

Dimensions

Defense Logistics Agency
Sept./Oct. 1998

DLA names first members to Hall of Fame



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DLA: A work force of world class professionals

by Lt. Gen. Henry T. Glisson
Director
Defense Logistics Agency

Not a day goes by that I am not reminded of what a great work force we have in DLA. Whether it's supporting our Armed Forces in Bosnia or creating new innovative business practices, DLA's work force has world class leader status.

Everywhere you look throughout the agency, people, programs, and organizations are being recognized for excellence. Just look at the past couple of months: DoD submitted four DLA organizations as its nominees in the President's Quality Award Program; four DLA initiatives were selected as "Hammer Award" recipients; the Defense Logistics Information Service Central Contractor Registry and the Joint Electronic Commerce Program Office's DoD electronic mall were cited by the Deputy Secretary of Defense as two examples of Defense Reform Initiative successes; two DLA officers were selected as Acquisition Commanders of the Year by the Assistant Secretary of the Army (RD&A); two of our Senior Executive

Based on the continued achievements of our work force...I know we will continue to have great role models and leaders to take us into the 21st century.

Service members were selected for DoD Distinguished Service Awards and most recently a DLA staff officer received a special act award for humanitarian support in response to Hurricane Georges damage. These are just a few of the many outstanding success stories I see every day. There are others highlighted in this issue and we're so very proud of them all.

This agency has also been blessed with outstanding people throughout its history. In an effort to recognize those responsible for our success, we recently established the DLA Hall of Fame. Our initial inductees span virtually the history of our agency and represent the values, ethos, dedication to duty and achievement we all strive to emulate. They helped pave the road to the future and gave us the great reputation, heritage and traditions we enjoy today and continue to build on. Our first five inductees truly were the "best of the best" and it was an honor to be able to say thank you on behalf of a grateful agency for their many contributions to the nation.

From our most junior employees to our senior leaders — our Agency is filled with winners. I wish I could cite everyone who has done so much to make a difference in DLA. Based on the achievements of this great work force, I know we will continue to have great role models and leaders to take us into the 21st century. Their names will proudly join the ranks of McNamara, Hudson, Gordon, Kabeiseman, and Cassell someday. Keep up the super work!

On a sad note, I know I speak for everyone in DLA in expressing our deepest sympathy to the Bradley family on the recent death of Col.



Gary Bradley in Tunisia. Gary was a great soldier, leader, friend, father and husband whose love of country and the Army inspired us all. His friendship and many contributions will not be soon forgotten. We will miss him in our ranks. I would ask that each of us keep his family in our thoughts and prayers.

Along with our many successes we continue to have our daily challenges to tackle. Year 2000 (Y2K) computer changes and information assurance continue to be among our top priorities in the coming months. Our Corporate Information Office, in coordination with the DLA Information Technology Management Team, is orchestrating our compliance and action plans. Much needs to be done in a short period of time. Nothing is more critical. I ask everyone to ensure we complete all the tasks on time. Our ability to support DoD depends on it!

Henry T. Glisson

DLA opens Hall of Fame: First director among inductees

The Defense Logistics Agency has named the first five members for its new Hall of Fame.

Army Lt. Gen. Henry T. Glisson, DLA director, established the Hall of Fame to honor the people who have supported the readiness and sustainability of the Armed Forces since the agency's inception in 1961. The five inductees' service spans nearly all of DLA's more than 37 years of existence.

The induction ceremony was held Sept. 11 in DLA's main auditorium. Various agency activities submitted nominations, which were rated by a 14-person selection board. The board was made up of representatives from the various DLA business areas and primary level field activities.

The inductees are the following:

Army Lt. Gen. Andrew T. McNamara,
Director, 1961-1964

William J. Cassell
Comptroller, 1973-1989

William V. Gordon
Executive director, Contract Management, 1979-1994

Anthony W. Hudson
Staff director, Personnel, 1977-1992

Karl W. Kabeiseman
General Counsel, 1974-1994

Cassell, Gordon and Kabeiseman are being inducted posthumously; family members were on hand for the ceremony.

"I'm gratified by the panel's selection of these five outstanding public servants," Glisson said. "Their



(From left to right) Army Lt. Gen. Andrew T. McNamara, Kate Hartman, Defense Logistics Agency Director Army Lt. Gen. Henry T. Glisson, Anthony Hudson, Ellen Gordon and Steve Crane at awards ceremony.

distinguished leadership set an example of excellence to which we can all still aspire. Considered legends around the agency, I think it fitting that they are the inaugural inductees to the new DLA Hall of Fame."

During the ceremony, Glisson said that today it felt great to be a part of DLA. "This is a special day for special people. Today we honor some great Americans as well as great patriots. We need to take pause and recognize some of those people whose accomplishments make us what we are.

"We have a great legacy and our inductees are largely responsible for that. They set the standards and values for DLA today. Day in and day out, with no fanfare, under adverse conditions, they worked through it and met the needs of our armed forces. When they were needed, they were there. Their actions inspired many people. They left behind respect and admira-

tion, and left a good organization to build on. They left us every reason to be proud."

Glisson presented each inductee, three represented by family members, with a medal and plaque.

Cassell, who passed away in 1989, was represented by his son-in-law, Steve Crane.

"He was a very gentle gentleman," Crane said. "The essence of his leadership spreads wide. The one characteristic this agency benefits from in its remembrance of Bill Cassell is the simple characteristics of integrity."

He read a poem from M.H. McGee. "Integrity is one of several paths. It distinguishes itself from the others because it is the right path and the only one upon which you will never get lost."

Gordon passed away in 1994, soon

after retiring from DLA. His daughter Ellen Gordon accepted for him.

“My dad always said get to work early, leave late and make the boss look good,” Gordon said. “He used to say there is no limit to what you can accomplish if you don’t care who takes the credit for it. My family and I are thankful that you are honoring my dad. It makes us feel good knowing others are remembering our dad too.”

Hudson became a minister upon retirement. He graduated from the Wesley Theological Seminary and American University in May 1995 and is an ordained minister in the United Church of Christ.

“I am humbled, honored and grateful,” Hudson said. “I’m humbled by the statue of the others being inducted today. I was interviewed by Bill Cassell, Bill Gordon and Karl Kabeiseman in 1977. I was wearing a beard and that was kind of unusual then. Bill (Gordon) said to me, do you always wear that beard. I said, do you always wear that bow tie and brown sweater. He said that it comes with the package and I guess that the beard is part of your package. We got along great after that.

“I’m also grateful for the opportunity to have been here at DLA. I always had a sense of purpose and was respected. To the people who worked for me, know this—where my name is, your efforts are recognized.”

Kabeiseman’s daughter Kate Hartman represented him. He passed away in 1995.

“My family thanks you for this honor,” Hartman said. “I am touched that you chose to honor my father’s memory. Dad would be embarrassed by all of the fuss. He would say he just did his job and did it the only way he knew how. But he would be very appreciative. He loved his job and was passionate about DLA and its mission. He was inspired by the people he worked with.”

McNamara, referring to his

appointment at the first DLA director, said, “You’d have thought they could have found someone else. In those early days, we produced a good, substantial and necessary organization. The future of an organization as well

staffed as this, I see nothing but friendship, health and future and great growth for all of you. I’m so pleased I had a part in it.”

Inductee Profiles

Army Lt. Gen. Andrew T. McNamara, director, 1961-1964

As its first director, McNamara created a joint logistics agency from scratch. Under his skilled leadership, the agency achieved significant savings in time, money and personnel through rapid standardization of the items it managed. He honed his skills and leadership traits through his service in various theaters in World War II and as Quartermaster General, where he was responsible for providing food and clothing for all the Armed Forces. McNamara lives near Fort Belvoir and is a frequent participant in DLA activities. He continues to provide counsel to the agency’s senior leadership.



William J. Cassell, comptroller, 1973-1989



As comptroller, Cassell was DLA’s senior civilian. He was recognized for his leadership in developing and managing the agency’s operating budget that exceeded \$13 billion annually. Cassell conceived of the idea to establish a central finance organization. Under his personal direction, DLA primary level field activities began transferring financing and accounting operations and personnel to the DLA Finance Center in 88. The concept was later adopted throughout DoD and became the Defense Finance and Accounting Service.

William V. Gordon, executive director, Contract Management, 1979-1994

During his service within DLA’s Contract Management Directorate, the predecessor to the Defense Contract Management Command, Gordon was instrumental in strengthening programs designed to monitor the cost effectiveness of contractor purchasing system, contract insurance and pension programs, and contractor automated data processing equipment programs. He aggressively supported the establishment of formal cost monitoring programs at major defense contract facilities and effectively guided the performance of in-depth contractor overhead reviews conducted on select major systems acquisitions.



Anthony W. Hudson, staff director, Personnel, 1977-1992



As staff director for Personnel, Hudson was personally instrumental in developing a more collaborative relationship with the agency-wide labor

organization and was the chief architect of the Master Labor Agreement covering most DLA employees. The negotiation of the first agency-wide collective bargaining agreement represented a milestone in DLA's history. Hudson was also known for his aggressive application of affirmative action concepts and provided the leadership needed to create the first Federal Equal Opportunity Recruitment Program.

Karl W. Kabeiseman, general counsel, 1974-1994

As general counsel, Kabeiseman helped lead the first major reorganization of DLA in its history. In the 1980s, he was instrumental in developing the model Fraud Program, which



had a wide-ranging impact on contractor integrity programs throughout DoD. He also piloted the concept of special fraud remedies units. In addition, Kabeiseman implemented an ethics program and effective enforcement process that are still in use. During his career, he encouraged all DLA lawyers to be vigorous advocates for their clients, to serve as the conscience of the agency and to act responsibly as public officials.

History of the Defense Logistics Agency



The origins of the Defense Logistics Agency date back to World War II when America's huge military buildup required the rapid procurement of vast amounts of munitions and supplies. After the war, a presidential commission headed by former President Herbert Hoover recommended centralizing management of common military logistics support and introducing uniform financial management practices. Integrated management of supplies and services began in 1952 with the establishment of a joint Army-Navy-Air Force Support Center to control identification of supply items. For the first time, all the military services bought, stored, and issued items using a common nomenclature. DoD and the services defined the materiel that would be managed on an integrated basis as "consumables," meaning supplies that are not repairable or are consumed in normal use. Consumable items, also called commodities, were assigned to one military service to manage for all the services.

In the mid 1950s, commodity manager agencies (called "single managers") were established to buy, store and issue supplies, manage inventories and forecast requirements. The Army managed food and clothing; the Navy managed medical supplies, petroleum and industrial parts; and the Air Force managed electronic items. In each category, the single manager was able to reduce its investment by centralizing wholesale

stocks and simplify the supply process by persuading the services to adopt the same standard items.

The single manager concept, though successful, did not provide the uniform procedures recommended by the Hoover Commission. Each single manager operated under the procedures of its parent service, and customers had to use as many sets of procedures as there were commodity managers. In 1961, Secretary of Defense Robert McNamara ordered that the single manager agencies be consolidated into one agency. The Defense Supply Agency was established on Oct. 1, 1961, and began operations on Jan. 1, 1962. Eight single-manager agencies became DSA supply centers.

In 1965, DoD consolidated most of the contract administration activities of the military services to avoid duplication of effort and provide uniform procedures in administering contracts. Officials established the Defense Contract Administration Services within DSA to manage the consolidated functions. The agency's new contract administration mission gave it responsibility for the performance of most defense contractors.

The agency's responsibilities extended overseas when it assumed responsibility for defense overseas property disposal operations and worldwide procurement, management, and distribution of coal and

bulk petroleum products (1972) and worldwide management of food items for troop feeding and in support of commissaries (1973).

In recognition of 16 years of growth and expanded responsibilities, on Jan. 1, 1977, officials changed the name of the Defense Supply Agency to the Defense Logistics Agency (DLA). The Goldwater-Nichols Act of 1986 identified DLA as a combat support agency.

In 1988, the agency assumed management of the nation's stockpile of strategic materials from the General Services Administration. Soon after, DLA established the Defense National Stockpile Center as a primary level field activity.

In 1990, DoD directed that virtually all contract administration functions be consolidated within DLA. In response, the agency established the Defense Contract Management Command, absorbing its Defense Contract Administration Services into the new command.

Throughout the 1990s the agency continued its effort to eliminate managerial and stockage duplication, reduc-

ing overhead costs. In April 1990, DoD directed that all the distribution depots of the military services and DLA be consolidated into a single, unified materiel distribution system to reduce overhead and costs and designated DLA to manage it.

The consolidation began in October 1990 and was completed March 16, 1992.

The Base Realignment and Closure process, instituted in 1993, significantly affected the way the agency organized for its contract administration and supply distribution missions. Officials merged, realigned or closed several DLA primary level field activities. Also in response to BRAC, officials merged the former Defense Construction Supply Center Columbus, Ohio, and the former Defense Electronic Supply Center, Dayton, Ohio, to form the Defense Supply Center Columbus. In 1995, the DLA headquarters and the Defense Fuel Supply Center (renamed Defense Energy Support Center in January 1998) moved from Cameron Station in Alexandria, Va., to Fort Belvoir, Va.

DLA to open museum

The Defense Logistics Agency will open a new museum dedicated to the agency's 37-year history.

Construction of the DLA exhibit room, located on the second floor, overlooking the main entrance, in room 2501 will be completed at the end of October. The room, a converted conference room, will be open to employees and visitors and contain various artifacts and exhibits unique to DLA.

"Proud of our past," the overall theme of the room, will be displayed on the far wall. An original Defense Supply Agency emblem, the original name for DLA, will be prominently displayed under the sign.

"The history of this agency is a great one," DLA Director Army Lt. Gen. Henry T. Glisson said. "DLA has grown over the years and taken on many new missions. This museum will highlight many of those great initiatives. We can be proud of our past and look forward to a bright future."

According to DLA Historian Dr.

Janet A. McDonnell, other exhibits currently under consideration are "The Early Years of DLA," "Feeding Soldiers" and "Flag Making,"

"The Early Years of DLA" will highlight the creation and formation of the DSA and possibly include the following items:

- ✓ DoD Annual Report for FY 61
- ✓ July-August 1962 issue of DSA's publication *The Review*
- ✓ Original 1963 memorandum from the Acting Administrative Assistant to the Secretary of Defense to Gordon Harris designating Oct. 1, 1961 as DSA's birthday
- ✓ Photographs from 1961
- ✓ DSA medallion

"Feeding the Soldiers" exhibit will trace the evolution of military subsistence from the Revolutionary War to the present. The exhibit will illustrate the growing complexity of feeding soldiers and highlight the vast improvements that have been made. The exhibit will include the following:

- ✓ Revolutionary War items, such as a flask, knife and fork
- ✓ Civil War items, such as bag of beans, hard tack and canteen
- ✓ World War II items, such as a mess kit
- ✓ Vietnam War items
- ✓ Persian Gulf War items such as Meals-Ready-to-Eat

"The Flag Making" exhibit will highlight the design and embroidery of military flags by DLA's Defense Supply Center Philadelphia. It will include:

- ✓ Presidential Design Flag
- ✓ Photographs of the history of flag making
- ✓ Article from the DSA News May 18, 1973

In the future, exhibits from the Primary Level Field Activities may be displayed, according to McDonnell.

If anyone has artifacts they would like to donate to the museum, please contact McDonnell at DSN 427-5247 or (703) 767-5247.

New logistics practices provide better support for service members in Japan

The Defense Logistics Agency, in partnership with U.S. Marines, Army, Air Force and Navy units, is in the process of developing and implementing a variety of innovative programs to provide better logistics support to service members in Japan. Under the leadership of U.S. Marine Bases in Japan, joint forces in Okinawa have begun a coordinated reengineering effort to help them dramatically increase customer satisfaction, reduce inventories, increase readiness and lower overall costs. For DLA, these initiatives are part of a shift to implement the best commercial practices for the commodities managed by the agency and an opportunity to prove their capabilities in the joint, overseas environment.

In the next 8 to 18 months, warfighters and support personnel in Okinawa will see a change in the way they order and receive pharmaceutical supplies, food products, clothing and textiles, construction supplies, industrial supplies, automotive parts, fuel and facilities maintenance materiel.

Many of the initiatives fall under the Prime Vendor Program. Prime Vendor is a concept of support where a single commercial distributor serves as the major source of a product commodity to various military customers within a geographical region. Under an agency contract, the vendor receives orders from and delivers supplies directly to the customer. Agency and local supply/procurement personnel monitor performance but do not function as a daily "middle man." This system often results in a more efficient delivery of goods and services, higher quality of brand name items, reduced local and national inventories, and significant overall cost savings to the customer.

One of the programs to be implemented in the near future is the Maintenance, Repair and Operations initiative provided by the Defense Industrial Supply Center in Philadelphia. Under this program, an integrated supplier provides the total MRO materiel support required to maintain facilities. If planning proceeds on schedule, the services in Okinawa and mainland Japan will be able to receive required plumbing, electrical, lumber, hardware and miscellaneous building supplies through the MRO Prime Vendor contract.

The Defense Industrial Supply Center, Philadelphia, is also establishing the Industrial Prime Vendor Program

which will support consumable items used to maintain operational equipment on Okinawa. These items are normally stocked near the point of use. Known as benchstock, the items generally consist of commercial products such as O-rings, bolts, screws, nuts, washers, seals and rivets. The goal is for this contract to be established this fall.

The Defense Supply Center Columbus, Ohio has the capability to supply repair parts for automotive vehicle maintenance support directly from a third party logistics provider to customers outside the continental United States. As is true with the majority of new DLA arrangements, customers will be able to order via the Internet, using the government's IMPAC Visa card, or the current MILSTRIP system. If required, the vendor will communicate directly with the customer to clarify requirements, provide technical

support services, and release status updates. The contract includes fixed prices for 1,100 national stock numbers frequently ordered, plus coverage of over 870 manufacturers' product lines.

Military units stationed far from the United States encounter significant challenges when communicating and transporting logistics requirements. Overcoming these challenges adds to the cost of operations. Each of the reengineering improvements planned will require the implementation of emerging technologies and new transportation initiatives that make efficient use of commercial practices. Within existing resources, including computers,

communications and facility upgrades are underway in Okinawa while DLA works to implement these new capabilities by 1998.

Using best business practices has paid off for DLA. The agency was featured in Defense Secretary William Cohen's November 1997 Defense Reform Initiative as an example of how to manage business effectively and efficiently. "The prime vendor arrangements cited in the Initiative have the dual benefits of saving money for DoD and providing customers with exactly what they need when they need it," stated Lt. Gen. Henry T. Glisson, DLA director. "Where a robust commercial capability exists, we can bring it to the customer quickly and reduce DoD's overall costs."

"The prime vendor arrangements cited in the Initiative have the dual benefits of saving money for DoD and providing customers with exactly what they need when they need it."

—Lt. Gen. Henry T. Glisson, DLA director

Consolidation agreement signed for Army cataloging

*by Janice Tuttle
Program Analyst
Defense Logistics Information
Service*

The Defense Logistics Agency and the Department of Army signed a memorandum of agreement recently to complete the consolidation of Army cataloging.

Army Maj. Gen. Norman E. Williams, the U.S. Army Materiel Command's chief of staff, and Navy Rear Adm. David P. Keller, commander of the Defense Logistics Support Command, signed the pact. It allows the Defense Logistics Information Service to assume responsibility for all cataloging activities for AMC's major subordinate commands. The Army joins the Air Force at the Battle Creek Federal Center as the first step toward completely consolidated cataloging. The centers for Defense Logistics Agency, Marine Corps and Navy cataloging will follow incrementally through fiscal 2000.

"Our pledge is to provide the soldier in the field and the materiel developer with state of the art logistics support," said David Fisher, director of the new Directorate for Army Cataloging.

The "DLIS-A" workforce of 143 includes a wide array of multi-service disciplines, such as equipment specialists, item managers, provisioners and catalogers. Army expertise was drawn from all over the world and includes former members of their Logistics Support Activity at Redstone Arsenal, Ala. Some of Battle Creek's Air Force catalogers transferred into DLIS-A. They were joined by Marine Corps personnel and former members of the Defense Reutilization

and Marketing Service. In fact, Fisher served as DRMS' head of corporate planning before he assumed his current position.

Fisher's new directorate is divided into branches that are organized by weapon system for continuity in supporting customers. Process Action Teams are used to focus functional expertise toward meeting Defense Department timeframes. Some of the areas addressed by the teams are the Reduced Price Initiative, Consumable Item Transfers, and Interchangeability and Substitutability.

Major customers were visited by liaison representatives to resolve any concerns regarding workflow priorities and the uniqueness of each managed commodity. These visits included stops at the U.S Army Tank-automotive and Armaments Command, Warren, Mich.; the U.S. Army Soldier Systems Command, Natick, Mass.; the U.S. Armament and Chemical Acquisition and Logistics Activity/Industrial Operations Command, Rock Island, Ill.; the U.S. Army Communications-Electronics Command, Fort Monmouth, N.J.; and the the U.S. Army Aviation and Missile Command, Huntsville, Ala. The on-site discussions covered every segment of the Army Business Plan prepared to guide the consolidation.

DLIS-A's George Bennett developed the new Suspense Management System database software to support Army cataloging. It functionally went online on May 11 as a workload management system to provide visibility for the resource and workload assignments of each major command, branch or technician. Such

statistical data is vital for providing the major commands with up-to-date status reports on their workload progress and to measure the new directorate's services.

An aggressive training schedule was established based on segments of the Business Plan.

Various functions needing on-the-job training were identified in the schedule by the branch affected. A master spreadsheet is used to monitor each branch and the status of training for that function. Additionally, a training manual was developed for the transactions, referencing the appropriate Automated Data System Manual, Commodity Command Standard System Operating Instructions (Guidance), or other reference material. The training complements outside resources, such as courses from the Army Logistics Management College, at Fort Lee, Va., DLIS and Battle Creek area community colleges.

The training prepares personnel to support the 12 functions inherent in the Army cataloging mission. These functions include the following:

- ✓ Item Name Assignment
- ✓ Federal Supply Class Determination
- ✓ Item Identification Preparation and Maintenance
- ✓ Item Entry Control
- ✓ Technical Data Verification
- ✓ Provisioning Support
- ✓ Data Recordation and Maintenance
- ✓ Cataloging Tools
- ✓ Supply Support Request Processing
- ✓ Data Dissemination
- ✓ Cataloging Procedures and Systems
- ✓ Cataloging Policy

Additional information is available at www.dlis.dla.mil/Army. Information is also available through the customer service number at (888) 352-9333, (616) 961-4725 or DSN 932-4725.

DAPS celebrates 2nd anniversary of Visa IMPAC use

by Mike Dirle

*Document Automation Specialist
Defense Automated Printing Service*

What started as a trickle when the Defense Automated Printing Service became the first activity to accept the International Merchant Purchase Authorization Card for intra-government transactions has become a fountain of growth in government savings and business opportunity. DAPS is celebrating its second anniversary of accepting customer business with IMPAC.

The first authorized transactions between government entities were conducted by DAPS in August 1996. However, use of the IMPAC did not take off until after the July 1997 mandate from the Office of the Secretary of Defense Comptroller that all DAPS customers in the continental United States and Hawaii use the card to acquire their printing services from DAPS. Users soon began to see for themselves the benefits of IMPAC: ease of use, savings in time and transaction processing costs, and the resolution of previous billing delays.

DAPS pioneered acceptance of the government card that is now accepted throughout the continental U.S. As the organization that struggled through the learning curve and initial opposition to the card, DAPS now touts the continuing acceptance of the IMPAC at over 200 sites. Sharon Bearce, director of DAPS Warren, Mich., plant, which serves the U.S. Army Tank-automotive and Armaments Command and the Selfridge Air National Guard Base, says, "Anticipating the advantages of this financial change two years ago, we implemented procedures for using the IMPAC for payment of DAPS

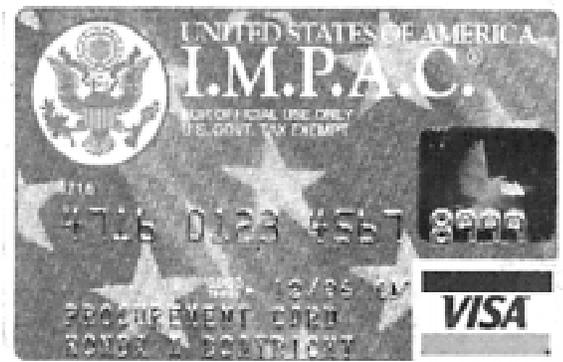
services. This resulted in TACOM leading IMPAC use within the Army. DAPS has staked a lot on IMPAC's final acceptance, but everyone has been the beneficiary."

According to Government Services Administration figures, the Army is the leader in the government in number of transactions, number of card holders and total volume of purchases.

Estimated savings on each paperless transaction range from \$59 to \$92. Since most of the transactions are handled electronically, personnel savings and the decrease in errors have substantially added to the benefits realized. The Defense Finance and Accounting Service currently processes about 9.9 million commercial invoices per year. Although an estimated 7.7 million meet the micro-purchase threshold (\$2,500), only about 1.2 million of the invoices result from the IMPAC, making the potential for increased use and savings immense.

"Using IMPAC allows for quicker cash posting and has proven to be more effective than cross dispersing," says Cecil Thomas, DAPS IMPAC program coordinator. "It allows DAPS to maintain a strong cash position. This is critical to a Defense Working Capital Fund system." DAPS' year-to-date IMPAC transactions exceeded 130,000, worth \$70 million.

In a July 1998 directive to the Department of Defense, Deputy Secretary John J. Hamre stated, "Until we expand the use of the purchase card, the department will be unable to achieve the savings projected in the Quadrennial Defense Review and reduce the associated costs of our financial transactions. Therefore, I expect everyone in the department to



support the expedited expansion of the purchase card program."

The credit card has built-in safeguards and internal controls to help cut down on misuse. The safeguards include a monthly dollar cap on the card, as well as a \$2,500 limit on a single purchase. There is also a type-of-purchase safeguard that allows an office to purchase only the supplies that pertain to that office's job function. And managers decide the number of cards their office needs and the individuals who get them.

In January 1998, DFAS processed nearly 217,000 payments made on contracting instruments, nearly 83,000 inter- and intra-government payments, over 65,000 miscellaneous payments, and over 17,000 training payments valued at or below \$2,500 that were not on the intra-government purchase card. DFAS has estimated that moving these payments to the purchase card could save the department millions annually—savings that are needed to modernize and maintain our fighting forces.

The national IMPAC contract was recently renegotiated and other banks are now participating. "We see this fiduciary change as one that will have no impact, excuse the pun, on our customers' business," says Richard DeNeane, director of DAPS corporate resources. "The IMPAC card is still the best way of doing business within the government," DAPS plans on continually improving its relationship with its customers using IMPAC to ensure ease of access and accuracy of finances.

DLA Labor and Management partnership agreement signed

Defense Logistics Agency management representatives and the American Federation of Government Employees Council 169 of DLA Locals finalized a partnership agreement in June that provides a joint foundation for achieving DLA's business objectives and addressing employee concerns.

A series of steps preceeded finalizing this new partnership agreement. Beginning in 1995 and culminating in October 1997, AFGE Council 169 of DLA Locals restructured and elected the 11 new officers who are responsible to the constituents of the different DLA business areas.

Subsequently during November 1997, Council President Phil Porter and Council Executive Vice President Lynn Tyree began a preparatory dialogue with DLA Director Army Lt. Gen. Henry T. Glisson and HQ DLA Directorate of Human Resources representatives. During these conversations, they addressed the relationship the new council and its agency counterparts would take to ensure the mutual success of DLA and AFGE in the future. DLA management officials representing each of DLA's respective business areas also began to plan for establishing a new partnership relationship between themselves and the newly elected AFGE Council members.

The first collective step in that direction was taken during a meeting held at DLA Headquarters Jan. 12-16. During this meeting, AFGE Council members and DLA management representatives explored how they needed to operate to successfully work together. They were aided in this painstaking process with step-by-step facilitation provided by staff members from both AFGE HQ and the Defense Civilian Personnel Management Service. Glisson rearranged his schedule to make a special trip to visit the group as they wrestled with building the essential foundation for their new relationship. As a result of the director's input, the group gained an even greater sense of purpose and clarity.

As their interaction continued, the group worked collaboratively on the first stages of building a team founded on trust, mutual respect and underpinned with the expectation that both labor and management needed to work together for the betterment of DLA employees and the agency, noted Porter.

"By meeting end, the group agreed that it was in the best interest of both the Union and management to conduct both quarterly DLA/AFGE meetings and bimonthly meetings specific to each business area. Further, it had become apparent that developing a written labor management partnership agreement was a mutual goal of both AFGE Council members and DLA management partici-

pants," said Porter.

The group agreed to meet again June 1-4, with the specific objective of developing that partnership agreement.

During the June meeting, the group was again facilitated by DCPMS and AFGE HQ representatives who kept the group on track and assisted them in brainstorming the contents of a final agreement. As the group proceeded, they first addressed AFGE's proposed reinstatement of the annual joint labor/management meeting. After assessing the benefits in information sharing and communication that were expected to be gained from its reestablishment, the group concluded that the annual meeting would be reinstated, and slated its first session for the spring of 1999.

Al Ressler, director of DLA's Corporate Administration Office, said "The group built additional consensus and momentum from their shared ideas, and though the process was not without disagreement, it was evident that the group was strongly committed to producing a partnership agreement by the meeting's end."

On the morning of June 4, the group finished drafting the proposed agreement, and at noon, Glisson and Porter sat down with pens in hand and signed the completed DLA/AFGE Partnership Agreement. The meeting ended with the establishment of work groups to study many new joint business initiatives along with scheduling the next two meetings of the now officially chartered council.

Pamela Creek, DLA's executive director of Human Resources, stated, "DLA and AFGE have ushered in a new and exciting era in partnership with the finalization of our partnership agreement. In fact, our "purpose" statement is the keystone of the new agreement and it best states that relationship."

As partners for the future, the DLA/AFGE Partnership Council is committed to a better tomorrow, through the actions taken today, according to Porter and Creek.

Purpose Statement of Agreement

"A new relationship between AFGE and DLA, as partners jointly committed to achieving the success of DLA as an organization, employer, and service provider, is essential for continued survival and growth in the coming years. This collaborative labor-management relationship is committed to the open sharing of information at the earliest predecisional stage, thereby engendering mutual trust and respect to better serve our employees, implement the DLA Strategic Plan, and attain AFGE goals. Our relationship provides an opportunity to influence change while addressing employee concerns."

DLA takes part in Korean Exercise

ULCHI-FOCUS LENS 98 tests combat readiness

*by Lt. Col. Eleanor A. Hunter
USAFR
HQ DLA Reservist*

The Defense Logistics Agency recently supported the Korean-based exercise ULCHI-FOCUS LENS 98. DLA personnel from the U.S. and DLA Pacific deployed to Korea to participate in the Commander in Chief, United Nations Command/Combined Forces Command exercise.

The exercise combined the Republic of Korea's annual National Mobilization Field Training Exercise "Ulchi" with the annual theater level Command Post Exercise "Focus Lens." The scenario of the exercise was a coordinated land, sea and air attack by conventional forces against friendly forces on the Korean peninsula.

According to Marine Col. John O'Donovan, DLA's chief of joint logistics and contingency operations, "the overall objective of UFL 98 was to test the Joint and Combined plans and procedures while improving the combat readiness and interoperability of U.S. and Korean forces. Since one of DLA's core competencies is Rapid Worldwide Crisis Response, we must ensure that we are always ready and able to provide the needed support."

During UFL 98, DLA's mission was to support USCINCPAC by deploying DLA Contingency Support Teams to Taegu, Seoul and Pohang, Korea. The teams were comprised of active duty and reserve military personnel and civilian employees from DLA activities in Korea, Japan, Hawaii and U.S. locations. The DCST was structured along doctrinal lines with a Command Support Element, Material Management Team and a Fuels Team. Other DLA services such

as Contingency Contract Administration Support, Defense Reutilization and Marketing and Legal Counsel, were provided by individuals operating from home station locations in Korea and Japan.

As DLA has transitioned from a U.S.-based wholesale operation to a combat support agency, it has increased its participation in Commanders-in-Chief sponsored exercises. In this fifth year of participation in ULCHI-FOCUS LENS, the agency's specific objectives were the following:

- ✓ Test and improve DLA's ability to quickly provide increased, specialized logistics services and contract administration to meet warfighter needs.
- ✓ Determine the availability of in-theater DLA assets to support U.S. Forces in Korea without augmentation.
- ✓ Demonstrate the capability of the Integrated Consumable Item Support (ICIS) Model as a useful planning tool during on-going operations.
- ✓ Confirm the policies and procedures delineated in DCST documents.
- ✓ Conduct a limited test of the Medical Prime Vendor arrangement.

DLA's Joint Logistics Readiness Center at Fort Belvoir, Va., is constantly involved in deliberate and crisis planning with CINCs around the world, matching DLA support with warfighter needs. Contingency Plans Officer Army Maj. Mike Lemm has been helping develop DLA's DCST capabilities and prepare the agency for

real-world and exercise situations. In preparing for UFL 98, Lemm coordinated the type of support required by U.S. Forces Korea and component commands, proposed exercise events that would help test DLA objectives, identified personnel to fill DCST positions and facilitated the administrative actions needed to ensure that DCST personnel were ready to deploy.

Prior to the start of the exercise, DCST members participated in two days of team training. This training included the current conditions in the theater, DLA capabilities in Korea, the exercise scenario and operating procedures for the team. DCST members then moved to their duty locations to establish work sites and check communications capabilities. Once the exercise began in mid-August, DCST personnel ensured the agency met every real-world and exercise request for support. According to the DCST Commander Navy Capt. Lynn Simon, Supply Corps, "The best issues we worked were those created by the scenario itself which caused the warfighter to react by using proper staffing and supply procedures." In reviewing DLA's exercise objectives, Simon stated that "UFL 98 was a significant step forward in many areas and provided a valuable training opportunity for DLA and this DCST."

Deploying to Taegu, Korea, as the DCST Deputy Commander/Operations Officer, Lemm was able to document procedures that will help the DCST become even more effective in the future. "Since the teams are not permanent organizations, keeping track of how we do business is vital," said Lemm. As a result of

the exercise, Agency leaders confirm that:

- ✓ DLA is able to quickly provide specialized logistics services and contract administration to meet warfighter needs.
- ✓ DLA is fully capable of supporting operations in Korea.
- ✓ ICIS is a useful planning tool to support on-going operations and

is particularly effective in identifying potential problems with repair parts. However, its real strength is during the deliberate planning process or early days of crisis action planning.

- ✓ DCST policies and procedures are appropriate and must continue to evolve.
- ✓ The Medical Prime Vendor arrangement test results are still

pending.

As with any exercise, participants and evaluators have analyzed the actions resulting from exercise events to document what was learned, noted areas of success and identified areas requiring improvement. According to Simon, "The UFL 98 DCST was very well received by all of the commands participating in the exercise."

In Memoriam

Commander, DESC-Europe passes away

Army Col. Gary W. Bradley, commander of the Defense Energy Region-Europe since July 1996, died Sept. 9.

Col. Bradley passed away as a result of an accident while he was on temporary duty to Tunisia. Friends, family and co-workers held a memorial service in his honor in Wiesbaden, Germany. With his family, Army Quartermaster friends and colleagues, business associates and DESC friends and colleagues in attendance, he was laid to rest with full honors at Arlington Cemetery on Sept. 17.

Col. Bradley is survived by his wife, YuSuk and their son, Matthew, of Wiesbaden, Second Lt. Chad Bradley,

serving with the Army's 2nd Infantry Division in South Korea, Joshua Bradley, of Tampa, Florida, and his daughter, Jillian Bradley, of Lutz, Florida.

Other family members include his mother, Ruth Bradley, of Land O'Lakes, Florida and two brothers, also of Florida.



Army Col. Gary W. Bradley



Dr. Gansler visits DLA Headquarters

Dr. Jacques Gansler, undersecretary of Defense for acquisition and technology (*right*), leaves the DLA Headquarters building with DLA Director Army Lt. Gen. Henry T. Glisson after meeting with HQ senior leaders. Gansler received an overview briefing of DLA and discussed current issues affecting DLA with Glisson.

Glisson visits DLA Bosnia support elements; pleased with findings



Defense Logistics Agency Director Army Lt. Gen. Henry T. Glisson (*left*) talks with a logistics assistance representative from the U.S. Army Materiel Command in Tuzla, Bosnia.

In July, Defense Logistics Agency Director Army Lt. Gen. Henry T. Glisson visited DLA-Europe Headquarters, Weisbaden, Germany. While in country, he conducted office calls with the Supreme Allied Commander Europe, Deputy Commanding General U.S. Army-Europe, and USAREUR Deputy Chief of Staff for Logistics in Heidelberg and visited troops and DLA forward deployed elements at Guardian Base and Eagle Base, supporting Task Force Eagle, Tuzla, Bosnia.

Glisson talked with the DLA work-force in both Germany and Bosnia and presided over DLA-E's change of command ceremony.

Glisson said he was very pleased with the progress of DLA-E, Defense Automated Printing and Support Center, Corporate Administration, Defense Logistics Support Command, and Defense Contract Management Command, secondary level field activities (e.g. Defense Reutilization and Marketing Service-International and Defense Energy

Region-Europe) since his last European visit.

"Reorganization of DLA-E and use of DLA Administrative Support Center are going well," Glisson said. "Equipment readiness rates have reached their highest levels ever within USAREUR. All customer service representatives now perform their duties on site, and make tremendous contributions in support of the warfighters.

"I appreciated the opportunity to meet with Gen. Wesley Clark, SACEUR, Lt. Gen. Bob Coffey, USAREUR Deputy Commanding General and Col. (P) Mitch Stevenson, USAREUR DCSLOG. All three commended DLA for our efforts, and improved support to the warfighters in Bosnia."

Following the DLA-E change of command ceremony, Glisson flew to Tuzla, Bosnia to meet with forward deployed troops, DLA elements, and 1st Armor Division leaders.

Glisson did a UH-60 fly over of Task Force Eagle's



DLA Director Army Lt. Gen. Henry T. Glisson congratulates former DLA-Europe Commander Col. Michael Pendergast on his retirement from the Army.

Division Commander (Support), 1st AD and Col. Peterson, chief of staff, the element responsible for the reception of the 1st Cavalry Division into the area of operation. They spoke very highly of local DLA support. Glisson pledged DLA's continued support of this endeavor.

Glisson also visited Lt. Col. James Kirlin and the DCMC southern Europe Contingency Support Team at Eagle Base. "They are performing their duties well, and should continue to do so with the 1st Cav.," he said.

"Equipment readiness rates have reached their highest levels ever within USAREUR. All Customer Service Representatives now perform their duties on site, and make tremendous contributions in support of the warfighters."

—Lt. Gen. Henry T. Glisson, DLA director

immediate area of operation, and toured Guardian Base and Eagle Base. Lt. Col. Chris Papparone, commander, 47th Forward Support Base served as Glisson's escort during the Guardian Base Tour. He met with troops, as well as Army Materiel Command and Defense Logistics Support Command customer service representatives. Glisson said he viewed a superb maintenance operation established by Lockheed Martin to assist units with scheduled services.

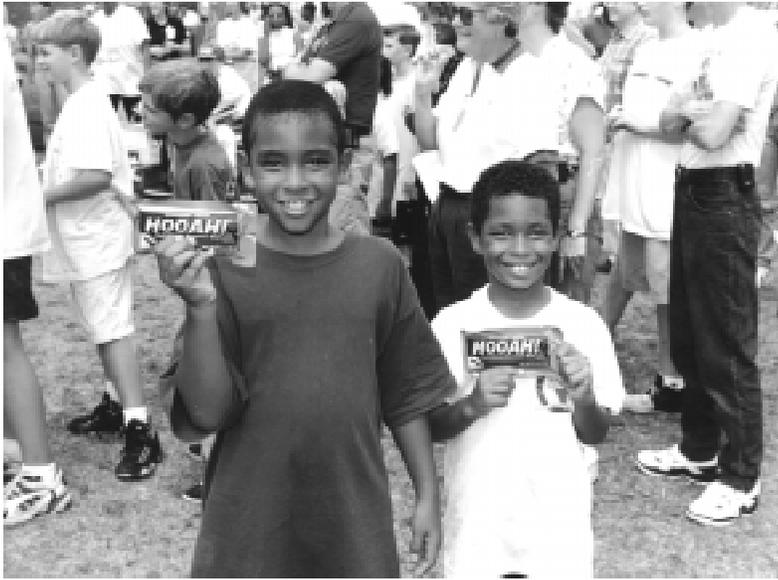
"Lt. Col. DeStafney runs an impressive operation," Glisson said. "Under his leadership, support has never been better. I was particularly impressed with the efforts of Naval Reserve personnel attached to our forward elements. Our Reserve team members are a welcomed asset to the organization."

At Eagle Base Army Lt. Col. Palmer, assistant chief of staff, G4, 1st AD, gave Glisson a briefing on the 1st AD's mission, logistical concept of support and areas of concern. Afterwards, they met with Brig. Gen. John Wood, Assistant



DLA Director Army Lt. Gen. Henry T. Glisson on a UH-60 fly over of Task Force Eagle's area of operation.

DLA celebrates Organization Day



Two children (*left*) show off Hooah bars at the DLA Organization Day, held in August at the DLA Headquarters Complex. The Dynamic All-Star Team (*below*) demonstrate twirls at organization day.

The all-day event was held for employees and their families. Various activities, including sporting events, amusement rides, Irish dancers, pony rides and musical events, were held in the area around the pond. Other exhibits included a helicopter, Humvee, K9 Corps Demonstration and a taste sampling of Meals-Ready-to-Eat.



Air Force birthday

"Off we go into the wild blue yonder..."

Defense Contract Management Command Commander Air Force Maj. Gen. Timothy P. Malishenko (*left*) and Capt. Kurt Brown cut the Air Force birthday cake. The U.S. Air Force celebrated its 51st birthday on Sept. 18. Brown is the youngest active duty Air Force service member in the headquarters.

The image shows two Air Force officers, Maj. Gen. Timothy P. Malishenko and Capt. Kurt Brown, standing behind a large birthday cake. The cake is decorated with the Air Force logo and the text "HAPPY 51st BIRTHDAY UNITED STATES AIR FORCE". They are both smiling and appear to be cutting the cake. The background features several flags, including the American flag and the Air Force flag.

A trip back in time

Civil War battlefield tour illustrates logistics lessons

by Dr. Janet A. McDonnell
Historian
DLA Director's Staff Group

In November 1862, Brig. Gen. Ambrose E. Burnside, commander of the Army of the Potomac, stood on a hill overlooking Fredericksburg, Va.. He was anxiously waiting for desperately needed pontoons to arrive so that his Union forces could cross the Rappahannock River and attack the Confederate troops who held the city. The order requesting the pontoons took six days going through the regular mail system. Only then did the pontoons move by train from the nearest supply depot to nearby Falmouth.

By the time the pontoons arrived in Fredericksburg, Gen. Robert E. Lee had figured out what Burnside was going to do and the element of surprise was lost. Six pontoon bridges were laid across the river on Dec. 11. By that time, Lee's troops were firmly entrenched on the high ground west of the city.

For the 20 Defense Logistics Agency employees who recently visited the Fredericksburg battlefield, this episode graphically illustrated the importance of timely logistics support. The group spent over six hours visiting significant landmarks on the battlefield and studying the key events and participants.

DLA's first battlefield tour was organized by Chaplain (Col.) Ralph Benson, with my assistance, and was led by a civil war historian, Dale Floyd. Battlefield tours have



Civil War historian Dale Floyd (*right*) explains the battle of Fredericksburg to the tour group.

traditionally represented a unique and persuasive method of conveying the lessons of the past to present-day military and civilian leaders.

Chaplain Benson said, "The trip offered DLA personnel the opportunity to develop a sense of the historical background and the leadership skills required to provide logistics to war-fighters in the field."

The events and key participants during this battle also illustrated such DLA values as service, excellence, integrity and innovation. Clara Barton, for example, crossed one of the pontoon bridges under fire. Although a shell fragment tore her clothing, she continued to minister to wounded and dying soldiers while the fighting raged.

One of the key sites that the group visited was the "Sunken Road," dug out by the Confederates at the base of Marye's Heights west of the city, where on Dec. 13, Confederate soldiers firing down from the heights and standing six deep behind a stone wall slaughtered advancing Union troops. Not a single Union soldier reached the wall.

In another illustration of service and courage, at this site a young South Carolinian, Sgt. Richard Kirkland, carried water to wounded soldiers on both sides while under heavy fire, earning the nickname "Angel of Marye's Heights."

The group also visited the site of Lee's headquarters and Prospect Hill. Here Brig. Gen. George G. Meade broke through the Confederate line, but lacking reinforcements, was soon driven back. When the day ended, Lee had won his most one-sided victory of the war. Union casualties totaled 10,000 to 12,000, and Confederate casualties totaled 5,000.

The tour group headed home not only with a clearer sense of the details of this tragic battle, but also with a greater sense of the importance of strong leadership and skilled decision making.



Illustration of Confederate riflemen standing in the Sunken Road.

DCMC Reservist trains with foreign forces

In June, a DLA civilian employee donned his U.S. Air Force Reserve uniform and flew to Stockholm, Sweden, to participate in the annual International Junior Officer Leadership Development Seminar. Capt. Frank Pane, who is an Individual Mobilization Augmentee with the Defense Contract Management Command, represented the U.S. Air Force Reserve at the week-long seminar.

IJOLDS '98 brought together Reserve forces from throughout Europe and North America. Pane was competitively selected as one of only three Air Force Reserve IMAs representing the U.S. As a DCMC reservist, Pane ensures contract administrative support is available in theater for field commanders in support of operational contingencies; in his civilian position, he is a contract specialist in DLA's Defense Energy Support Center.

Pane said the understanding he gained from the seminar will benefit him both as an Air Force Reserve officer

and as a Civil Service employee.

Air Force Reserve Maj. Gen. Jack Toney, mobilization assistant to the director, DLA, said of Pane, "I found him to be bright and energetic, with excellent credentials. I felt comfortable sending him to represent DLA, the Air Force Reserve and the United States."

"The Reserve officers shared with each other the experiences they had had in trying to ensure peace and stability throughout the world," Pane said. "Many of the countries—and

some of the individual officers at the seminar—had worked under the United Nations flag on peacekeeping missions."

At the seminar, Pane said "we received daily country reports and learned how each nation uses its Reserve program as part of its overall defense structure. It provided unique insight into deployments, training, drawdowns and funding constraints, among the nations represented. There were many similarities and a few surprising differences. "For example, the interval between instances of refresher training for Finnish reservists may be as much as four years and the Swedish military does not include an NCO_(Non-Commissioned Officer) corps. Unlike the U.S. all-volunteer military, the Reservists from many other represented countries initially enter military service through the conscript system. It was an excellent opportunity to develop an understanding of alternate Reserve systems."

According to Pane one of the main highlights of the week was a briefing presented by Sweden's Lt. Gen. Melin, the supreme commander, Northern Joint Command. "It was a true honor to meet an individual of his position and to have him share his insights on military policy and jointness," Pane said. In addition to country reports, attendees received instruction on team building and communications, and participated in a field training exercise.

Pane said, "The caliber and professionalism of the officers I met impressed me. One Polish officer taught himself English in the weeks before the seminar. His preparation served him well because he later briefed our group on Poland's Reserve program. IJOLDS '98 definitely improved my understanding of the cultures of other nations, making me a better Reserve officer. It was an unparalleled professional military education experience. The Swedes did an excellent job hosting the seminar, and they deserve special recognition, particularly Capt. Markus Kuchler. Additionally, retired Col. Harvey Rosenmeier at Air Force Reserve Command and all of his staff who supported the seminar deserve kudos."

Toney said, "It made sense to send a DLA Reserve officer to such an international seminar, because of DLA's mission to support the warfighter worldwide.

"Over the last few years we've mobilized about 135 reservists for our continuing Bosnia mission," Toney said. "It is important that DLA be represented in such an international forum. We need to understand our counterparts in other countries, because we have a greater likelihood of working with them on some type of international mission in the future."

Toney said DLA Air Force Reserve officers in the grades of captain and below who are interested in applying for IJOLDS '99, should contact Senior Master Sgt. Don Collins at DSN 427-5318 or (703) 767-5318, or Cindy Warren at DSN 427-5317 or (703) 767-5317.



Air Force Capt. Frank Pane, an Individual Mobilization Augmentee with Defense Contract Management Command, does some rappelling during his recent training.

New travel software saves time, money

A Defense Logistics Agency element and a major Army command joined forces recently to develop a new easy-to-use travel software program called Offsite. The DLA Office of Operations Research and Resource Analysis, in response to a request from the Defense Contract Management Command, partnered with the U.S. Army Training and Doctrine Command Analysis Center, Monterey, Calif., to create a software program to help optimize travel requirements.

In fiscal 1998, DCMC faced a substantial reduction in its annual training budget while maintaining the same training requirement as in previous years. Travel costs represent a substantial portion of the training budget. These factors led DCMC to find new ways to stretch training dollars.

The usual reason for DLA and other Federal employees to travel is to attend meetings, conferences and professional development training events, and DCMC is a good example of an agency with people working in offices dispersed around the world who need to come together for these kinds of events.

The joint partnership of TRAC Monterey and DORRA produced Offsite to help streamline these travel requirements. Offsite facilitates the site selection for collective training events. It requires event planners to provide minimal input and provides almost instant feedback to the user. The software program was designed, developed and delivered in less than

eight weeks and is currently available on CD-ROM from DORRA.

Taking into account GSA contracted airfares, per diem, meals, incidental expenses, and the standard personal vehicle reimbursement of 31 cents per mile, Offsite will calculate the least cost alternative. The program incorporates the 75 percent per diem rate for the first and last days of travel.

Offsite was tested using data an actual DCMC two-day training event held at the Naval Postgraduate School at Monterey, Calif. Representatives from every DCMC office attended the training event. The test program revealed that DCMC could have reduced the travel cost for this event

Offsite requires event planners to provide minimal input and provides almost instant feedback to the user. The program was designed, developed and delivered in less than eight weeks.



by 39 percent if it had chosen to host the event at another location. DCMC implemented Offsite in May 1998 for travel planning.

Meeting coordinators can use Offsite to efficiently compare a wide variety of alternative locations. Considering that each year the federal government spends approximately \$7 billion on travel, the savings potential is tremendous. The larger implication is that a five percent savings in the federal training and meeting travel budget could result in as much as \$100 million a year in savings, according to an estimate of the annual federal travel budget by Dennis Fischer, GSA chief financial officer. Offsite is a good vehicle to get DLA organizations going down that road.

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Operations Research Analyst
Defense Logistics Agency*

Director visits DLA elements in Kansas, San Diego and Los Angeles



Defense Logistics Agency Director Army Lt. Gen. Henry T. Glisson visits a west coast contractor facility.

Army Lt. Gen. Henry T. Glisson traveled to several Defense Logistics Agency facilities in the midwest and California in July and presented several employee awards.

Glisson said it was a pleasure to talk with the DLA work-force at the various locations and the briefings and tours were outstanding. The awards he presented included the Defense Distribution Depot San Diego, San Diego Civilian of the Quarter award and Defense Contract Management District West certificates of appreciation.

His first stop was at the Atchison Caves, a government-owned, contractor-operated storage facility in Atchison, Kan.

Glisson said Bill Watkins, deputy commander, Defense Depot Oklahoma City, Carlos Riojas Gerkin, president of Riojas Enterprises, Inc., and Rick Everett, project manager for the GOCO facility did a great job explaining the complex.

Riojas Enterprises, Inc. is an 8(a) small minority-woman owned business. The facility has two million square feet of environmentally controlled space, expandable to four million square feet.

In San Diego, Glisson visited DDDC.

“I was very impressed with the close working relation-

ships of DLA and Navy personnel in San Diego,” Glisson said. “That’s a real tribute to Steve’s leadership and the dedicated workforce there. I enjoyed speaking to an all-hands meeting and addressed the top issues for the depot’s work-force—the potential impact of downsizing and A-76. The climate was upbeat; and I was impressed with a number of initiatives underway, including MILCON (military construction) plans and progress, ways to improve performance, and their unique “bingo card” approach to safety awareness. We’re making progress in all areas, including reducing the amount of outside storage.

“I also appreciated the opportunity to meet with Vice Adm. Alexander Krekich, commander, Naval Surface Force Pacific. He was very pleased with Navy-DLA partnership and performance, and we both pledged to build on our progress to date,” Glisson said.

Afterwards, Glisson toured the Naval Aviation Depot, North Island. He was impressed with the F-18 depot modification and maintenance operations. “They have reengineered their processes and made significant improvements in cost, schedule and performance—a good benchmark. Our various Defense Logistics Support Command operations and initiatives are helping them do so,” Glisson

said.

At the Defense Automated Printing Service operation in San Diego, Cass Carol, center manager showed Glisson their renovated facility and demonstrated that they are performing well in the new high tech environment.

During lunch, Glisson briefed the San Diego Chapter of the Navy Supply Corps Association, currently led by DLA alumnus Navy Capt. Dave Orr.

“It was a great opportunity to educate and brag about DLA,” Glisson said. “Our agency leadership should continue to address these types of forums every chance we get.”

In San Diego, Glisson also met with the Fleet Industrial Support Center, led by Navy Capt. Bill Bickert, another DLA alumnus. FISC was very upbeat with joint progress on several DLSC initiatives, and was very complimentary of the local depot support.

In Los Angeles, Glisson spent two days with DCMDW, some of their customers and a few of the many contractors they oversee. “They have a tough job and do it superbly,” he



Defense Logistics Agency Director Army Lt. Gen. Henry T. Glisson on a tour of the Naval Aviation Depot, North Island, Calif.

said. “Col. Stu Johnson, commander DCMDW, Ed Swiatek, deputy commander, and their staff organized and led a very comprehensive and crisp agenda. I was very impressed with the wealth of talent throughout the organization, especially the Contract Administrative Office commanders and

district personnel. They have several initiatives we should consider for export to other DLA organizations. I especially liked their approach to communications and feedback, recognition, automation of personnel files and their focus on metrics. DCMC’s process to develop and track mutually agreeable metrics with their customers is an excellent

model in the agency.”

Glisson said the DCMDW tours of various programs at contractor facilities were most valuable. He saw R&D, production and depot contract operations that support all services and NASA.

“I especially enjoyed seeing the progress with Land Warrior and several aircraft programs, and have a better understanding of the DCMC Contract Administrative Services mission and associated challenges,” Glisson said. “I saw many opportunities for DCMC and DLSC to partner. The F-117 total systems performance responsibility contract is one example. As this program and others go to a TSPR arrangement where the contractor does everything except inherently government functions, we need to evaluate the implications on DLA-DCMC and DLSC roles, responsibilities, processes and workload.”



Defense Logistics Agency Director Army Lt. Gen. Henry T. Glisson (left) presents a Defense Meritorious Service Medal to Lt. Col. Cliff Findley from Defense Contract Management District West.

September/October 1998

DCMC honors Single Process Initiative award winners

The Defense Contract Management Command honored the award winners of the second annual Single Process Initiative Recognition Program during a ceremony at the Defense Logistics Agency, Fort Belvoir, Va.

SPI is a "vital key" to transforming the way the Department of Defense does business, allowing DoD to transition to common best processes, said keynote speaker Dr. Jacques Gansler, undersecretary of Defense for acquisition and technology. He praised the award winners for encouraging "innovation, modernization, industry consolidation and subcontractor reform." He also reemphasized his long-term perspective and said program managers and program executive officers should remain integrally involved and focused on the overall benefit to DoD.

"The winners of the SPI Recogni-

tion Program are helping the Department of Defense to implement civil-military integration, which eliminates the distinction between doing business with the government and commercial marketplace," said Air Force Maj. Gen. Timothy Malishenko, DCMC commander. Malishenko, who hosted the ceremony, also welcomed the audience, which included senior leaders from industry and the Department of Defense.

The SPI Recognition Program recognizes Management Councils, whose members include DCMC, the Defense Contract Audit Agency, the military services and industry, for significant acquisition reform achievements in five categories reflecting DCMC's fiscal 1998 goals: High Payoff Processes, Supplier Mentoring, Business Re-engineering, Acquisition Pollution Prevention, and Interna-

tional. Another category, Increasing Participation, is awarded to contract administration office teams who are most effective in encouraging contractors to participate in SPI.

The SPI award category for Acquisition Pollution Prevention, which recognizes management councils who are at the forefront of finding alternatives to processes that use hazardous materials, was highlighted by the White House Federal Environmental Executive, Fran McPoland, who was the special guest speaker at the ceremony. McPoland praised the efforts of the Department's Office of the Under Secretary of Defense (Environmental Security), led by Sherri Goodman, and the Joint Group on Acquisition Pollution Prevention, as well as the specific accomplishments of the winners.

Award Winners

High Payoff Processes

The Boeing Company-Mesa, Mesa, Ariz.

Lockheed Martin Tactical Aircraft Systems, Fort Worth, Texas

Business Re-engineering

Rockwell Collins Inc., Government Systems, Cedar Rapids, Iowa

Northrop Grumman Military Aircraft Systems Division, Hawthorne, Calif.

Acquisition Pollution Prevention

Raytheon Electronic Systems, Bedford, Mass.

Honeycomb Company of America, Sarasota, Fla.

Supplier Mentoring

Lockheed Martin Tactical Aircraft Systems Division, Fort Worth, Texas

Northrop Grumman Military Aircraft Systems, Hawthorne, Calif.

International

Diesel Division, General Motors, London, Ontario, Canada

Increasing Participation

DCMC San Francisco, Calif.

DCMC Dayton, Ohio



(From left to right) Dr. Jacques Gansler, undersecretary of Defense for acquisition and technology, Defense Contract Management Command Commander Air Force Maj. Gen. Timonthy P. Malishenko, Bill Reed, director, Defense Contract Audit Agency and White House Federal Environmental Executive Fran McPoland at the SPI awards ceremony.

DNSC's Diamond Sales Center has a new sparkle of its own

*By Tara Jennings-May
Public Affairs Specialist
DLA Office of Congressional and
Public Affairs*

Industrial diamonds owned by the Defense National Stockpile Center now have a modernized home at the recently renovated DNSC Diamond Sales Center in New York. The renovations provide a more welcoming, professional atmosphere for customers, and a more pleasant working environment for employees.

Located just four blocks from the Manhattan diamond district, the DNSC Diamond Sales Center is very convenient for local customers and easily accessible from the airport for overseas customers, said Vince Cangro, a DNSC storage specialist.

The sales center is actually a large room within a safety deposit vault in a commercial building. The building's safety deposit manager screens all visitors to the vault. At one time, Jacqueline Kennedy Onassis had a safety deposit vault in the same building, said Cangro.

Prior to the renovations, the sales center was an eyesore, said Cangro. The center's interior — untouched since 1956 — consisted of uncarpeted floors, warehouse-style metal furniture, and beige painted walls.

DNSC began renovating the center in February 1998, finishing in time for its March diamond sale. The sales center now has mauve carpeting and partitions; modern, gray office furniture; and freshly-painted walls.

During the March sale, "customers came in to look at the diamonds like they usually do, but many were oblivious to the renovations and were just interested in inspecting the diamonds being offered for sale," said Cangro.

"But the renovations, which cost about \$15,000, provide subtle benefits. Carpeting now prevents the diamonds from bouncing when dropped, cushioned chairs provide more comfort for customers and employees who are examining the diamonds, and the modernized workspace creates an area more conducive to close inspection of diamonds," said Cangro.

The federal government has stored diamonds at the New York site since 1956, when the stockpile's operations were under the General Services Administration. In 1988, the Defense National Stockpile Center became a field activity of the Defense Logistics Agency.

About 3.1 million carats of industrial diamonds remain in the stockpile. Since legislation was authorized in 1972, the government has sold 61.3 million carats valued at about \$600 million. Diamond sales occur twice a year in the winter and spring, said Cangro.

DNSC ensures that world markets are not disrupted by the government's sales. DNSC's Market Impact Committee — co-chaired by the U.S. Departments of State and Commerce — advises DNSC as to what level of sales can be maintained without creating an adverse effect on markets. Also, congressional approval is required for all DNSC sales.

Besides Manhattan, DNSC also has diamonds stored in the U.S. Mint at West Point, N.Y.

The federal government originally purchased the

industrial diamonds in the 1940s and 1950s to reduce the nation's dependence on foreign sources of diamonds during national emergencies. At that time, diamonds were used in automated cutting and grinding processes. Later, synthetic materials gradually replaced diamonds in those applications, permitting diamonds to be removed from DNSC's strategic commodities list and to be sold.

Since the late 1980s, over 90 percent of DNSC's customers have come from overseas, especially from India. Many buyers send the industrial diamonds out to be inexpensively cut and polished, then sell the stones as gem material, said Cangro.

Now, with the renovated sales center, DNSC's customers have a more comfortable, hospitable atmosphere in which to shop for the industrial diamonds they desire. And, employees have an improved working environment in which to conduct the government's business.



The Defense National Stockpile Center's Mary Moyer examines diamonds at DNSC's newly-renovated Diamond Sales Center in New York. DNSC officials checked out the completed renovations before the March diamond sale.

Turning out the lights at Defense Electronics Supply Center

By Tara Jennings-May
Public Affairs Specialist
DLA Office of Congressional and Public Affairs

The last Defense Logistics Agency employee at the former Defense Electronics Supply Center turned out the lights on Sept. 30.

In doing so, Dave Wagner completed the final act of his government career and ended the Defense Logistics Agency's presence on the Dayton, Ohio, property, completing the agency's oversight of the environmental cleanup there. DLA left behind an award-winning reuse facility, the Kettering Business Park, that is providing 1,850 jobs.

The Air Force Base Conversion Agency will fulfill the remainder of the Department of Defense's environmental responsibilities at the former DESC, which sits on land owned by the Air Force. Over 75 percent of the property's acreage already has been transferred for reuse by the city of Kettering.

Since January 1997, only one DLA employee, Dave

Wagner, has remained at DESC. Wagner, who retired with 38 years of service, including 23 years in the Navy, served as DLA's environmental officer at DESC.

Wagner oversaw the Air Force's cleanup of the property and coordinated DLA's funding of the project, which amounted to about \$4.5 million.

DESC falls under President Clinton's fast-track cleanup program to get property restored and reused as quickly as possible so that the property is not a drain on the local community, said Jan Reitman, staff director of DLA's Environmental and Safety Policy Office.

"The real success story here is that everyone worked so well together that the city of Kettering was able to begin reusing the property while we were still finishing the cleanup," said Karen Moran, an environmental specialist at DLA headquarters.

DESC's environmental cleanup was spurred by its closure under the Base Realignment and Closure Commission of 1993. As a result of the closure decision, DESC merged with the Defense Construction Supply Center in 1996 to form the Defense Supply Center Columbus in Ohio.

The groundwork for the cleanup was laid in the 1980s, when DLA prepared a 1982 environmental historical study at DESC that involved examining archived maps and other documents, says Wagner. And, DLA sunk monitoring wells on the property in the late 1980s to conduct long-term monitoring and testing.

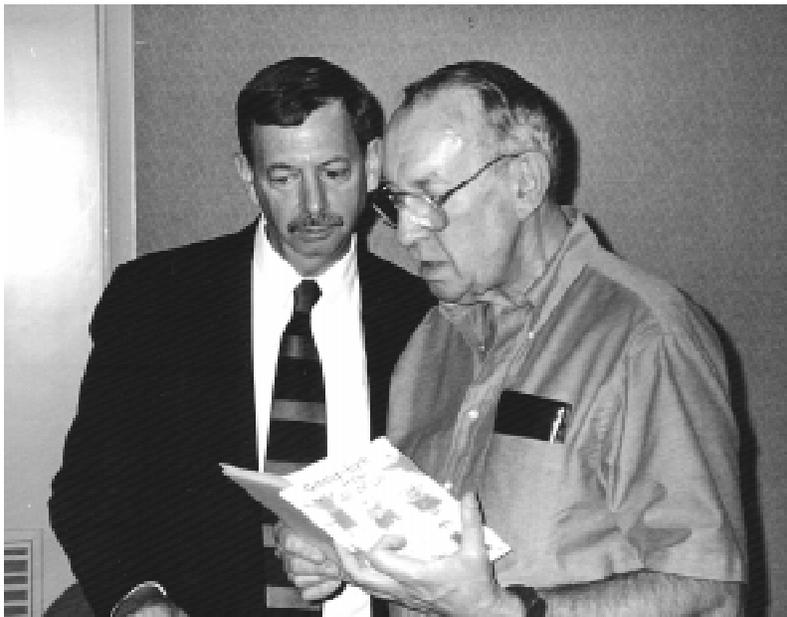
"What we found in conducting these tests was normal for an industrial center of this type," said Wagner.

The eventual environmental restoration of the installation included removing oil/water separators, removing underground storage tanks, and disposing of asbestos in pipe insulation. The Air Force also unearthed a 30-gallon metal container encased in concrete that held numerous electron tubes, which had a barely detectable trace of radiation.

Leading the Air Force's cleanup of the property is Steve Thompson, who uses two prime contractors on the project. Thompson worked for DESC for six years before transferring to the Air Force Base Conversion Agency, where he continued in his role as the BRAC environmental coordinator for the installation.

With DLA's role in the cleanup complete, the Air Force will tie up the few remaining loose ends. The target completion date is August 2000. After that time, only long-term monitoring will be necessary.

The Air Force has a project scheduled to clean the sediment in Little Beaver Creek, which was polluted by oil runoff from DESC's coal pile. Additionally, an undeveloped portion of the property, where railroad tracks once entered the facility, has construction debris that the city would like removed to make way for a park.



Dave Wagner (*right*) reads a goodbye card from DLA's Environmental and Safety Policy Office. Moments before, the office's director, Jan Reitman, (*left*) presented Wagner with a Silver Letter for his 38 years of service and outstanding oversight of the Air Force's environmental cleanup of the former Defense Electronics Supply Center.

Human Resources Operations Center open for business

The new DLA Human Resources Operations Center officially opened for business at a ribbon-cutting ceremony Sept. 22.

Located since March in Building 11 at Defense Supply Center Columbus, HROC is a product of a Defense Department initiative to reduce the work force and infrastructure costs.

HROC takes over responsibility for personnel records data entry, staffing, benefits, reporting, filing and recurring maintenance work formerly done by nine separate civilian personnel offices.

"Today is a landmark event because it marks the realization of a DLA vision that was created five years ago," said DLA Deputy Director Rear Adm. Edward R. Chamberlin. "As of today, all 22 HR (human resources) centers are open for business, or are close to being open," he said.

"All the services, as well as the defense agencies, are now serviced by regional centers that are now fully operational.

"It's a good day for Columbus, a

city that has become a major hub for the Defense Logistics Agency," added Chamberlin. "It [Columbus] hosts not only one of our major supply centers, but a defense depot, our automated printing office, a defense reutilization and marketing office, and our systems design center. And Columbus also serves as a major hub for the Department of Defense, beyond DLA, with a Defense Information Systems Agency Support Center and Defense Finance and Accounting Service [Columbus Center].

"It is yet another milestone for this community's growth as an administrative center for the Defense Logistics Agency and the Department of Defense," said DLA Corporate Administration Director Alton C.

All of the structures with the exception of eight of the largest buildings were demolished, with the city covering the costs. The city rebuilt the roads, replaced the utility systems, and installed fiber optic cable, said Carol Chin, Kettering's economic development coordinator.

There are eight businesses now on the property, including the headquarters and operations for a major private-label credit card provider, and a printing press manufacturer. The Defense Financing and Accounting Service is leasing office space as well.

"It's a great example of all levels of government working together to accomplish something within a



Cutting the ceremonial ribbon at the DLA Human Resources Operations Center were (from left) DLA deputy director, Rear Adm. Edward R. Chamberlin, Defense Civilian Personnel Management Service director Earl T. Payne, and HROC director Kathy Tuskes.

Ressler.

"We could not have chosen a better location for 'the Rock,'" he said.

Ressler then gave a brief history of changes in DLA, specifically mentioning centralization and regionalization involving HROC and the defense materiel distribution area.

"Like all the others, it is a profound change in the way we do business," said Ressler. "But, I can assure you we are renewing our commitment to quality services and taking care of people."

timeframe that is actually quite amazing," said Chin.

The successful teamwork and partnering of all involved led to the site being named the 1998 "Facility of the Year" by the National Association for Installation Developers, an award that was open to every facility that had closed since 1992.

"In this kind of business it can get particularly frustrating to get things to happen quickly with regulators who are not in that mode of operation," said Thompson. "We're proud to have gotten through it."

DESC from page 24

Throughout the cleanup, local citizens have provided input through a Restoration Advisory Board, which is composed of community leaders and representatives from the Air Force and DLA. Citizens expressed few concerns during the RAB meetings, focusing mainly on minor issues such as maintaining the park area and keeping the back fence in place to prevent foot traffic through backyards, said Wagner.

As the restoration process was going on, the city began reconstruction of the property in September 1996.

DCMC expands electronic payments

Contractors to benefit from timesaving process

By Timothy J. Frank and
David K. Guinasso
Contract Specialists
Defense Contract Management
Command

More contractors soon will benefit from the Defense Contract Management Command's rapidly expanding Electronic Data Interchange Progress Payment Program. The program, which DCMC is working on with other Department of Defense agencies, improves the payment process by streamlining invoice submission, reducing manual handling and cutting processing time.

Initially rolled out in 1995, the program has been working successfully for the last three years. DCMC and the Defense Finance and Accounting Service are now aggressively developing enhancements to make it attractive to virtually every progress payment contractor.

The EDI progress payment process was developed in 1994 in a cooperative effort between DCMC, DFAS, the Defense Logistics Agency Systems Design Center, the Defense Automated Addressing Services Center, and the Fleet Management Support Office. Together, the five activities developed a method that permits contractors to electronically send progress payment requests to the government, which reviews, validates and pays the requests, often without human intervention.

"Teaming DCMC and DFAS to tackle progress payments can only mean savings for DoD and industry. EDI will significantly improve the whole payment process," said Maj. Gen. Timothy P. Malishenko, DCMC commander. "With EDI, invoice submission to payment receipt, can

take as little as four days, and has taken only two in some instances."

"In order to maximize reduction in payment processing time, DoD and industry need to ensure that payment related documents are designed so that they can be processed automatically without any manual intervention," added Ken Sweitzer, deputy director for Contract Pay and Disbursing, DFAS.

The EDI process begins when transaction data travels from the

"EDI was an improvement over manual processing. The most obvious benefit is the speed with which transaction data can travel from the contractor to the government, avoiding mail time."

**—Ken Sweitzer
deputy director for Contract
Pay and Disbursing, DFAS**

contractor through the Value Added Network to the DSDC computer in Columbus, Ohio. The system then determines whether the transaction can go directly to the Mechanization of Contract Administration Services system for processing and payment, or whether it needs prior review by the DCMC contracting administrative officer.

If prior review is necessary, the transaction data is conveyed via the Standard Electronic Processing System to the contract administration office, where the contracting officer reviews and approves it, all online. The approval is then transmitted back to DSDC, where the data is released to the Mechanization of Contract Admin-

istration system services for processing and payment. The system includes safeguards and notifications in the event that a transaction is rejected during processing.

DCMC and its partners quickly realized that EDI was an improvement over manual processing. The most obvious benefit is the speed with which transaction data can travel from the contractor to the government, avoiding mail time.

Accuracy is another benefit because the contractor prepares a request and inputs as a transaction, which avoids input errors at the payment office. Secondly, the Standard Electronic Processing System program performs several validations, and will reject the payment request early in the process if there are problems. This provides earlier notification to the contractor so the transaction can be corrected.

EDI also eliminates paper, and, importantly to contractors, improves cash flow.

DCMC and the Fleet Management Support Office in Mechanicsburg, Pa., continue to improve the EDI process. Although DCMC initially deployed EDI progress payments in a DOS version, FMSO subsequently developed an enhanced version. The new version not only operates in a Windows environment, but can process payments on complex contracts, which couldn't be handled in the DOS version.

Just about any progress payment request can now be transmitted via EDI. Carrying the improvements even further, DCMC will soon deploy a streamlined approval process, reducing processing time even further.

Currently, about 75 different

contractor locations are submitting EDI progress payments. They account for 40 percent of progress payment requests and 53 percent of progress payment dollars.

DCMC is working aggressively to increase the use of EDI, and is supporting DFAS and the Defense Contract Audit Agency in the use of other EDI invoicing methods for public vouchers and commercial invoices. DFAS recently unveiled the Web Invoicing System, which is a World Wide Web based application for invoicing. WinS allows contractors to sign on to a secure web page, enter the invoice data and send it off, via an EDI transaction, to DFAS Columbus.

Although WinS cannot yet handle progress payments, DCMC is working with DFAS to change that. DCMC expects to have progress payment functionality in WinS relatively soon. A Web-based progress payment method will offer quick and inexpensive entry for contractors into EDI invoicing. It particularly offers advantages to contractors that submit a small number of progress payments each month, since minimal up front investment is needed.

The use of EDI is expanding, and DCMC expects that it very soon will be the normal way of submitting an invoice because EDI transactions are so much faster, more accurate and easier to process than paper. They have fewer errors, and those errors that do occur are caught sooner. DCMC contends EDI is a business process that efficient contractors will find hard to resist.

Contractors interested in the EDI progress payment process can contact Kevin Carroll or Esy Dunn at the Defense Contract Management Command Economic Commerce Program Office, (617) 753-3092 or (617) 753-3360. Their homepage is <http://www.dcmde.dla.mil/ediec.htm>.

DDLDP closes its doors



Maj. William Quinones (*left*), DDLDP commander, speaks while Sgt. 1st Class Steven Reynolds (*middle*) presents a ceremonial DDC flag to Richard Fitz (*right*). Fitz's brother, a former employee, died recently.

The Defense Distribution Depot Letterkenny, Pa., closed Sept. 30, three years after the Base Realignment and Closure 95 decision. DDLDP, in Chambersburg, Pa., was originally founded as the Letterkenny Army Depot Directorate of Supply, Ammunition, and Transportation. In 1992, the supply operation became part of the Defense Logistics Agency.

The ceremony was a joint effort of the local community, the Letterkenny Army Depot and the DDLDP employees. The Chambersburg Senior High School Band provided musical support.

Maj. William Quinones, DDLDP commander, assisted by DDLDP employee Sgt. 1st Class Steven Reynolds cased the flag and then presented it to the Defense Distribution Center Commander Army Brig. Gen. Barbara Doornink, officially closing DDLDP.

Doornink lauded the DDLDP employees on their performance and specifically their exemplary support of the Patriot Missile weapon system during the Gulf War. She referenced

the DLA Organizational Excellence Award as a "testament to their work ethic." Doornink also thanked the DDLDP employees for having "served your nation well, your efforts and accomplishments will stand as a testament to you for years to come."

During his remarks, Quinones honored the DDLDP employees and the memory of Kenneth Fitz, a former DDLDP employee who died of stomach cancer in 1997, by presenting his brother Richard Fitz, also a DDLDP employee, with a ceremonial DDC flag. Quinones said the DDLDP employees would always be his employees and thanked them for their professionalism and dedication.

A group of 39 employees will remain at Letterkenny working for the Defense Distribution Depot Susquehanna, Pa., in support of a residual Army missile maintenance mission. Doornink charged those employees "with maintaining the same high level of service to the Army's Letterkenny Depot."

Several DLA activities witness change of command ceremonies

Several change of command ceremonies recently took place across the Defense Logistics Agency.

Some of the changes included:

The Defense Supply Center Philadelphia; DSCP Pacific Region; DSCP European Region; Defense Supply Center Columbus; and DLA Systems Design Center.

Defense Supply Center Philadelphia

Army Brig. Gen. Daniel Mongeon took command of DSCP, in July. As DSCP's twenty sixth commander, Army Brig. Gen. (P) Hawthorne L. Proctor passed the flag to Mongeon; it would be the last time this historic South Philadelphia site would witness a passing of the flag between two commanding officers. In a matter of months, DSCP's mission is scheduled to begin moving to its new home at the Naval Inventory Control Point in Northeast Philadelphia. It was an

occasion, noted Navy Rear Adm. David Keller, filled with significance.

DSCP Pacific Region

Navy Cdr. James Kerber assumed command of the Defense Supply Center Philadelphia Pacific Region from Air Force Lt. Col. Clesson Allman.

During his speech, Navy Capt. Paul Bland noted that Kerber is taking on a responsibility to keep DSCP employees focused on supporting U.S. warfighters and their dependents in the Pacific.

DSCP European Region

The Defense Supply Center Philadelphia European Region welcomed Army Col. Dwight Phillips as its ninth commander.

Phillips came to DSCPE after serving as commander of Europe's

Army and Air Force Exchange Service, where he oversaw \$1.2 billion annually worth of merchandise, food and services to military members and their dependents in Europe.

Defense Supply Center, Columbus,

Air Force Brig. Gen. Mary L. Saunders took command of the DSCC, Aug. 7.

DLA Systems Design Center

Navy Capt. Richard H. Feierabend is the new commander of DLA Systems Design Center, Columbus, Ohio.

Feierabend was commissioned in August 1976 through Naval Officer Candidate School, Newport, R.I., after receiving his undergraduate degree in 1975 from Hamline University in St. Paul, Minn.

Three one-star generals take command of DLA organizations

The Defense Supply Center Philadelphia, Defense Supply Center Columbus, Ohio, and Defense Distribution Center, New Cumberland, Pa., welcomed new commanders during the summer.

Army Brig. Gen. Daniel G. Mongeon



Army Brig. Gen. Daniel G. Mongeon

Army Brig. Gen. Daniel G. Mongeon is the second commander of the Defense Supply Center Philadelphia. He assumed his duties on July 31.

Mongeon received his commission as a second lieutenant upon graduation from the University of Arizona in 1972. After completing the Quartermaster Officer Basic Course, he was assigned to the U. S. Army Security

Agency's Communications Unit in Japan, serving as the S4/logistics officer and later as the executive officer, HHC Garrison, Kanto Plain, Japan.

Following completion of the Quartermaster Officer Advanced Course, in April 1976, he was assigned to the 4th Infantry Division, Fort Carson, Colo., where he served as the division property officer, and then commanded the HHC Division Support Command. After receiving a masters degree in business administration from the University of Arkansas in January 1981, he was assigned to the Army staff at the Pentagon where he served until June 1984. While there, he served in a number of positions including military assistant to the deputy of staff for logistics.

After graduating from the Command and General Staff College in June 1986, he was assigned to the 3rd Infantry

Division in Germany. Mongeon served as the S3 and later as the executive officer of the 203rd Forward Support Battalion, completing his tour as the Division Deputy G4. In January 1988, he was selected as aide-de-camp to Gen. John R. Galvin, commander in chief, U.S. European Command, and Supreme Allied Commander, Europe at SHAPE, Belgium.

In March 1990, he assumed command of the Support Squadron, 3rd Armored Cavalry Regiment, Fort Bliss, Texas. During his command, the Support Squadron deployed to Saudi Arabia for participation in Operations Desert Shield/Storm. After completing his command. In May 1992, he attended the Army War College, Carlisle Barracks, Pa., graduating in June 1993.

In July 1993, he assumed command of the 41st Area Support Group, United States Army South, Panama. After completing his command tour in June 1995, he was assigned to the Joint Staff at the Pentagon where he assumed duties as deputy director for logistics readiness and requirements. Prior to his current assignment, he was the executive officer to the director of logistics, the Joint Staff.

Air Force Brig. Gen. Mary L. Saunders

Air Force Brig. Gen. Mary L.

Saunders is the new commander of the Defense Supply Center Columbus, Ohio.

Before coming to DSCC, she was director of transportation, Office of the Deputy Chief of Staff, Installations and Logistics, Headquarters U.S.

Air Force, Washington D.C. In that position she was responsible for developing policies, plans and programs to move passengers, personal property and cargo, by all modes, commercial and military.

September/October 1998

She was born in Nacogdoches, Texas and grew up in Houston.

Saunders earned a bachelor of science degree in social work from the Texas Woman's University, Denton, Texas, and later earned a master's degree in guidance and counseling from Rider College, Lawrenceville, N.J.

She is also a graduate of the National Security Leadership Course (1997 at Johns Hopkins University, Baltimore, Md.), Air War College, (1993 at Maxwell Air Force Base, Ala.), and Squadron Officer School, (1973 at Maxwell Air Force Base, Ala.).

Saunders began her military career through the Officer Training School at Lackland Air Force Base, Texas. She was commissioned a second lieutenant and entered active duty in 1971. She rose to the rank of colonel on Nov. 1, 1992, and to the rank of brigadier general on Aug. 1, 1997.

She has held various assignments in transportation and logistics plans, in the squadron, wing, numbered air force, headquarters and joint arenas.

Prior to her assignment at Headquarters U.S. Air Force, Saunders served as chief, logistics plans at Air Force Reserve at Robins Air Force Base, Ga., and in 1992, she was chief, contingency plans division, U.S. South Command, Panama.

Army Brig. Gen. Barbara Doornink

Brig. Gen. Barbara Doornink assumed command of the Defense Distribution Center on July 28. She had most recently been assigned to the U.S. European Command, Stuttgart, Germany, where she served initially as the chief of Joint Logistics Operations. After selection for promotion, she became vice director of Logistics and Security Assistance, J4. During this time, she spent six months as deputy commanding general, Stabilization Force Support Command, Zagreb, Croatia.

Doornink is a native of Prosser,

Wash. She graduated from Washington State University in 1973 with a bachelor of arts degree in political science.

She has a master's of science from the University of Southern California in information systems management.

Her initial assignment was Platoon Leader 104th Transportation Company (Medium Truck), Fort Devens, Mass. She then served at the United States Military Academy as an assistant protocol officer and as a tactics instructor/operations officer for the Department of Military Instruction.

In 1980, she became chief of movements, Region 1, 25th Transportation Control Center in Seoul, Korea. She then commanded the 100th Transportation Company (Light/Medium), and served as the S3 and executive officer in the 6th Transportation Battalion, 7th Transportation Group, Fort Eustis, Va. Next, she served as a recorder for the Department of the Army Secretariat, and later, the Transportation Branch Company Grade Assignments Officer.

In 1987, she was assigned to Fort Lewis as the division transportation officer for the 9th Infantry Division (MTZ), and later, as the 99th Forward Support Battalion executive officer and DISCOM S3. She commanded the 53rd Transportation Battalion 37th TRANSCOM, Kaiserslautern, Germany from 1991-1993. From 1994-1996, she commanded the 507th Corps Support Group (Airborne), 1st COSCOM, Fort Bragg, N.C.

Doornink is a graduate of the Transportation Officer Basic and Advanced Courses, the Combined Arms and Services Staff School, the Command and General Staff College and the Industrial College of the Armed Forces.



Army Brig. Gen. Barbara Doornink



Air Force Brig. Gen. Mary L. Saunders

Dimensions

11

Glisson visits DLA elements in New York, West Point

In August, DLA Director Army Lt. Gen. Henry T. Glisson visited the Defense Contract Management Command activities in Long Island, N.Y., Bethpage, N.Y. and New York (Staten Island). He then continued on to the United States Military Academy, West Point, N.Y.

At DCMC Long Island, Glisson received several briefings from the 1998 Presidential Quality Awards recipients.

“Being a PQA finalist for three years in a row before winning the coveted award exemplifies the DCMC Long Island spirit of commitment and dedication,” Glisson said. “I was also briefed on the missions of the Data Integrity Team, responsible for tracking, reconciling and closing out 8,000 contracts in FY 98 to date, and on the Customer Account Program mission of maintaining open lines of communica-

tion between the command and its business partners. They’re all a customer-oriented group of individuals who have shown that perseverance pays off and promotes a very healthy work environment. We’re all very proud of them. A great job by DCMC Long Island,”

Next, Glisson went to DCMC Northrop Grumman and Bethpage, N.Y. At DCMC Northrop Grumman, he toured the facility with Lt. Col. Jon Paris, Bethpage commander, and his deputy, Jim Childers. Glisson was given a C-2 “Greyhound” Carrier On-Board Delivery aircraft fatigue test briefing from the Northrop Grumman staff. The fatigue test stresses the physical characteristics of cargo aircraft that land on aircraft carriers. The intent of the stress test is to learn more about the effect of weather, catapult launches and arrest landings

on 15-25 year old airframes.

The next stop was in Staten Island, at the DCMC New York office. Glisson said DCMC New York Commander Col. Mike Perrin and his deputy, Ed Bridges are doing a super job. “As finalists in this year’s Presidential Quality Awards, they’re excited for next year, determined to win the gold,” he said.

Glisson toured the command and met a very upbeat work-force. “DCMC New York has some great ongoing initiatives,” he said. “The Contractor Workshop initiative entails inviting the contractor on-site to learn more about one another and how the two can partner in an effort to provide the best product to the warfighter. The Community Involvement program is a terrific way of fostering a long-term positive relationship with the neighborhood and surrounding businesses.”

Finally, Glisson moved on to West Point where he was a guest of the Superintendent of the United States Military Academy, Lt. Gen. Dan Christman. Glisson was briefed on the Leadership Development Program which helps West Point prepare and graduate morally and ethically strong, well-trained officers.

Next, Glisson went to the Cadet Mess Hall and received a brief and tour from the Cadet Mess Officer-in-Charge Capt. Emily Stoeffel. “They are doing some interesting things in the food preparation business to offer more variety to the menu,” Glisson said. “As a former Cadet Mess OIC, it was great to see some familiar faces.”

His next stop was in the Commandant’s Conference Room where he met with Quartermaster officers assigned to West Point as tactical officers, instructors, and support staff, enlisted quartermaster soldiers, as well as several cadets who are planning to request assignment in the Quartermaster Corps following graduation.

“I discussed DLA’s role and mission and what it means to be a



DLA Director Army Lt. Gen. Henry T. Glisson (*center*) visits with Staff Sgt. Frederick Joiner (*left*) and Sgt. First Class Warren Palmer (*right*) at the West Point Military Academy Cadet Mess Hall.

Quartermaster,” Glisson said. “After our session, I was invited to dine in the Cadet Mess with the Corps of Cadets. It is always impressive to witness the feeding of over 4,000 individuals in 20 minutes.”



DCMC Long Island Employee's with DLA Director Army Lt. Gen. Henry T. Glisson (*far right*)(*From left to right*) Betty J. Monroe, Joe Matuszewski, Mike Spezzaferro, Donna Idone, Jackie Marcello, Carl Kanciruk, Carol Reilly, Jack Boyd, Terry Mancuso and Gary Wurtz.



DLA Director Army Lt. Gen. Henry T. Glisson (*left*) enjoying his visit a the DCMC Long Island. Here he shares a laugh with DCMC Long Island employee Michael Smorto.

Awards

DCMC commander honored with Rolex Achievement Award

A commander with Defense Contract Management Command accepted the annual Rolex Achievement Award for outstanding athletic and career achievement Sept. 11 in New York City, N.Y.

Air Force Lt. Col. Gail C. Allen, commander at Defense Contract Management Command Pratt and Whitney, West Palm Beach, Fla., was honored by Rolex Watch U.S.A. and the Intercollegiate Tennis Association. The award recognizes men and women who excelled in collegiate tennis and then continued to achieve excellence in their chosen careers. Allen, a 1982 distinguished graduate of the U.S. Air Force Academy, joins the ranks of previous winners, such as U.S. Senator John Breaux (D-LA) and Wilma Lewis, inspector general, U.S. Department of Interior.

While at the Air Force Academy, Allen played the top position for both singles and doubles on the women's varsity tennis team for all four of her years there. In addition, she served as team captain and earned honors as the team's most valuable player. Allen was also the top female graduate in her class and winner of the Scholar Athlete Award and Outstanding Management Major Award. After graduating, Allen competed in Interservice Tennis Tournaments and captured the honor of being the top female tennis player throughout the Armed Services worldwide.

"It is humbling to win this award, not only because it rewards something I love doing, but because it honors a person's character and his or her contributions to society," said Allen,

the first woman to command DCMC Pratt and Whitney West Palm Beach. She leads a 65-person organization that provides contract administration, production engineering, quality assurance and related support to more than 1,600 Department of Defense and NASA contracts, valued in excess of \$24 billion.

"Tennis has had a tremendous impact on my life," Allen said. "Through years of playing competitive tennis, I learned many lifelong values, such as developing a disciplined work ethic, setting goals and persevering until those goals are reached, and doing one's best regardless of the circumstances.

"Tennis challenged me to strive for excellence both on and off the court," she continued. "I learned that success does not mean being the best, but doing my best in every aspect of life."

Winners are first nominated by the tennis coach of their alma mater and then asked to submit a resume and supporting documentation. From the hundreds of nominees, 12 finalists are selected by the ITA, a non-profit service organization comprised of more than 1,500 coaches nationwide. A male and female winner is then determined by the Rolex Achievement



Air Force Lt. Col. Gail C. Allen (*left*) receives the Rolex Achievement Award for outstanding athletic and career achievement. Former U.S. Open and Wimbledon winner Stan Smith (*right*) presented the award.

Awards Selection Panel.

Each winner receives a distinctive Rolex timepiece; a framed, calligraphied certificate; and two tickets to the U.S. open. In addition, the tennis program at the U.S. Air Force Academy in Colorado Springs, Colo., receives a \$2,500 Rolex donation.

"It is humbling to win this award, not only because it rewards something I love doing, but because it honors a person's character and his or her contributions to society."

—Lt. Col. Allen

DLA employees of the quarter honored



DLA Director Army Lt. Gen. Henry T. Glisson (*left*) with DLA employees of the quarter Nhung T. Tran (*center*) and Charles Forrest Bell (*right*).

Honoring outstanding employees is the goal of the Defense Logistics Agency's Employee of the Quarter program. The agency-wide program honors employees who have demonstrated superior performance, innovative improvements on an existing program, humanitarian service, teamwork with others, savings to the government or performance of an act or service that reflects positively on DLA.

Charles Forrest Bell, from DLA's Administrative Support Center Headquarters Complex Operations, Facili-

ties Division, Fort Belvoir, Va., and Nhung T. Tran, an electrical engineer from Defense Contract Management Command Santa Ana-Boeing, Anaheim, Calif., are the DLA employees of the quarter for April 1 through June 30.

Bell was nominated, in part, for his "innovative and dedicated spirit in helping to pull together the Joint Electronic Commerce Program Office ribbon cutting ceremony at DLA headquarters."

During the second quarter, Bell also corrected some problems the HQ Complex was having with the service contractor. Bell documented the poor performance and was able to get the contractor's management to replace the on-site project manager and commit to aggressively improve performance.

Among the improvements Bell made to the HQ DLA Complex was the installation of colorful flower beds for the main entrances, improvements in the lawn maintenance and repairs and improvements to the building exterior.

Tran was nominated for her technical skill and sound management practices in planning, coordinating and implementing the diverse requirements of the Program Integration Program. Tran was assigned the PI responsibilities for over 240 contracts valued at over \$1.3 billion. Covering four programs in support of U.S. Navy warships. Tran found that the program lacked adequate documentation and several of the programs had no surveillance plans.

To ensure quality products were distributed to the soldiers, sailors and airmen which DCMC serves, Tran developed a processes and procedures to work in accordance with current plans. She was given 12 weeks to accomplish this and did it in four.

DoD Life Cycle Cost Reduction award goes to DLA SPI team

In Oct. 1, Under Secretary of Defense for Acquisition and Technology Jacques S. Gansler announced the recipients of the third annual Life Cycle Cost Reduction Award. Gansler presented the awards during opening ceremonies of the Department of Defense Logistics Reform Focus Day held at the Pentagon.

Deputy Under Secretary of Defense for Logistics Roger Kallock said that 47 nominations were received for the award this year that was established to recognize the success that people involved in logistics

undertook to reduce life cycle costs. One project was chosen from each of the military services, the defense agencies and one from industry to be the recipient of the award for their components. The deciding factors considered included returns on investment, payback time, qualitative process improvements and joint ventures. The project receiving the highest score was awarded the overall DoD Life Cycle Cost Reduction Award.

The 1998 DLA awardee was:
Government/Industry Single

Process Initiative Integrated Process Team—This group, which included the Defense Logistics Agency, the Defense Contract Audit Agency and the Boeing Co., was recognized for its accomplishments in modifying business and operational practices. The team generated more than \$19 million in cost savings and provided more than \$40 million in cost avoidance for future Apache Longbow production and logistics support.

DISC wins DoD small business program award



Nick Ranalli, (left) administrator for Defense Industrial Supply Center and Ricardo J. Sacidor, (right) associate director of Small Business, DISC.

Ricardo J. Sacidor, associate director of Small Business at the Defense Industrial Supply Center was recently selected as the DLA winner and nominee for the Department of Defense Award for Contributions to the DoD Small Business Program.

The citation accompanying Sacidor's award reads, in part "...his enthusiastic and effective assistance to small businesses demonstrates the highest level of dedication and professionalism."

In addition to the award presented to Sacidor, Nick Ranalli, the DISC administrator, accepted a duplicate plaque on behalf of the supply center.

NASA's Lewis Center cites DCMC employee

A DCMC Boeing Canoga Park employee was recognized by the NASA Lewis Research Center with the Quality Assurance Special Achievement Recognition Award. The award recognizes specific government and contractor employees who have exhibited exemplary performance in contributing to quality products and services. Daviz Badal was recognized for his work with the International Space Station hardware design, production and test. He participated in numerous reviews, failure analysis team meetings, technical interchange meetings and several audits.

Labor-Management Partnership recognized

The National Partnership Council has selected the labor-management partnership between DDJC and American Federation of Government Employees (AFGE Local 1546) and

DDJC and Laborers International Union (LIU Local 1276) for honorable mention recipients for the Council's 1998 John N. Sturdivant National Partnership Award.

Of 68 nominations, four were selected as winners and six were selected honorable mentions—one for each of the major partners. An award ceremony took place on Sept. 9, in Washington, DC.

DLA employee earns International Society of Logistics Award

Joanne Barreca has earned the 1998 SOLE —The International Society of Logistics Field Award in Logistics Planning for demonstrated leadership of the Defense Logistics Agency's logistics strategic planning and performance measurement processes. Barreca, chief on the Plans Team in Corporate Administration at HQ DLA, was honored in a ceremony at the annual SOLE conference in Seattle, Wash. Barreca was selected

for the award for successfully integrating planning and performance improvement efforts into the Agency's logistics business area functions including supply management, distribution and storage and contract management.

DRMS member honored

The Army Logistics Management College recently awarded Nicer Hassan of Defense Reutilization and Marking Service International, Operations, its bronze medallion "for outstanding professional support to the ALMC Reutilization and Marketing Training program during the past two decades."

DSCP'S medical director selected as 1998 Paul F. Truran awardee

DSCP's medical director was selected as the Association of Military Surgeons of the United States 1998 Paul F. Truran awardee for "outstanding accomplishments in the field of medical logistics and the advancement of medical materiel management of the Department of Defense." The award will be presented to Col. Joel R. Lamy at the AMSUS annual awards dinner in San Antonio, Texas, on Nov. 11.

DESC employee earns MTMC award

Kevin R. Epstein, ordering officer/demurrage analyst, Tanker Team, Distribution Management Branch of Defense Energy Support Center, was selected for the Military Traffic Management Command's award for "Excellence in Traffic Management" for 1998.

This award will be presented to Epstein during the International Awards Luncheon at the National Defense Transportation Association forum, in Houston, Texas, on Oct. 28.



William Cassell in the January 1980 issue of Dimensions.



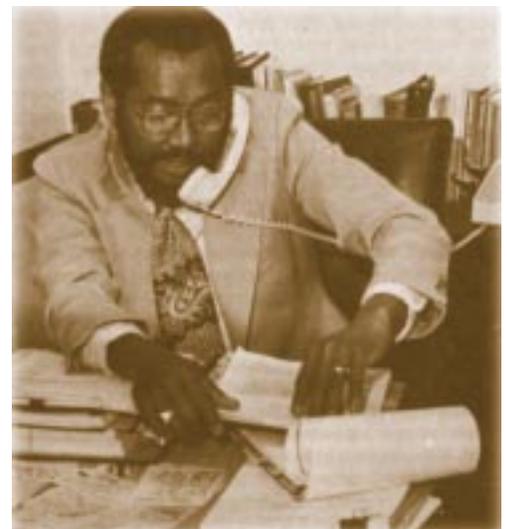
Karl Kabeiseman in the November 1979 issue of Dimensions.



Lt. Gen. Andrew McNamara with his wife in the March 11, 1964 issue of DSA News.



Bill Gordon in the April 1981 issue of Dimensions.



Anthony Hudson from the March 1981 issue of Dimensions.

DLA

Hall of Fame

Members

Army Lt. Gen. Andrew T. McNamara
Director, 1961-1964

William J. Cassell
Comptroller, 1973-1989

William V. Gordon
Director, Contract Management
1979-1994

Anthony W. Hudson
Staff Director, Personnel
1977-1992

Karl W. Kabeiseman
General Counsel, 1974-1994

DIVERSITY

What is Diversity?

Most people describe diversity in terms of gender and race. In recent years, diversity has taken on a more encompassing description. Today it's about creativity and getting better results and energy from those who work with us.

It's about:

- ✓ *Differences in lifestyles*
- ✓ *Differences in thinking*
- ✓ *Differences in education*
- ✓ *Differences in processing information*
- ✓ *Differences in how agreements are reached*

Diversity is also about individual contributions, personal growth, acceptance and appreciation, trust and respect and sharing information.

DLA has undertaken a massive program to increase employee awareness of diversity and to encourage employees to value differences and individual contributions. The diversity concept teaches that today's workforce

includes people from all types of backgrounds with all types of differences, and using those different perspectives and experiences can greatly enhance the way an agency does business.

"Diversity boils down to basic human interaction," Gary S. Thurber, director, Defense Energy Support Center, and Diversity Team Leader said. "It is the respect and value that you have for others this is the essence of diversity."

History of DLA Diversity

The concept of managing diversity got started at DLA in early 1994. DLA leadership was interested in knowing if they were doing all they could to promote a healthy work environment. From there evolved a diversity team made up of senior leaders from each of the business areas at DLA Headquarters. The team sought out the advice of Dr. Roosevelt Thomas, the author of "Beyond Race and Gender," to establish a process for managing diversity within DLA. The team also developed a vision statement which expresses DLA's concept of diversity.

Diversity Vision

Achieve organizational excellence through an environment where people and their individual differences and contributions are valued.

Navy Rear Adm. Bob Chamberlin, DLA deputy director, explains in the diversity briefing to HQ employees that it is the "...goal or vision that keeps us on the right track. The vision also becomes the measure against which we gauge achievement."

From this beginning, the team

developed the seven diversity principles.

DLA's Seven Diversity Principles

- ✓ *We value the differences in people.*
The word "value" is used because it means to hold in high esteem and to appreciate.
- ✓ *We foster an environment of mutual trust and respect.*
In such an environment, a person is not afraid to try innovative ideas that may enhance the organization. This entire initiative is built around the premise that I trust and respect you, and you trust and respect me. With this type of solid base, DLA can achieve organizational excellence.
- ✓ *We promote professional and personal growth.*
This principle becomes more important as the work-force reorganizes and the way we do business changes. Any organization needs to promote the professional and personal growth of all its employees in order to survive.
- ✓ *We create a supportive environment for each other.*
A supportive environment allows people to learn from one another and truly experience the team concept.



✓ *We recognize that sharing of information promotes the full participation of our work-force.*
 In the age of information, what we don't know and what the people we work with don't know, could become a liability. In order to effectively do our jobs, we need to have all the information needed to do that job. We also need to convey the same information to the people we are working with.

✓ *We are committed to creating a sense of community in DLA*
 The DLA director and Executive Team are committed to the diversity vision in order to promote a feeling of community within the DLA work-force

✓ *We respect and value individual contributions in meeting customer's needs.*
 The words "respect" and "value individual contributions" are crucial. Any employee, any person, needs to feel that they are respected and valued.

DLA Diversity Management Plan

The diversity team proposed a five phase management plan, which was accepted by the DLA director and the Executive Team. Basically, the plan was built around three elements: Diversity Principles, Education and Feedback.

✓ **Phase One**
Advocacy – Begins with stake holder buy in and broad-based Diversity awareness training. The DLA Director and Executive Team have committed time and resources toward developing this plan in order to promote and develop DLA's diversity vision.

✓ **Phase Two**
Diagnostic – Consists of a survey that will gauge the organizational culture and drivers of behavior. It will assess employees' opinions, attitudes and ideas regarding the

cultural climate within DLA.

✓ **Phase Three**
Design – The phase we are in today. Compare the future state of the agency with the present diversity awareness and identify the gaps between the two. Identifying the gaps will determine what type of efforts need to be expended (e.g., policy, education and training).

✓ **Phase Four**
Implementation – Solicit employees active participation in the day-to-day awareness of the benefits of work-force diversity, identifying needed skills-based training to develop a new agency culture.

✓ **Phase Five**
Internalization and Feedback – This is an ongoing phase. The phase requires individual assimilation of the benefits derived from the diversity in each other, monitoring cultural changes and continuous improvement.

Employee involvement

One of the factors the Diversity Team hopes to influence with the diversity awareness training is the way employees treat one another.

"We hope that at a minimum our awareness training will cause each individual to think about how they treat others," Thurber said. "It is so elementary I think we may lose sight of it now and then that everyone should be treated like they would want to be treated. If we keep that in mind, we should be sensitive to how we communicate and the effect to which the processes that we manage have upon other individuals."

DLA's Executive Team, including the Defense Logistics



Support Command and the Defense Contract Management Command commanders' strongly support the diversity concept and can cite the benefits in promoting the process.

In order for diversity to be successful at DLA, managers and supervisors must support diversity awareness. The team agrees that the best way to make this happen is by simple communication. Management must develop an atmosphere in the workplace that promotes the free flow of information in all directions. Such an environment provides the forum for educating management and the work-force in general on the values of a strong diversity process.

Thurber explained how. "We need to provide an environment that incorporates everyone's ideas from

throughout the organization—the kind of environment in which individual differences are not just tolerated, but valued. If we are doing it correctly, employees should feel free to contribute and realize their potential. By educating employees on the idea of diversity, DLA will become a

See Diversity, page 4



DLA's six-hour Diversity training module unique



DLA Headquarters employees participate in a Diversity Awareness training.

In July 1997, the Defense Logistics Agency launched its Diversity Awareness Training.

Based on the seven DLA diversity principles which exemplify the importance of how we

treat one another, and the diversity vision statement, a six hour training module was designed by the DLA Diversity Team with the assistance of the DLA Civilian Personnel Support Office.

The team wanted to ensure that the training focused on DLA's concept of diversity and did not want to use "off-the-shelf" generic training.

The primary level field activity commanders were asked to designate a principal trainer for each geographic location where there was a significant concentration of DLA employees. The trainers then attended a three day train-the-trainer session on how to conduct the training. The 30 trainers make up a cross section of the DLA work-force.

The team decided the most cost effective and efficient delivery scheme involved on-site delivery at the most heavily populated geographic locations first. Each trainer was assigned a geographic area that was comprised of DLA activities across all PLFA organizational lines. In many cases geographic areas included several states. The training is being presented to all employees in DLA, including overseas locations.

DLA's target completion date is December 1998, with the majority of the DLA work-force trained to date.

So far, the training has been met with positive comments. Gary S. Thurber, director, Defense Energy Support Center, and Diversity Team Leader, said "At this point everything has been positive. If employees feel positive about diversity, I think we have made a significant breakthrough. If the awareness training achieves nothing other than cause people to buy into the DLA concept of diversity, it is a success. People are paying attention to each other and supporting each other. You cannot have teams unless you

Diversity, from page 3

better organization. We need to make our employees feel comfortable so they look forward to coming to work each day," he said. "Managers also need to ask themselves if they are doing enough to incorporate DLA's Diversity Principles into meeting mission objectives.

Carolyn Perry, DLA associate general counsel for ethics and personnel, said, "It makes sense to value diversity from an organizational standpoint. We spend a lot of time on things we can't control like downsizing and not enough time on creating an environment where employees can be productive. This is what it is really all about. When people come to work, they don't

leave things at home. Home life is a

part of them that cannot be divorced when they come to work. Diversity should be part of the culture of the organization."

Famia Magana, staff director, Equal Employment Opportunity, stresses that in today's work environment, diversity is vital to how an organization operates. "In this era of downsizing we can't afford not to value diversity and utilize the talent that people have. It is a great opportunity to reach untapped resources. In an atmosphere where diversity is valued, the stress level will be down and there will be openness and trust, which will get you a long way."

Feedback

Initial feedback on the acceptance of the program from across DLA has

been positive.

"At this point, all the feedback I've received has far exceeded my expectations," Thurber said. "Everyone I have talked to who has attended a diversity workshop has been very supportive of diversity, and I might add, complimentary toward the training itself. Being very realistic about our situation, diversity awareness is merely the first step in fostering an environment where everyone embraces the diversity principles and places a high value on working in a diverse environment. What we know for sure is that the journey is underway. Many people are working hard at making the journey a success and I

See Overview, page 9

encourage diversity, and without teams you have compartmentalized thinking.”

In the training, trainers explain that diversity is good for an organization because it allows employees to focus on their personal strengths and innovative ideas without fear of not fitting in or of doing only what’s expected.

“Treating people specially is different from discrimination,” Carolyn Perry, DLA associate general counsel for ethics and personnel said. “It is capitalizing on different skills. Each one of us is different.

We have to treat people differently. It is not discrimination. People bring different talents to work.”

While understanding that everyone is different, other benefits can be gained by the agency as a whole. Some of those include:

- ✓ *Facilitating communication between management and employees*
- ✓ *Enhancing teamwork*
- ✓ *Improving productivity*
- ✓ *Slowing turnover*
- ✓ *Engaging everyone in projects*
- ✓ *Empowering and encouraging employees to be who they are*
- ✓ *Encouraging professional development*

“Diversity training is not a one-time event,” Cynthia Senn, DLA Diversity program manager said, “but a continuous process in which we look at how we treat people and how that treatment is expressed in action.”

Leslie Gregg, deputy of Defense Contract Management Command, Santa Ana, was pleased with the training she received. “Ms. Judy Chin, the instructor, did an excellent job. The training was fun, informative, and there was great interplay between managers and employees on the issue of diversity and how to improve the way they interrelate with each other. Maximizing the true potential of all our employees will create a truly premiere organization capable of achieving any goal. In exercising these seven principles, we will meet our vision of organizational excellence.”



Each of the trainers were assigned a geographic area to conduct the Diversity awareness training. The areas include DLA activities across all primary level field activity organizational lines. The map reflects the U.S. geographic areas by different shades of gray.

Another concept presented in the training involves creating a supportive environment. Some examples include picking up the slack for each other when a co-worker is overwhelmed or sick, encouraging professional growth among co-workers, like encouraging someone to go back to school, and recognizing that your way is not the only way to do a task. These and other behaviors will work toward creating and contributing to a sense of belonging and community in DLA.

Glynnis Spencer, a supply systems analyst in the Defense Supply Center Columbus Customer Advocacy Office said, “I believe the training I received can be applied to every situation by recognizing the best in individuals and remembering that everyone has a different opinion to offer in every situation.”



Diversity awareness trainers discuss feedback from the field on the progress of the diversity training initiative.

“We have an American problem. It can only be solved by all Americans working together... I want you to find strength in your diversity.”

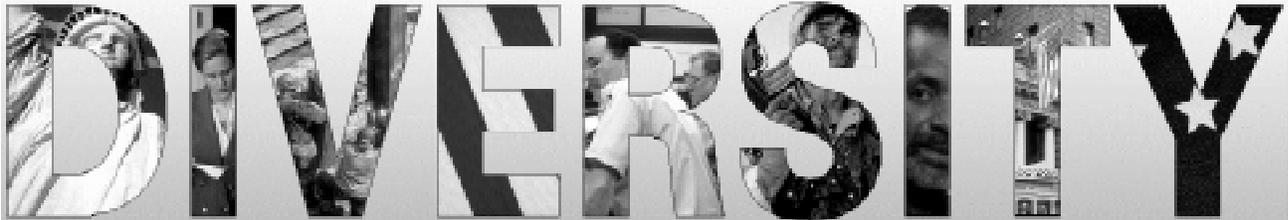
—Army Gen. Colin Powell
Former chairman,
Joint Chiefs of Staff

“It is incumbent upon supervisors to help employees with special needs. Our work force comes to work each day wanting to be productive and happy. We need to create that kind of atmosphere. It is like a business where the employees are always cheerful and friendly. You go there as a customer because you like it. We want DLA’s customers to feel like that.”

—Jim Sanchez
Director, Defense Distribution
System Center

“We contribute more to the national defense when we make full use of each employee’s special talents.”

—Lt. Gen. Henry T. Glisson,
DLA director



diversity (n.) 1.a. The quality of being composed of many different elements. 1.b. A point or respect in which things differ. 2. Variety or multiformity.

“Diversity is really a misnomer. The word is really a hindrance. Our language makes us small. Diversity is really the dynamics of understanding human nature in the workplace. I accept the word diversity, but it is really an old fashioned, buzz word. It is really human behavior.”

—Juanita Smith
Retired, executive
director, Human
Resources

“Diverse people are this agency’s greatest resource and strength. By capitalizing on divergent attitudes and expertise, not only do we accomplish DLA’s mission, but we also enrich ourselves.”

— Navy Rear Adm. Bob Chamberlin,
DLA deputy director

“Diversity is nothing new. We were taught it by our mothers and in kindergarten. We ought to be doing it without encouragement. We seem to have forgotten about the basic things and how we treat each other.”

—Walter Thomas
counsel,
Defense Automated Printing
and Support Center

Feedback from field says diversity awareness training successful

The exchange of information could not have been better as 28 field representatives tasked with training DLA's 44,000 employees met with headquarters' top managers to talk about diversity throughout the organization. DLA's Diversity Program Manager, Cynthia Senn, of the DLA Civilian Personnel Support Office, hosted the two-day In-Process Review which was held May 20-21.

The IPR was the first opportunity for the DLA director's Diversity Team to hear direct feedback from the field since the concept of increasing diversity awareness was first discussed by DLA's leadership.

"This was a high-energy group that demonstrated a tremendous amount of dedication to diversity principles," pointed out the Diversity Team Leader, Gary Thurber, the director of the Defense Energy Support Center.

The IPR was not your typical session where only the program manager briefs on program status to the boss. Recognizing that valuable contributions come from everyone, trainers from each DLA location took center stage to offer their input.

After briefing on the status of the training, each trainer shared tips they developed while conducting the classes:

John Emanuel Figueroa from the Defense Contract Management District East, Boston, emphasized that seniority and grade are not related to solutions. "I make sure each class understands that solutions can come from a GS-1 or somebody who just started work at DLA," Figueroa pointed out.

"I use proverbs," noted Gene Maier from the Defense Distribution Center. "At every break I'll put a new proverb up like, You'll never get over



Famia Magana (*left*) and Gary Thurber discuss some of the feedback from the field on the Diversity training process at a May meeting.

the hurdle if you don't jump. The class really enjoys it and they bring me new ones. I have a whole stack now."

Jackie Rhodes, from the McClellan Depot, and Terry Moore from the Red River Depot, pass out candy to diversity class attendees after lunch. "I also thank them for returning," added Rhodes. Additionally, the McClellan and Red River Depot commanders introduced each session. "I call Lt.Col. (Morris) McCloskey my opening act. He is very supportive," recalled Rhodes.

Moore credits the great materials and curriculum she was given to use to facilitate the training.

Sarah Patton from the Oklahoma Depot and Jan Stagg from the San Diego Depot use a tape of Michael Jackson's "Man in the Mirror" as icebreakers. "The song is about how change starts with the person in the mirror," said Patton. "It also lightens things up."

Sarita Kimble explained that at

Defense Supply Center Philadelphia they have developed a diversity council to oversee diversity efforts and will soon be benchmarking with industry to share information.

In Richmond Diversity trainers award copies of "Beyond Race and Gender" by Dr. Roosevelt Thomas to class attendees. Dr. Thomas was the architect of the process for managing diversity. Trainers at Richmond are also considering developing a web page to spread the news about diversity.

At the Defense Distribution Depot Corpus Christi, Texas, employees and management frankly discussed ways to communicate better. After the training, many employees remarked how the work-force appeared "friendlier." Diana Lasko, the Corpus Christi Depot trainer, said that people seemed to be taking the initiative to reach out to others and say hello or good morning.

Lt. Col. Larry Stubblefield,

Corpus Christi Depot, said “Training is a continuous process and we have had several training successes. But I must say, by far, this was the most significant training event we have ever had.”

Tips also came in the form of things to avoid. “I used to have a sign-up sheet so I knew who skipped out after lunch,” recalled Linda Corbridge from the Hill Depot. “But I stopped because the class felt it was a lack of trust.”

The second day of the IPR was devoted to assessment of training materials, expectations of the DLA’s senior leadership and identification of strategic issues. Dr. Steven Patrick, leader of the DLA cultural audit process team, facilitated this session. The trainers and DLA Diversity Team members formed 11 teams to simultaneously develop an outline for future efforts. The key strategic areas the group decided to focus efforts on were prioritized in the following order:

- ✓ *Ensure continued senior leadership support*
- ✓ *Provide survey assessments to the work-force*
- ✓ *Plan future operational areas*
- ✓ *Obtain program funding*
- ✓ *Increase responsibility of local diversity teams*
- ✓ *Improve communication about Diversity*
- ✓ *Training*
- ✓ *Develop incentives to recognize diversity achievements*

When the second day concluded there was a mutual feeling of accomplishment, and momentum was established to carry diversity to the next level in creating an environment where people and their differences are valued. At the conclusion, the energy

Overview, from page 4

believe we are going to achieve the director’s diversity vision.”

The team agrees that it is too early to measure successes in DLA as a result of diversity awareness. One of the difficult challenges in managing diversity is that it is a long-term process and there are no easy or early solutions. The team feels it would be hard, if not impossible, to measure results in terms of dollars and cents or to put a productivity measure on diversity. They feel that managing diversity awareness is a fundamental requirement of the entire workforce and is a healthy and smart thing to do. It just makes good sense.

Jim Sanchez, director Defense Distribution Systems Center, sums up diversity at DLA and how it can

make DLA a better organization. “DLA is a good organization and our employees have a great attitude,” he said. “They will find new ways of doing their job better if you treat them right, take care of their needs and show that you trust them. By showing employees you sincerely care about them they give 110 percent, they buy into the organization and their attitude becomes infectious and overflows into your customer base.”

level was high as the DLA Diversity Team provided their reaction.

“Hearing you all talk about the process has energized me,” Carolyn Perry, DLA associate general counsel, told the group. “That sense of community we are trying to achieve is right here in this room. Coming from your diverse backgrounds, you are living proof that it can be done.”

Walter Thomas, associate general counsel for the Defense Automated Printing and Support Center, added, “The atmosphere is energized. Everyone is learning from each other. I see quite a bit of energy, creativity and success.”

“You have demonstrated that it is not just a job, but a way of life,” remarked former executive director of Human Resources at DLA, Juanita Smith about the dedication and commitment displayed by the trainers. “And you are putting a lot into it.”

“We need to include diversity right up front in our strategic plan,” recommended Jim Sanchez, Director of the Defense Distribution Systems Center.



Ida Claramo makes a point during the Diversity in-process review meeting.

Diversity assessment surveys get high response rate; nearly 70% turned in

And the survey says...

Since the spring, the Defense Logistics Agency Diversity Assessment Process Team has undertaken a massive effort to survey a large cross-section of DLA employees. The results of the survey will help DLA officials develop the best methods of overcoming diversity issues in the work-force.

Approximately 20,000 surveys were mailed out.

“The purpose of the diversity assessment is to identify strengths and areas for improvement in DLA’s work climate,” Dr. Steven Patrick, organizational development team and DAP team leader said. “It will assess employee opinions, attitudes and ideas regarding the diversity climate within DLA. The assessment will assist DLA’s leaders in targeting areas to improve the climate and in building upon the strengths of the work-force.”

One of DLA’s goals is to attract, retain and build a full spectrum of dedicated and diverse individuals at all levels of the agency, Patrick said. The diversity program will assist in creating an agency-wide climate that values the knowledge, skills and abilities of its diverse work force. The survey is an important step in achieving this goal.

“DLA’s Executive Team, including the DLSC and DCMC commanders, understand the benefits of managing diversity and are promoting its efforts,” Gary Thurber, director, Defense Energy Support Center, and Diversity team leader said. “By translating the semantics of diversity we have heightened the awareness process, demonstrated the benefits of diversity and have buy-in at all levels of command.”

The assessment tools used include employee surveys and executive focus groups. The information collected from the focus groups provided managerial perceptions on diversity. Senior managers were asked open-ended questions pertaining to the following four categories:

- ✓ Diversity awareness
- ✓ Benefits of a diverse organization
- ✓ Challenges of a diverse organization
- ✓ Actions to improve the organizational culture

For the employee survey, most employees were randomly selected (in some work groups the entire work-force was selected). Responses were kept anonymous. The survey consisted of six diversity categories:

- ✓ Communication
- ✓ Supervisory characteristics
- ✓ Opportunities for success
- ✓ Trust and respect
- ✓ Diversity awareness/appreciation of diversity
- ✓ Job performance feedback

Those surveyed were asked to answer questions on a five point scale, ranging from strongly agree to strongly disagree.

The questions related to specific diversity factors that were associated with the broader categories. For example, “Is information often withheld in your work group because it is treated as a source of power,” or “Does your organization allow all employees to participate in career advancement training.” Other questions such as “are you satisfied with your job and are your skills being fully utilized” were also asked.

Questions were also asked about employees’ supervisors, such as “does your supervisor listen to your ideas or does your supervisor encourage you to do a good job.”

The assessment had a 60-70 percent response rate. Upon receiving the surveys, the DAP team scanned them in using a Scantron scanner. From there, the data was imported into SPSS, a statistical software package, that allows the user to do data analysis.

The DAP team’s next step is to brief the director, deputy director, and the Executive Team on the results of the assessment. From there, they will provide briefings to the field commanders, senior leadership and the local diversity teams at the primary level field activities.

After the briefings, the DAP team will ask the PLFAs to identify two or three areas for improvement and to develop an action plan to address those concerns raised by the employees. Patrick said the DAP team wants to encourage the PLFA commanders to keep their employees informed as to the progress they are making in these areas.

The DLA DAP team is available to provide additional assistance to PLFAs on doing follow-ups on the survey results, team building, facilitating focus groups and doing related organizational development work.

Contact Patrick at (703) 767-7125 or DSN 427-7125 for more information.

***Approximately
20,000 surveys
were mailed out
to DLA
employees.***



DLA Director's Diversity Team and Trainers

3rd row (left to right) back row

Betty Durham, Bryant Pittman, Fred Chapman, Gene Maier, John Rayford III, Kathie McGuire, Mickey McCleskey, John Emanuel Figueroa, Charles Miller

2nd row (left to right)

Sarita Kimble, Ronnie Kubik, Pauline Bradley, Ruth Ann Lanter, Judy Chin, Charlene Lee, Kimberley El, Annie Stokes, Ida Claramo, Linda Corbridge, Diana Lasko, Terry Moore, Sarah Patton, Jan Stagg, Angela Curtis, Brenda McCormac

1st row (left to right)

Kate Potter, Cynthia Senn, Tina Chew, Walter Thomas, Joe Lopez, Carolyn Perry, Juanita Smith, Gary Thurber, James Sanchez, Famia Magana, Steve Sadler, Patsy Oburn, Jacki Rhodes, Larry Rish, Steven Patrick



The trainer were presented with the DLA Director's coin (*above*) at the Diversity In-Progress Review last May for their dedication to DLA's Diversity concept. The coin was mounted in a wooden box and presented by the DLA Diversity Team with the inscription "... to someone who is making a difference."

DLA Director's Diversity team

Gary Thurber (Team Leader) — Defense Energy Support Center

Thomas Brunk — Defense Contract Management Command

James Sanchez — Defense Distribution System Center

Frederick Baillie — Defense Logistics Support Command

Jose Lopez — Command Security

Carolyn Perry — General Counsel

Steve Sadler — Defense Logistics Support Command

Walter Thomas — Defense Automated Printing and Support Center

Dan McGinty — Congressional and Public Affairs

Regina Gray — Defense Energy Support Center

Air Force Lt. Col. Patricia Kersey — Human Resources

Famia Magana — Equal Employment Opportunity

Nancy Dibble — American Federation of Government Employees

DLA Diversity Principles

- ✓ **We value the differences in people**
- ✓ **We foster an environment of mutual trust and respect**
- ✓ **We promote professional and personal growth**
- ✓ **We create a supportive environment for each other**
- ✓ **We recognize that sharing of information promotes the full participation of our workforce**
- ✓ **We are committed to creating a sense of community in DLA**
- ✓ **We respect and value individual contributions in meeting customer's needs**