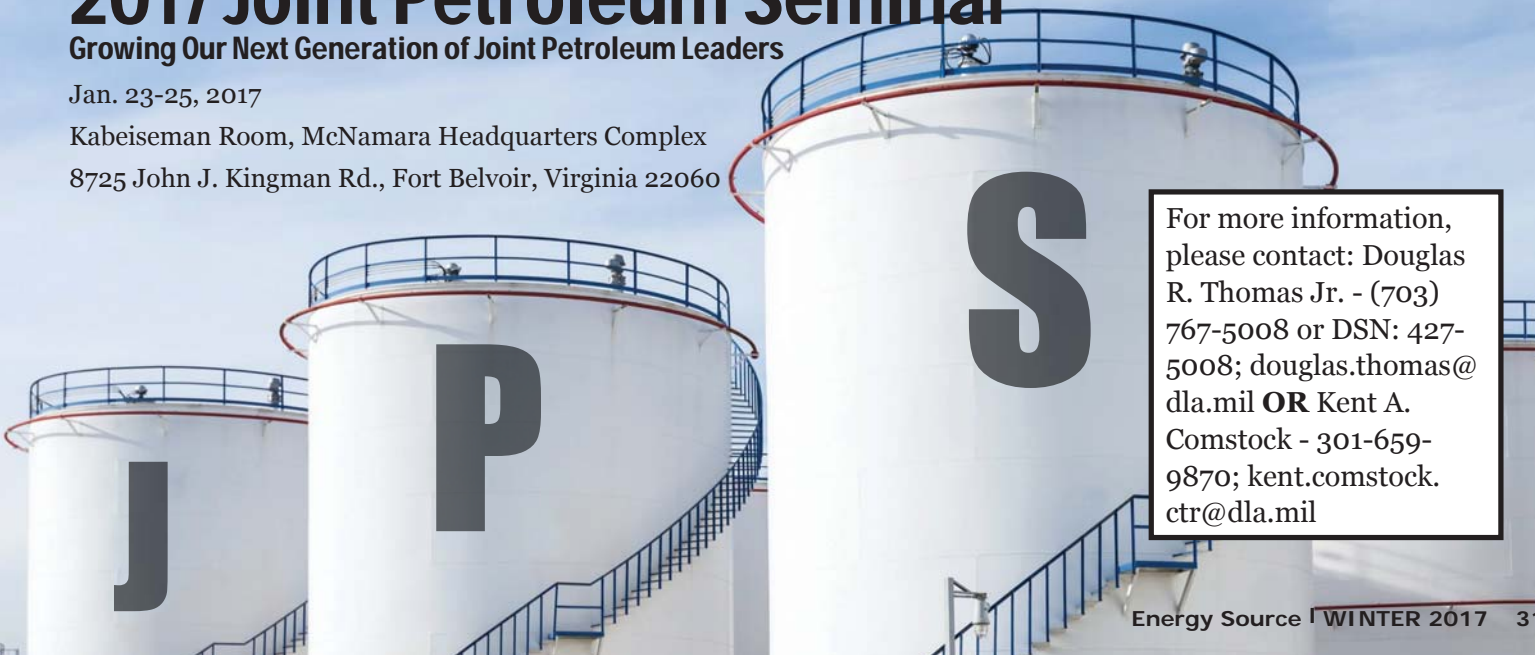
The Operation Warfighter Program is a Department of Defense temporary assignment and internship program providing wounded, ill and injured service members with opportunities for meaningful activity outside of the hospital environment while they wait to return to active duty or transition to the civilian world. Service members’ salaries are paid for by their service branches while they work at DLA. **ES**

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