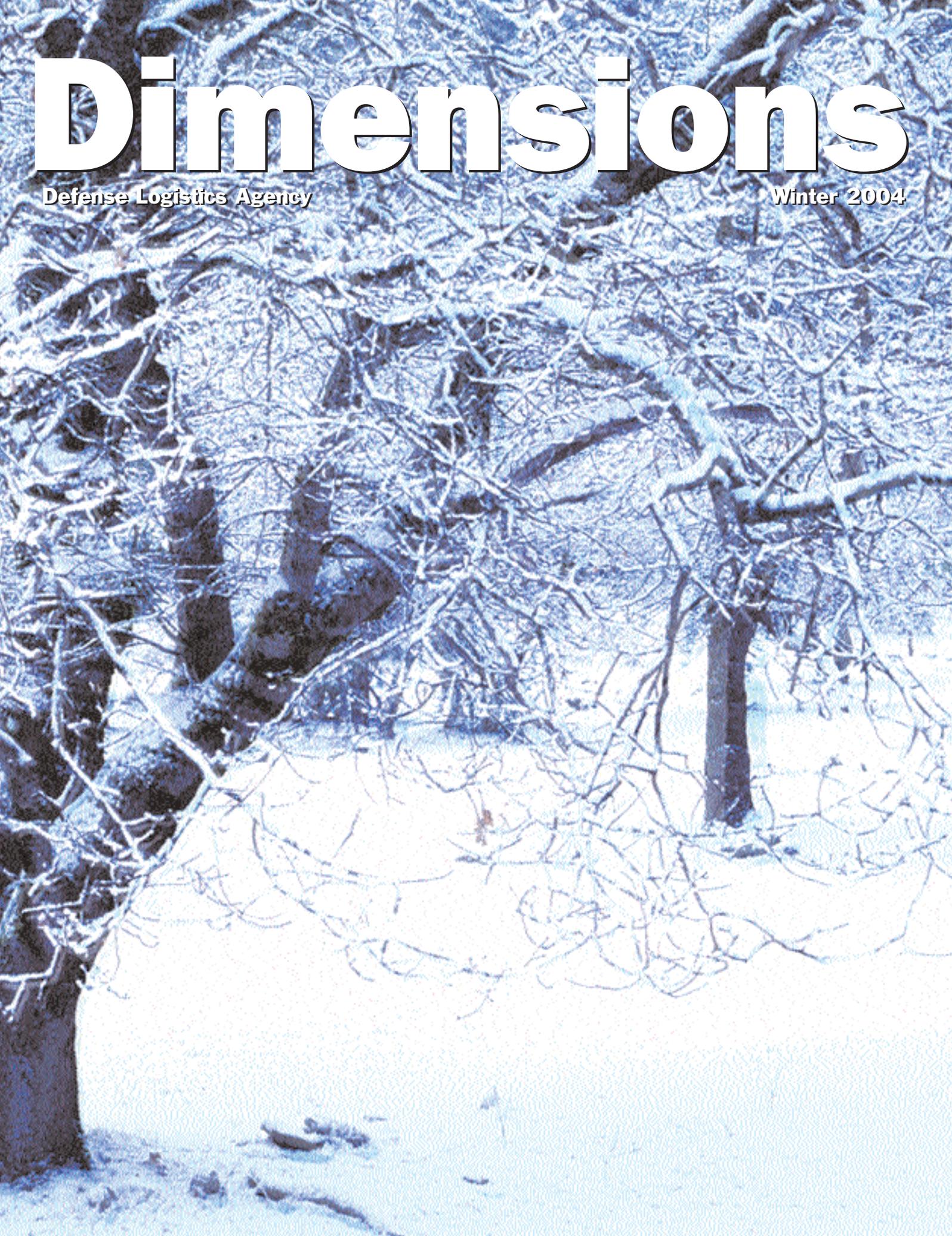


# Dimensions

Defense Logistics Agency

Winter 2004



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# ★★★ From the Director

**A**s we enter into a new year, many of us pause to reflect on the events of the past year. In the Defense Logistics Agency (DLA), we can all look back upon 2003 as a year filled with many challenges. From the beginning of Operation IRAQI FREEDOM to the continued efforts to assist in rebuilding and stabilizing Iraq, DLA personnel were at the tip of spear.

With support demands at historic highs, we provided outstanding support to the warfighters. We listened to their requirements and have signed Performance Based Agreements with each military service in order to improve and continue our support to them.

We established Customer Operations and Readiness (J-4) and have installed Combatant Command Liaison Officers inside the Joint Staff J4, EUCOM, PACOM, CENTCOM, TRANSCOM, SOUTHCOM/STRATCOM, JFCOM, and NORTHCOM. We have also developed a customer engagement strategy that provides the single point of contact to all DLA logistics.

This was also a great year for our Business Systems Modernization initiative. We were successful with Release 1.1 and look forward to Release 1.2 in the Spring.

Our co-workers in DLA Contingency Support Teams are deployed throughout the world, assisting warfighters in all facets of logistics support. Many of our DLA employees in depots are working double shifts to ensure that supplies, food, and clothing are delivered to military customers in the United States and overseas. Employees at supply centers are reducing backorders and working with supply planners and procurement personnel to get orders filled as quickly as possible.

We can be proud of the work that we accomplished in 2003. The support that we provided to our warfighters was the result of great teamwork from you, the dedicated professionals in DLA.



I am confident that DLA personnel will also continue to bring innovation, creativity, and vision to the tasks that we will face. You have demonstrated that your talents in the strategy, tools, and technology that our Agency has initiated are a key ingredient for our success. You have proven that our people are truly our best asset.

I am looking forward to the great work that will continue into 2004. ◆

A handwritten signature in blue ink, appearing to read "J. H. ...". The signature is written in a cursive, flowing style.

# Dimensions

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## Defense Logistics Agency

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# Maintenance Depots Underpin Combat Operations in Afghanistan and Iraq

By The Honorable Diane K. Morales

**D**uring Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF), the Department of Defense depot maintenance system demonstrated its critical role in successfully supporting U.S. combat power. During the build-up and execution of these operations, the more than 60,000 men and women in DoD's in-house maintenance depots met numerous challenges as they responded to the changing needs of American warfighters. In Afghanistan, our forces were ready for combat within just 28 days; in Iraq, we sustained our coalition forces under the most difficult of circumstances.

DoD depots maintain the capabilities to repair everything from

aircraft to combat vehicles and ships to sophisticated technological defense systems. All of these materials reach the depots in need of repair and must exit in perfect condition. They can take fighter jets down to their skeletons and build them back up again; they can dismantle multibillion-dollar aircraft carriers and rebuild them stronger and more capable than before. Not limited to just "heavy iron," the expertise and capabilities of DoD's depots also enable them to fix software, electronics, munitions, and test sets.

Long before coalition forces launched into Afghanistan and Iraq, silent, but critical, preparations began throughout the DoD depot maintenance community.

Dedicated depot maintainers responded to a wide range of requirements – fixing fleet-wide problems, providing increased inventories of repaired parts, and developing unique modifications to prepare weapon systems for the demands of the impending desert battlefield. Many of these maintainers were then deployed to forward locations to assist our warfighters in keeping equipment operational and to repair equipment damaged in battle.

## Keeping our fleets ready

UH-60 Blackhawks and CH-47 Chinooks are two of the mainstays of Army helicopter capabilities. The Blackhawk is the Army's front line utility helicopter used for air assault, air cavalry, and aeromedical evacuation, while the Chinook is often the only mode of transportation to shift large numbers of personnel, equipment, and supplies rapidly over the vast areas in which U.S. forces operate. Both aircraft experienced fleet-wide problems during 2002 that threatened to keep them grounded and could have significantly affected OEF and OIF combat planning and execution. However, maintainers at Corpus Christi Army Depot (CCAD) applied their considerable skills to the challenges, ensuring that UH-60s and CH-47s were subsequently available and ready to meet all requirements.

In mid-2002, while conducting routine aircraft inspections, Army maintainers found cracks in a critical UH-60 transmission component. Because of the severity of the problem, the entire Blackhawk fleet of helicopters was grounded. Depot maintainers from



DUSD (L&MR) Diane K. Morales (center row), tours DLA's Defense Distribution Depot Susquehanna, Pa., the largest defense distribution center in the world. The tour is led by Capt. Robert Ritchie, SC, USN, (left front row), commander of DDSP. Also participating in the tour are DLA Director Vice Adm. Keith W. Lippert, SC, USN, (center row); Phyllis C. Campbell, deputy commander of Defense Distribution Center, and Kim Huntley (both on last row), chief of the Director's Staff group.

CCAD were called on to replace the suspect part by completely overhauling all UH-60 transmissions in the fleet. Within 11 days, the depot had tripled its production, providing transmissions for use on Blackhawks supporting medevac operations in Afghanistan. CCAD maintainers continued to increase production to support this fleet-wide problem, quickly reaching a production throughput five times greater than normal.

Late in 2002, a CH-47 Chinook experienced failure of a component known as a swashplate, a crucial flight control component. The Army immediately grounded the entire Chinook fleet pending inspection and development of a fix for the problem. Once again, CCAD responded by going into full surge mode, increasing production from a routine 16 swashplates per month to produce 170 fully overhauled swashplates within nine weeks. This surge enabled the Army to continue operating the Chinooks and to replenish the war reserve pool for requirements that would soon surface in Iraq.

### **Preparing for and sustaining combat operations**

In late 2002, Anniston Army Depot (ANAD) began an effort to ensure that the right parts were going to be repaired and ready

when needed. They increased production of a wide variety of turbine engines, mechanical components, and electronics. Engine production, in some cases, was doubled. From circuit cards to servos to M16A2 rifles, ANAD responded to every call for increased production to support possible impending combat operations with timely and quality outputs. The depot even repaired ribbon bridge sections throughout the 2002 holiday season, delivering more than 100 badly needed sections by the end of the year.

At Warner-Robins Air Logistics Center (WR-ALC), maintainers responded quickly to a requirement to accelerate the repairs and return of Special Operations C-130 aircraft to the operational forces. They completed repairs of C-130 Gunships and Combat Talon aircraft, on average, 52 days ahead of schedule. WR-ALC maintainers also developed critical software changes that improved the operation of fighter data link capabilities, providing Air Force combat aircraft with critical, real-time situational awareness.

In addition to their ongoing workloads, Letterkenny Army Depot (LEAD) assumed the challenge of quickly modifying dozens of HUMMVs for the Army Special Forces and Navy Seals. This

action involved several unique modifications including AC power inverters, on-board compressors, special machine gun mounts, and missile and smoke grenade launcher systems. LEAD took these modifications from drawings through prototype and into quick production—all in a very short time to meet the warfighter's requirements.

As part of the "planning ahead" for potential operations in Iraq, Navy warfighters wanted 12 additional F/A-18C Hornets that were in depots for repair, returned to fleet organizations as soon as possible. Naval Aviation Depot (NADEP) North Island responded quickly to this request, eventually returning 20 of the Navy's primary aircraft to the fleet in record time before military action began.

Tobyhanna Army Depot (TYAD) faced a number of challenges in supporting multiple requirements for electronic component support. TYAD fabricated hundreds of Blue Force Tracking (BFT) installation kits. These kits use satellite links to show friendly and enemy positions in various Army, Marine Corps, and allied units. TYAD also created programs to deal with added requirements for items such as infrared jamming systems, radar warning receivers, communications systems, and laser range finders.

*See Depots, page 6*

#### *About the author:*

*Diane K. Morales is the Deputy Under Secretary of Defense for Logistics and Materiel Readiness, U.S. Department of Defense. Morales leads an effort called the Future Logistics Enterprise (FLE), which is DoD's near-term logistics transformation strategy. FLE is transforming the overall performance of*

*military logistics operations into the most advanced, synergistic, and collaborative supply chain in the world. This integrated, performance-based logistic capability will provide effective weapons and reliable logistics support to the warfighter in the most efficient manner possible.*



All of these items were needed to operate effectively in the desert environment and to give our troops the advantages needed to prevail in combat operations, and to reduce the possibility of friendly fire incidents.

In support the 3rd Armored Cavalry Division (ACR), Red River Army Depot (RRAD) equipped more than 230 Bradley Fighting Vehicles with BFT. RRAD maintainers went on site with 3rd ACR troops and provided the necessary training to take full advantage of the capabilities of their new equipment in the field. RRAD also remanufactured an additional 63,000 track shoes/road wheels for Army combat vehicles along with 450 engines and transmissions.

### **Making something out of nothing**

DoD depots have full manufacturing capabilities and, under certain circumstances, are authorized to manufacture critically needed items. Often, they are the only source for essential parts to keep maintenance lines moving and to prevent backups throughout the supply chain. DoD depots can manufacture one or a thousand – quickly and efficiently – depending on the requirement.

The Marine Corps' AV-8B Harrier aircraft developed a problem with the loss of chaff dispensers during flight. NADEP Cherry Point designed a new bracket to retain the dispenser and then produced the needed parts. Working from newly drafted blueprints, the NADEP machine shop worked around the clock to produce 404 kits that were immediately installed on Pacific and Atlantic Fleet aircraft. Responding quickly to these types of critical needs is a hallmark of the DoD depot structure.

Tactical satellite systems provide essential circuits for secure and nonsecure voice, data, and teletype communications. TYAD designed and fabricated filter kits

for these essential terminals to ensure their reliable operation in the desert. The kits were very successful, giving deployed forces the terminal performance and reliability they required.

NADEP North Island added 930 production runs representing 6,300 parts in January 2003 alone. One critically needed part it manufactured was a “doubler” for repair of an H-1 helicopter in Kuwait. The H-1 was one of the few rescue helicopters available to the Navy and this part was essential to returning the aircraft to service.

*“The depots, with their highly skilled and motivated workforces, deserve our thanks for a job well done and our appreciation of the formidable capabilities they represent in support of our combat forces.”*

*Diane K. Morales*

### **Deploying forward**

To effectively carry out their missions, depot maintainers go into the field, aboard Navy ships, and to the theater of operations to support our warfighters. Field service teams, voyage repair teams, battle damage repair teams, and forward repair activities are among the depot's capabilities to get technicians and artisans into the field, or combat zone, and to the equipment that needs repair or support. The austere environment of these operations places unique demands on

the maintainers.

RRAD and ANAD maintainers deployed to Kuwait to establish a forward repair activity to service items such as engines, transmissions, final drives and generators, and also had the capabilities to repair combat vehicles. Maintainers on the NADEP North Island Voyage Repair Team also contributed to the effort. They made critical repairs aboard the USS NIMITZ and the USS LINCOLN in preparation for key combat operations. NADEP North Island Field Service Teams also visited a number of aircraft carriers during their deployments, repairing Hornets and Super Hornets that would otherwise have been out of action.

TYAD sent a team of electronics experts into Kuwait to provide assistance to deployed Marine Corps units using the AN/TRC-170 communications system. The team ensured the Marines would be successful in using the system and that the system would be at peak performance throughout combat operations.

### **Depots are always ready**

Most combat equipment used in OEF and OIF was, at one time or another, rebuilt by one of DoD's maintenance depots. The depots proved again that they are always ready. They responded to virtually every maintenance, repair, and manufacturing requirement in support of U.S. forces and their combat equipment. Maintainers with skills ranging from high technology materials to microelectronics were ready to take on any challenge, anywhere. They worked tirelessly behind the scenes with courage and commitment. The depots, with their highly skilled and motivated workforces, deserve our thanks for a job well done and our appreciation of the formidable capabilities they represent in support of our combat forces. ♦

# DESC Turkey Supports Operation Iraqi Freedom

By Capt. Tim Moore, USA  
Defense Energy Support Center Europe

**A**s the military evolves into a lighter more expeditionary force, it is becoming more reliant on local national contractors to move fuel, often directly to the warfighter in hostile areas. During Operation Iraqi Freedom, this has been the normal supply method for fuel from Turkey into Northern Iraq. In the first three months of the operation, Defense Energy Support Center Europe had a fleet of 423 contracted trucks, supplying up to 200,000 gallons of JP-8 (military grade turbine fuel) daily, directly to sites throughout Northern Iraq.

Setting up operations and keeping the fuel flowing required a team effort, including experts from DESC Europe at Incirlik Air Base, Turkey and Wiesbaden, Germany; DESC Mediterranean at Livorno, Italy; DESC Headquarters at Fort Belvoir, Va.; the Turkish government; Trajen Corporation and local national trucking companies. Everyone



Capt. Paul Ribeiro checking fuel sample.

focused on one goal: start and maintain an uninterrupted flow of “on-spec” fuel to Northern Iraq. To accomplish this, we had to overcome considerable political, cultural and procedural obstacles. For the purposes of this article, we’ll concentrate on three challenges: depots, trucks and quality.

The Ground Line of Communication (GLOC) totaled over 1,500 kilometers, stretching from the vicinity of Adana, Turkey to as far as northern Baghdad. Initially, political restrictions precluded DESC Europe from using the Turkish North Atlantic Treaty Organization Pipeline System (TNPS), so DESC Europe used the United States Air Forces in Europe storage facility at Yumurtalik as the first depot to supply the GLOC. During this time, DESC Europe augmented the 39th Wing Fuels Flight at the Yumurtalik with contractors from Trajen and several members from the DESC Europe staff to start operations. The challenges were many – poor access roads and limited bottom loading capability. One key innovation was Trajen’s design of an adaptor so the D-1 nozzle on the fillstand could connect to the four-inch Camlock fittings on the trucks.

After several weeks, the Turkish government relaxed some of its constraints and allowed us to use TNPS depots, so we moved to a more capable commercial site on the TNPS known as the Adana contractor-owned contracted-operated facility. Unfortunately, this facility hadn’t been used in 10 years, so once again our Trajen contractors rose to the occasion by inspecting the tanks and system, performing minor repairs, and flushing the system to bring it on-line. As an added upgrade, the 39th Wing at Incirlik Air Base loaned us four FFU-15 portable filter separators to ensure product quality.

For a short time, we operated from the Diyarbakir TNPS depot, 500 kilometers closer to our customers. Master Sgt. Sam Cooks, Bob Koeller and Jack Rohan of DESC Europe developed the operational plan and proceeded to inspect and flush the system, bringing it into operation after five years of dormancy.

Our next challenge centered on contracting enough useable trucks – a daunting task in a less than fully developed country. Truck availability wasn’t the problem, but truck quality proved disappointing. Sometimes 100 percent of the trucks presented as “ready for jet fuel service” were rejected. Again, Trajen excelled by working with our truck contractor to develop a truck inspection and

See DESC, page 8

cleaning plan. First the trucks were steam cleaned, then washed and flushed with diesel fuel, and finally they were flushed with JP-8. Once dried, Trajen inspected the tanks and manifolds for cleanliness, for taps, and for leaks (we found many). Additionally they checked the trucks for good tires, maintenance, and safety. The safety and maintenance checks paid dividends, since we were the only operation that didn't have trucks broken down all over Turkey and Northern Iraq.

Once a terminal and clean trucks were available, our biggest concern was quality. To ensure our customers received "on-spec" fuel, we brought in Bob Koeller, DESC Europe Quality Manager to certify our program. He insured all tanks were sampled upon fuel receipt and the fillstands were tested daily for water and sediment. Once the trucks were filled, they were also scrutinized. Each manifold was flushed until the fuel was clean, clear, and bright, and a sample was taken for testing. The 39th Wing Fuels Flight initially provided laboratory testing, but when sample volumes increased, it was taken over by DESC Europe. Sgt. Joseph Hunnewell and Sgt. Barbara Mooney deployed from the DESC Europe laboratory to Turkey to provide testing support. They checked each truck for particulate, color, icing inhibitor, anti-static additive, and corrosion inhibitor, ensuring all trucks left Turkey "on-



Sgt. 1st Class John Goodley with FFU-15 at Adana COCO, Turkey.

spec."

Overall the operation has been a success for DESC. Through its ability to work together, focus resources, and overcome obstacles, DESC has exceeded the requirements placed upon it by the combatants by ensuring a continuous flow of fuel at the most economical cost available, without committing additional military forces to get the fuel to our customers. ♦

## American Logistics Tools Support Latvian Forces in Iraq

By Tim Hoyle  
Defense Logistics Information Service  
Public Affairs

**W**hen Latvia provided its support to operations in Iraq, American logisticians practically lent them the shirts off their backs to help them adapt to their new environment. Since their forces do not usually need desert camouflage uniforms, the Latvian National Codification Bureau (NCB) requested U.S. assistance in locating items of camouflage battle dress such as coats, trousers, and the floppy,

wide-brimmed "boonie hats." Technicians at the Defense Logistics Information Service, in Battle Creek, Mich., used their cataloging expertise to quickly locate the stock numbers for the desired items. A contingency plan calls for U.S. Army forces in Iraq to provide this type of equipment, especially since the Latvians have nothing comparable in their national inventory.

The support DLIS personnel provided was part of their mission as the U.S. National Codification Bureau to offer codification and liaison services to North Atlantic Treaty

Organization countries and other allied nations on items produced in the United States. Their expertise in the Federal Catalog System – which also serves as the foundation of the NATO Codification System (NCS) – gives DLIS personnel the added role as the U.S. NCB and representative to NATO codification panels and task groups. This means they also provide cataloging services on all matters related to international codification, support allied nations in their establishment of NCS-compliant cataloging systems, and offer training to NATO members and

# Care of Wounded Improved at Camp Arifjan

By Michael McCarthy  
Defense Reutilization Marketing and Service

The Defense Reutilization Marketing and Service team works hard to reutilize property and a recent example from Kuwait demonstrates how this saves money, but more importantly how this supports our warfighters engaged in Operation Iraqi Freedom.

Camp Arifjan's Troop Medical Clinic in Kuwait treats soldiers from the camp as well as some injured soldiers from Iraq. The clinic had an aging, portable X-ray machine that was unreliable. The unit's supply personnel were tasked with finding an X-ray unit capable of handling the clinic's demands.

Since X-ray machines listed in good condition did not appear on the DRMS Web site, the team went one step further and asked the Defense Reutilization and Marketing Offices to check if any units anticipated turning in an X-ray machine in good condition. The DRMO at Mountain Home, Idaho, located an X-ray machine in exceptional condition. The machine was requisitioned and shipped in July. Just two weeks later, the used X-ray machine, with an original cost of \$45,000, arrived at Camp Arifjan at no cost to the unit.

The machine is operational, and according to DRMS



DRMS employee Bryan Russell stands next to the much-needed X-ray machine. Supply personnel at Camp Arifjan have learned how to use the DRMS Web site to secure other property at no cost and are awaiting the arrival of an EKG machine and optical equipment.

See Camp Arifjan, page 10



The uniforms provided to Latvian forces are similar to the camouflage clothing worn by this U.S. Marine shown atop his Light Armored Vehicle 25 providing security in support of Operation Iraqi Freedom. (U.S. Army photo by Staff Sgt. Terence L. Brown)

sponsored nations regarding American and NATO codification methods.

As part of the Defense Logistics Agency, DLIS employees create, obtain, manage and integrate data from several sources. They share this data through user-friendly products and services such as the Logistics Information Network and the multilingual compact disc that support logistics operations throughout the Defense Department, allied and coalition operations, other federal agencies and elements of the private sector. Their expertise in cataloging and information management makes DLIS personnel important contributors to electronic commerce between the U.S. government and its many suppliers. ♦

employee Bryan Russell, the Camp Arifjan X-ray technician is very excited about the new machine and stated that it will dramatically improve the quality of care for soldiers fighting in Iraq and stationed at Camp Arifjan. Russell is the lead contingency planner currently serving

a four-month tour in Kuwait.

Camp Arifjan supply personnel are now fully trained on how to acquire reusable equipment and are anticipating the arrival of an EKG machine and various pieces of optical equipment. ♦

# DSCP Customer Operations Directorate Aids DCST

By Christina DiMemmo  
Defense Supply Center Philadelphia  
Public Affairs Office

**W**anted: a person willing to work at least 12 hours a day seven days a week, spend months away from home in a foreign land and live in the desert.

Help wanted ads that read like that might not get too much attention outside of the Department of Defense. Of course America's military members are used to such grueling requirements but it's not too often that civilians volunteer for such a mission. That's why the Defense Logistics Agency's support team is so unique.

The DLA Contingency Support Team consists of volunteers from all of the DLA field activities. Currently, there are two teams made up of 28 DLA employees forward deployed with the warfighter in the theater of operations within Uzbekistan and Afghanistan. The teams troubleshoot logistics snafus, expedite orders and generally make sure the troops have all the support they need. They address all classes of supply issues, hazardous waste/excess material disposal and other concerns identified by the warfighter.

Two employees from the Defense Supply Center Philadelphia's Customer Operations Directorate recently joined the ranks of the Agency's DCST volunteers. Dewey Darley, a customer account specialist, recently returned from Uzbekistan. Terri Knutson, also a customer account specialist, recently

left Philadelphia for a five-month stint in the same location.

## Vietnam Veteran Forward Deployed with Troops

After spending months in the desert, Darley made one poignant observation: There are no camels. At least he didn't see any. What he did see, though, brought back memories of his two and a half years spent as an aircraft mechanic and forward air controller in the Army while stationed in Vietnam. "My most memorable DCST experience happened when I saw the 82nd Airborne Division getting all geared up and ready for war," said Darley. "It made me think about my time in

the military. It really makes you recognize and appreciate the youth of our country. War is definitely a young person's game."

With over 20 years of experience either being a warfighter or supporting them, Darley seems a natural fit for the DCST. He was the first Class I specialist deployed to support DCST members in Uzbekistan. "I like supporting the troops . . . that's what we're here for," said Darley. "The team knows how the military operates and how the supply line works. By being a part of the DCST, you get to see the supply chain at work."

Although Class I specialists represent subsistence items, Darley also



Dewey Darley (second from left) poses for a photo during a site survey with the Command Joint Task Force 180. The group is responsible for ordering food to sustain troops deployed in Afghanistan and Uzbekistan. The survey was to evaluate the ongoing improvements and inventory practices of the Class I site at Bagram Airbase in Afghanistan. (Photo courtesy of Dewey Darley)

acted as an expediter for all nine of the commodity groups. "If there's a problem anywhere in the pipeline, we're there to recognize that and explain it to the customer," he said. All DCST members locate DLA products and services that customers are having a hard time finding. They also help the military to organize their own inventories.

Being able to visit with the people who are doing the fighting was a very rewarding experience for Darley. "I visited prime vendors and customers in different areas throughout the Middle East. I spent most of my time appreciating what they are doing and being proud that I'm supporting them by supplying the warfighters with the basic necessities," said Darley. "Nobody could complain about eating bad. Subsistence is doing a wonderful job feeding the troops," he added.

In fact, Darley was impressed with the DSCP items he used on a daily basis during his time in Uzbekistan. "We actually got to test out a lot of the equipment we buy

for the troops," he said. "That ECWCS [Extended Cold Weather Clothing System] sleeping bag is excellent. I used it when it was two below zero!" Darley also lauded the trousers and parka that are another part of the ECWCS managed by DSCP's Clothing and Textiles Directorate.

With such grueling hours, DCST members generally don't get the opportunity to see much local culture. In fact, it can even be difficult keeping track of what's happening at home. "I have the privilege of working with an awesome section," said Darley. "They took care of my family and made sure that everything was going good for them and that they didn't lack for anything while I was gone. Colonel Degraphenreid & Pat Panzera did the real team thing. They called to check up on my wife, Leslie, on a regular basis. They were also there for me when one of my brothers passed away over the holidays." Air Force Col. Robert Degraphenreid is director of DSCP's customer operations directorate.

Panzera is deputy director of the directorate.

### Changing of the Guards

Now that Darley has returned to his regular duty station in Philadelphia, a colleague has taken his place within the DCST. Terri Knutson said that she liked the idea of traveling and wanted to view the logistics supply chain from the field perspective so she would know how to better serve the customer. "I am looking at the experience as a learning adventure," she said. "I am told the personnel I will be working with are the best." On that point, DeGraphenreid completely agrees. He thinks the DCST members are doing a great job. "I think it shows a whole lot of patriotism for civilians to step up and do that," he said. "You have civilians leaving their families for six months to serve the warfighters deployed in the deserts of the Middle East. It says a lot about a person who is capable of lending that kind of support to America's fighting forces." ♦

## From the Field: Q & A with DCST Member

By YN2 Michael A. Leach, USNR  
DLA Public Affairs

**D**efense Logistics Agency Contingency Support Teams are DLA's ambassadors overseas. When requested by the geographical combatant commanders, DCSTs deploy to theaters of operation to directly support the deployed warfighter by offering on-site and immediate logistics support. DCST members include a cross-section of DLA – active duty, reserve or civilian – all hand-picked for their skills and knowledge. The DCST is the single point of contact for all combatant commands for all the classes of supply and services provided by DLA. Some of the functions that a DCST provides include: liaison officers; materiel management representatives; distribution management representatives; disposal reutilization and marketing representatives; and fuels management representatives.

Since 1990, DLA has deployed nearly 40 DCSTs, to Bosnia, Kosovo, Haiti, Egypt, Korea, Australia, Uzbekistan and Kuwait.

This online interview is with Cmdr. Thomas McGrath, USNR, a supply corps officer deployed to Prince Sultan Air Base (PSAB) in the Kingdom of Saudi Arabia. He is deployed as part of Operation Enduring Freedom. PSAB was the Headquarters for Operation Southern Watch that was the watchdog for the Iraqi No-Fly Zone after the Gulf War in 1991.

### What service are you providing on behalf of DLA in Saudi Arabia?

I am currently serving as the Commander of a small DCST-Defense Reutilization and Marketing Service contingent providing support to the U.S. Air Force in closing the Defense Reutilization and Marketing Office yard at PSAB, ensuring all haz-

ardous waste is properly disposed of, all property accounted for, and that de-militarization of sensitive equipment which cannot be removed from the base is accomplished. The goal is to ensure that this material is rendered incapable of harming Americans.

### ***Was this your first deployment?***

This is my first deployment as a member of the DLA Joint Reserve Forces, and first as a member of the Naval Reserve. During my active duty career I deployed twice to the Mediterranean Sea as Assistant Supply Officer onboard USS AINSWORTH (FF-1090).

### ***How have you integrated with other key members who are deployed?***

My role here at PSAB in representing DRMS and DLA has been extremely challenging, and rewarding. PSAB is the last major U.S. military presence in the Kingdom of Saudi Arabia. The closure of the U.S. portion of this base is a highly politically sensitive event for both our military as well as the Saudi government. In order to carry out my duties for DLA/DRMS at PSAB it has been essential that I become engaged with the Commander and Vice Commander of the 363d Air Expeditionary Wing, representatives of the U.S.

CENTCOM Friendly Forces Coordination Cell in Riyadh, representatives of the Royal Saudi Air Force, as well as subject matter experts from DLA, DRMS, and DRMS International. Accomplishing our de-militarization mission at PSAB has required tremendous cooperation from U.S. Air Force personnel. Despite a full schedule of time-sensitive, base closure related activities, members of the U.S. Air Force 363d AEW Civil Engineering Squadron, including firefighters, and heavy equipment operators have assisted the DRMS team in destroying over 800 pieces of military equipment. In recognition of the Air Force team's cooperation, I presented 15 letters of appreciation on DLA-DCST letterhead to members of the 363d AEW Civil Engineering Squadron and their Commander.

My DLA teammates: Roscoe Davis (DRMS civilian), Sgt 1st Class Leticia Knerr, and Sgt. Tom Marcum (both U.S. Army Reserve) have done an outstanding job integrating with the U.S. Air Force. Within five days of our arrival at PSAB, the DRMS team took over operation of the DRMO yard, enabling the Air Force to send six active duty personnel home, and reassigning three others to different logistics functions at PSAB. Knerr, and Marcum have worked extremely well with their Air Force counterparts. Knerr and Marcum's establish-



*Members of the DLA-DCST team at PSAB (left to right) Sgt. Tom Marcum, Sgt. 1st Class Leticia Knerr, Cmdr. Tom McGrath and Roscoe Davis, stand in front of the burning hulk of an armored personnel carrier. The APC was one piece of equipment the team demilitarized.*

ment of key relationships at the non-commissioned officer level has allowed us to accomplish our mission. Both Knerr, and Marcum were recognized for their efforts by the Commander of the 363d AEW Logistics Readiness Squadron when he presented them with his "Commander's Coin" at a squadron cookout we all attended.

Davis' years of experience in DRMS have been a tremendous asset to our team, he has helped us reach back for the subject matter expertise and support from the headquarters level, and has been instrumental in the day to day operation of the DRMO.

Other DRMS team members worked at PSAB in establishing our agency's initial presence in early July 2003. They included Gayden Woodson, Linda Lamphear (DRMS civilians), and SK2 Shaun Fossum, USNR. Woodson is a DRMS Southwest Asia Service Manager based in the United Arab Emirates, and travels throughout the area of responsibility. Lamphear, and Fossum are members of the DRMS Mission Team, and have moved on to assignments at Camp Arifjan, Kuwait.

### ***Please explain the one key event or task that highlighted for you – more than any other – why DLA people need to deploy.***

Accomplishing the de-militarization of over 800 pieces of military equipment in this part of the world is a major accomplishment, and has given our team a tremendous amount of satisfaction. Thanks to our team's efforts, we can be certain that this

material can never be used against American forces, or civilians by terrorists or unfriendly governments.

### ***How does the work you did during this deployment differ from the work you do for DLA at home?***

As a unit commanding officer, through our training at DRMO Fort Campbell, Ky., and Naval Reserve Center Memphis, my job is to ensure that unit members are trained to carry out the DRT mission in a deployed environment. Actually personally experiencing the challenges of deployment, has given me a much greater appreciation for the most critical aspects of our training, and mobilization readiness. After this deployment I feel that I will be much better able to support and prepare my unit members as they deploy in for DLA and DRMS in the future.

### ***What has been most enjoyable about this deployment?***

I have enjoyed working in a "joint" environment.

For the first time in my career I have worked with the Air Force, and led a team of Army NCOs and DRMS civilians. It has been a great learning experience, and a lot of fun.

### ***What would you like to say to other DLA people and colleagues who might deploy?***

Any DLA people who are getting ready to deploy must take the time to take care of their families first and foremost. Make sure wills, powers of attorney, family care plans, life insurance, financial plans, dependent ID cards, and all other family readiness matters are squared away BEFORE you leave home. Get in good physical condition before you deploy. Afternoon temperatures in Saudi Arabia average over 120 degrees in the summer months. Get in shape, use sunscreen, and drink plenty of water. It could save your life. Remain flexible: things rarely go as planned, deployers should be prepared to adapt and adjust to a very fluid environment, and have fun overcoming the challenges. ♦

## **Depot Safety Training is “Hands-On”**

*By Jerri Taylor  
Distribution Operations 2nd Shift Manager  
Defense Distribution Depot Susquehanna*

In May, the Distribution Operations 2nd Shift supervisors at Defense Distribution Depot Susquehanna, Pa., conducted a "New Employee Safety Seminar" for 63 employees. Supervisors and managers developed the class by selecting the topics and designing hand-outs. The training was designed to be primarily "hands-on" using several innovative instruction methods across eight training stations inside the Eastern Distribution Center.

The training began with an introduction and overview of agency and employee responsibilities with regard to safety. Each employee was given a candy bar in order to divide them into distinct training groups; The Milky ways, The Twist Bars, The 3 Musketeers, and so forth. Each group was provided a map of the demonstration stations along with handouts in booklet format. Each station was marked using a multi-wall box annotated with a large numbers one through eight. As each employee completed one of the hands-on demonstrations he was given a bright colored sticker. At the next station the employees who

did not have a bright sticker were chosen for the hands-on demonstration. By "tagging" participants in the various demonstrations everybody was ensured to take a turn and was actively involved.

The training took two hours to complete and was well received by employees and supervisors. The participants favored the hands-on approach compared to more traditional classroom lectures. Employees made suggestions for future topics and supervisors provided the shift manager with suggestions on how to do it better next time. Deb Fetterolf from the Safety Office supported the seminar from concept to execution, which was really appreciated.

Supervisors provided training and demonstrations on the following subjects: Chalking Trucks/Dock Plates/Dollies, demonstrated by Denis Stout; Stretch Wrap Machine, demonstrated by Joe Perko for Ed Bechtel; Knife Safety, demonstrated by Harold Beers; Eye Wash, demonstrated by Janice House; Forklift Safety, demonstrated by

Dan Strausbaugh; Tow Cart/Emergency Stop/Conveyor Safety, demonstrated by Gary Ziegler; Foot Safety, demonstrated by Larry Adleblute; and Lifting, Pushing, Pulling, demonstrated by Ron Craine. ♦



*Larry Adleblute discusses safety shoes and ANSI standards. The steel toe shoes he had were not ANSI standard, he had employees hit them with the hammer to see what would happen.*

# DLA Tackles Preventable Accidents

By Susan Herbert  
DLA Support Services  
Safety Branch Chief

**S**erious accidents at the Defense Logistics Agency were slashed in half from fiscal 1994 through 2002, but now the Agency needs to buckle down and cut its accident rate by another 50 percent to comply with a directive from the secretary of defense.

In a letter stressing the importance of reducing preventable accidents, Donald Rumsfeld said world-class organizations do not tolerate preventable accidents. He challenged all Department of Defense organizations to reduce the number of mishaps and accident rates by 50 percent during the next two years.

The defense secretary has a champion at DLA -- Vice Director Maj. Gen. Mary Saunders. Agreeing with Rumsfeld, she said, "Our accident rate is too high. Safety managers should get on their commander's agenda and make sure they understand what the action plan is and talk to them about their accident rates. We have to do a lot better job of taking care of our people and preventing accidents."

Saunders noted that DLA has a \$27 million workers' compensation bill, "and that is a lot of people out for extended periods of time on workers' compensation," she said. "Employees are trying to do the right thing. They are trying to do the mission. They've got all this work to process, and they're in a hurry. In the end it doesn't help because they've got all this work and they're not working."

The DLA Support Services Safety and Health Office has devised a plan intended to keep Agency organizations focused on the Safety and Occupational Health Program. The plan emulates best business practices and focuses on four key areas:

- ❑ Management commitment and employee involvement;
- ❑ Activity program analysis such as developing systems to measure safety and health performance;
- ❑ Safety and health training; and
- ❑ Hazard prevention and control

Management commitment means that employees have the resources needed to do their job safely. For example, they have the personal protective equipment they need, they are trained in how to use it, and they wear it. Employee involvement means employees participate in safety program reviews, analysis and decision making. They demonstrate responsibility for their own safety and that of fellow workers.

Activity program analysis means DLA has developed systems to measure safety performance. The action plan has a tracking tool that will be used to track safety and health program performance starting in fiscal 2004. DLA also uses the Safety and Health Information Reporting System for accident reporting and hazard record keeping.

Safety training is another factor contributing to good safety performance. The Occupational Safety and Health Administration requires training in many areas. The DLA Safety and Occupational Health Training Plan was issued in June. It describes training requirements based on job functions and assignments. DLA will use the plan to help develop a work force that is well educated and trained in safety and health matters pertaining to their job. When using the plan, supervisors will receive information needed to ensure employees' individual development plans accurately reflect the training required for their tasks. The plan will also provide training coordinators with information they need to ensure employees are scheduled for training required by their jobs and by regulation. Joan Burton at the DSS Health

and Safety Office, (703) 767-6300, has copies of the plan.

Hazard prevention and control is the final component of a safety program. Many of these practices are taken from best business practices of private industry. Industry leaders found that putting them into practice reduced accidents and increased productivity. An example is a job hazard analysis. This analyzes each step of a job to identify hazards and protective measures to prevent injury, illness and property damage. With a job hazard analysis, supervisors and employees can team up and analyze a work site or process, looking for hazards.

When asked how DLA employees can prevent injuries, DSS Director Richard Connelly replied, "Accident prevention is everyone's business. Report all hazards to your supervisor. Do a daily inspection of your work-site, looking for problems and then take steps to get them corrected.

"It's not business as usual in safety," he said. "We have to change the culture in safety. We can be DoD leaders in safety."

Connelly added, "When an accident occurs, report it promptly to your supervisor. Supervisors need to take corrective action to prevent recurrence of mishaps. Share information about accidents and corrective actions.

Any accident is one accident too many, as DLA Director Vice Adm. Keith W. Lippert stated in his safety and health policy letter to all employees. "When any DLA employee -- regardless of whether that person is a senior manager or the newest hire who works in the warehouse -- is injured or becomes ill, we have lost the services of a vital member of our team," Lippert said.

He, along with Saunders and Connelly, emphasized that DLA needs to take care of its people and prevent accidents with everyone working together to reach that goal. ♦

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# DDCT Implements Safety Center

**D**efense Distribution Depot Corpus Christi, Texas, had some important questions to answer: What can we do to help reduce the anxiety of trying to find proper emergency equipment, information and protective gear when an emergency does occur? How can we make it easier for the employees to get to whatever they need quickly, without having to go to several different areas in the work center to find it?

There were a number of suggestions for answers, but one idea stood out. What if there was one area in every work center designed specifically for employees to get emergency equipment and information quickly and easily? Thus, the concept of the "Safety Center" was born.

"The DDCT staff are very safety conscious," said Lt. Col. Teodoro Velazquez, USA, Commander DDCT. "Implementing a Safety Center is an excellent idea from an excellent team.

Everyone at DDCT is trying to work safer and smarter every day."

The original idea discussed and sketched was to create a large board, paint it a florescent green and hang small wire baskets for various equipment and emergency information; such as gloves, goggles, safety glasses, emergency manuals, phone numbers, and a first aid kit. The board then would be centrally or strategically placed so that everyone would be able to see it and know immediately where to go to get what they needed.

In emergencies, every second counts. Whatever the situation, being able to get the right equipment quickly to handle emergencies makes a great difference in how fast the emergency can be mitigated. Having safety glasses or goggles and proper gloves handy in case of a chemical spill could make the difference in how big the spill gets or how quickly it can be cleaned up, or it

may reduce the risks of injury for the employees exposed.

The Safety Center makes it easier for the work force to get to emergency supplies and information when an accident occurs or when an unexpected crisis develops.

The value of that networking paid off at DDCT when the Safety Center concept was shared with management and a decision to implement it at the depot was made. During the initial development of the center, before it was fully completed, an accident occurred in the DDCT open storage lot, someone cut their hand.

Immediately, the supervisor went to the prototype safety center for the emergency first aid kit. When talking to the supervisor after the incident, he agreed that the Safety Center was the first thought he had when he needed help and he knew immediately where he could get it. ♦

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# DLA Launches First-Rate Orientation Program for New Employees

By Kristin Guss  
DLA Public Affairs

**S**tarting a new job is always challenging, but beginning in July newly hired Defense Logistics Agency workers had an easier time, thanks to an enhanced orientation program for new employees. The program is part of DLA's Model Workplace Standard Best Practices initiative. The Agency aims to be an "employer of choice" for prospective job seekers.

The impetus for the new program was the 2002 employee climate survey. Survey results showed a need for a corporate approach that delivered a consistent message and created a positive first impression for newly hired employees at all levels of the organization. The purpose is to effectively communicate the Agency's values, vision, mission and strategic goals to incoming staff members.

The team of specialists from the DLA Training Center, which produced the program, first researched current

programs and processes at DLA headquarters, field activities and customer support offices. Their study revealed that employee orientation procedures varied greatly.

The specialists then benchmarked best practices used by highly effective companies and organizations such as Rutgers University; Massachusetts Institute of Technology; Nextel; other government organizations; and USAA, a large insurance company that specializes in providing financial services to current and former military personnel and their families. Drawing on the results of their research, the team then created an orientation program designed to make employees feel at home and help them become productive as quickly as possible.

Careful orientation of new employees has been found to pay off in the long run. Research shows that new employees who go through a structured orientation program are 69 percent more likely to be with the company after three years. Employees carefully oriented to both the company and the job also reach full productivity two months sooner, and training time is reduced by as much as

See Orientation, page 16

50 percent. The new orientation program is designed to reap these benefits. Karlon Roop, program manager in DTC, says this program “will create a positive first impression on new employees and form the foundation of a positive work experience as a DLA team member.”

The program takes a comprehensive approach by focusing not only on the new employees’ first day on the job but also on the period before the persons report to work and on their first few weeks with the Agency. Shortly after civilian employees are notified they have been selected to fill a position, the employees will receive a packet of information in the mail. The packet will contain items such as a DLA welcome letter, orientation information booklet, video about DLA, DLA identification badge clip with lanyard, copy of the DLA Strategic Plan 2002-2007 and copy of the DLA Enterprise-wide Communications Plan, all packed in an attractive fabric briefcase bearing the DLA logo.

Most of the forms new employees need to complete as a part of in-processing are available on the DLA human resources Web site <http://www.hr.dla.mil/hroc/inprocessing/inproc.htm>. As a part of their orientation, employees may complete forms at home or at the work site during in-processing, depending on individual requirements. The DLA Training Center will maintain the basic information and individual items that go into the packages. They will partner with the Human Resources Customer Support Offices in Columbus, Ohio, and New Cumberland, Pa., to ensure job offer letters, local information specific to the activity and blank forms are provided.

To standardize orientation programs across the Agency and simplify first day in-processing, a specific set of procedures has been devised. Human resources representatives at the location will be responsible for making sure new employees get the necessary badges and vehicle registrations and for providing information such as maps and guides to

the installation and the local area. Supervisors will be expected to provide information on duties and performance requirements and to discuss individual development plans with their new staff members.

An important feature of the new program is the use of sponsors, a strategy borrowed from both the military and private sector. Supervisors are encouraged to appoint a voluntary sponsor for each new employee to help him or her learn the ropes during the first few days and weeks on the job. Sponsors are staff members who have had at least six months’ experience in DLA, have strong interpersonal skills and can explain the goals and objectives of the Agency and activity in which they work.

The new program has received approval from DLA Vice Director Maj. Gen. Mary Saunders and is being briefed to leaders at DLA activities around the world. DTC staff members have also coordinated their efforts with CSOs, labor relations and military personnel. After the plan is implemented, the forms Web link will be upgraded to allow monitoring of forms completion and perhaps electronic signature. The DLA orientation information booklet has also been added to the human resources Web site. Currently, the Web site contains a wealth of human resources information for current and prospective employees on topics such as benefits, training, employee relations and human resources initiatives.

“DLA leaders realize that the Agency’s strength lies in its employees,” said Roop, the program manager in DTC. “So, this program is a step toward boosting morale and retaining staff members. DLA is a world-class provider of logistics services, and DTC is supporting the mission by implementing this program to help build a world-class work force and help DLA become an employer of choice.” ♦

## DLA Training Center Gives College Credit for Courses

By Richard Nuffer  
DTC Columbus

**T**he Defense Logistics Agency Training Center located in Columbus, Ohio, now provides college credit or continuing education units for 25 courses. DTC has become certified by the American Council on Education (ACE) to provide college credit on two courses and by the International Association for Continuing Education and Training (IACET) to provide continuing education units (CEU) on 23 courses. Students can request that any ACE credit be applied toward a college degree. Both ACE credits and CEUs can be applied toward many certification programs completed by DLA employees. These programs

require a certain amount of training to become certified, then additional training to retain the certification. For example, successful completion of the “Hazardous Communication Standard” course can be applied toward the continuing education requirements for Certified Hazardous Material Handlers.

DTC is the major proponent of functional training in DLA. The center will train over 9,000 employees in 2003 and manage over 500 Agency interns. Through certification by ACE and IACET, their training development process and delivery methods have been certified as meeting some of the highest quality standards. To be certified by ACE and IACET, DTC underwent a rigorous scrutiny process to verify com-

pliance with the highest course development and delivery standards including proven research-based criteria created in cooperation with the Department of Education. To complete each process took several months. DTC prepared many documents and hosted onsite verification audits. Among other things ACE and IACET looked at the DTC organizational structure, course development process, course delivery process and methods, staff selection and qualifications process, internal management controls, support staff, measurement and assessment, and record keeping.

DTC is currently authorized to provide four hours of college credit for the "DLA Supply Management Course" and for the "Statistical Quality Control Course."

The following acquisition and contract management courses are IACET certified: Contracting Officer's Representative (COR) Refresher; Contracting Overview; DLA Simplified Acquisition Procedures; Long-Term Contracting Types and Strategies; and Unlocking Contracting Issues.

These environmental protection/hazardous material courses are IACET certified: Buying Green: A Multifunctional Approach to Pollution Prevention; Hazard Communication Standard; Safety and Health for Handlers of Hazardous Material and Hazardous Waste; and Storage and Handling of Hazardous Materials (IVT).

These general courses are IACET certified: Basic Blueprint Reading; Defense Supply Center Interface; Governmentwide Commercial Purchase Card; and Train the Trainer.

These logistics support courses are IACET certified: DLA Customer Assistance Logistics; DLA Security Assistance/Foreign Military Sales (SA/FMS) Management; DLA Supply Management Overview; and Inventory Management Refresher.

These quality assurance and technical functions

courses are IACET certified: Drawings, Dimensions, and Tolerancing; DSC Quality Assurance (S61); ISO 9000 Applications; Metallurgy and Material Sciences (S50); Specifications and Standards (S60); and Technical Functions Overview—T02.

The International Association for Continuing Education and Training (IACET) is a non-profit association dedicated to quality continuing education and training programs. IACET certifies education providers that meet strict continuing education guidelines that were created in 1968. IACET certification is the standard learners seek to ensure quality. IACET's Criteria and Guidelines are the core of thousands of educational programs worldwide.

The purpose of the American Council on Education (ACE) is to help people obtain academic credit for formal courses taken outside the sponsorship of colleges and universities. The program is national in scope: ACE coordinates activities of 20 state affiliate educational organizations to establish a system of evaluating formal courses offered by other organizations.

Employees who successfully complete ACE and IACET certified courses can receive verification of credit by requesting a transcript from the DTC Registrar's Office (614) 692-5969. Additional information on each of the courses can be found at the DLA Human Resources Web site [www.hr.dla.mil/](http://www.hr.dla.mil/). ♦



## Automated Recruitment and Staffing System Improves Hiring Processes

**T**he Defense Logistics Agency has begun implementing a new automated recruitment and staffing system that reduces the time and effort involved in filling Agency vacancies and simplifies the application process. The new Web based system is called the Automated Staffing Program, or ASP.

The core of ASP is an automated rating tool called Resumix®. Using

artificial intelligence and a large grammar base, Resumix® "reads" resumes, extracts skills, and rates applicants against the skills required to perform successfully in the job. In addition to Resumix®, ASP includes new features such as a resume builder, a job application submission tool, and an on-line referral certificate for selecting officials. It also updates features currently used by applicants such as

the job search tool, email vacancy notification, and on-line application status. By using the latest technology, ASP reduces many of the labor-intensive processes for recruitment and makes filling positions faster, more efficient, and more responsive to customer needs.

Vickie Schoonover is one of the ASP trainers from the Customer Support Office in Columbus. She says that

managers like the new system capabilities. Employees in her class have been telling Schoonover that it's about time. "Employees tend to be very anxious about applying and quite content with this automated feature, as opposed to manually completing an application. They also like the fact that they can work on their resume from anywhere, save the resume, and apply on-line without being at the mercy of the Post Office's schedule."

Joe Simonelli, a new user from Columbus said, "I have not applied for a job in quite some time and dreaded the thought of having to go through the whole application process. I was pleasantly surprised to discover that ASP is a pretty painless process. Using the new system is like going to the dentist and expecting that you will have to undergo a root canal. But you find out that the tooth can be saved without having to undergo one."

Phased implementation of ASP began in June 2003. Currently, ASP is only used to fill non-bargaining unit positions and positions recruited through our delegated examination unit. In addition to an automated system check, the "how-to-apply" section of the Job Opportunity Announcement will let applicants

know if a specific JOA is covered under ASP. Servicing Customer Support Offices will coordinate ASP training sessions and local implementation schedules with their customers. In addition, they will continue to advise and work with employees, supervisors, and managers to ensure a smooth transition.

Answers to frequently asked ques-

tions about ASP can be found on the DLA Human Resources Web site ([www.hr.dla.mil](http://www.hr.dla.mil)) at <https://sec.hr.dla.mil/apply/FAQ.htm>. DLA employees can also get more information by contacting their servicing Customer Account Manager. Contact information for CAMs can be found at <http://www.hr.dla.mil/cntctus.htm>. ♦



Vickie Schoonover, an ASP Trainer, helps Suelin Turner become familiar with the new Automated Staffing Program recruiting and staffing system.

## DAPS Provides Quality Customer Service to AETC

By Keith Beebe  
Document Automation & Production Service  
Corporate Communications

The Oklahoma City, Okla., Office of the Document Automation & Production Service provides services to military customers in Oklahoma, Texas, New Mexico, Kansas and Missouri. One of its key customers is the U.S. Air Force's Air Education and Training Command (AETC), headquartered at Randolph Air Force Base, Texas.

In support of a Memorandum of Agreement between DAPS and the Air Force, AETC components are establishing Service Level Agreements with DAPS at the base level. AETC consists of 13 bases, more

than 66,000 active-duty members and 15,000 civilians responsible for the recruiting, training and education of Air Force people. The command includes the Air Force Recruiting Service, two numbered air forces and Air University. AETC has bases in several states many which are supported by DAPS office group facilities in the Oklahoma City, San Diego and Pensacola offices' area of operations.

Fred Rosin, deputy director of the DAPS Oklahoma City Office, but located in the same San Antonio area as AETC headquarters, is the principal DAPS customer relations manager for AETC, which is represented by John Nelson, chief of multimedia and publishing. Rosin makes it easier for Nelson to work with DAPS by providing one focal point to deal with all DAPS

offices with AETC bases in their area. DAPS liaisons are also available to work with local AETC bases, as required. As part of a continuing customer relationship management effort, a video teleconference is held every two months among representatives from DAPS Headquarters in Pennsylvania, DAPS Oklahoma City, AETC, and Air Force Headquarters to ensure quality customer service. Support issues are discussed and relayed to the appropriate DAPS Offices for resolution.

The DAPS and AETC communications interaction is an excellent example of the types of relationships DAPS establishes with its military service customers. "I especially like being able to deal with one individual at DAPS who can then assist us with issues that arise throughout all of our bases," said Nelson. "That type of support helps us get our recruiting, training and education missions accomplished more effectively." DAPS has implemented a strategy for Customer Relationship Management that surrounds customers like AETC with services at many levels of interface to better understand demand fulfillment, performance value preferences and to educate and advise on the best solutions for printing and document automation services.

One of the main projects DAPS is supporting is the networking of more than 200 Multi-Function Device machines at the AETC headquarters and throughout Randolph Air Force Base. The MFD can copy, scan, fax and print, all on one device. The base-wide DAPS Equipment Management Service contract for Randolph AFB is estimated to save nearly \$1 million dollars over the life of the contract versus the use of separate scanners, copiers, fax machines, stand-alone printers and the associated supplies needed to make them work. A similar DAPS Equipment Management Service contract for Laughlin Air Force Base, Texas, is estimated to save more than \$750,000 over the life of the contract.

DAPS is also assisting AETC with doing business electronically through its recently upgraded DAPS Online service. Customers can be at their desktops and submit their service requests through a Web-based, electronic ordering tool. Document files can be submitted to the customer's local DAPS facility for printing, reproduction, conversion to other digital format or storage of multiple documents on a Compact Disc for easier distribution and retrieval. If an AETC customer requests it, DAPS production managers can send documents to other DAPS locations worldwide and have the finished job available for pickup or local delivery. DAPS is implementing a roll-out plan to provide access to DAPS Online for all its customers, including all AETC locations, in the continental United States and overseas.

DAPS accepts various forms of customer funding including Military Interdepartmental Purchase Requests (MIPRs), lines of accounting and government credit cards to pay for an order through its online service. During the registration process, the customer notes which funding source will be used and can approve the funding before work is done. This flexibility helps to get the project completed quickly and accurately. DAPS customers at Laughlin Air Force Base are very satisfied with this capability and have advocated its use to other AETC personnel.

DAPS, headquartered in Mechanicsburg, Pa., provides document automation products and services to the Department of Defense and designated federal activities, including imaging and conversion of documents to electronic media, digital warehousing, and distribution of digital and hardcopy information. It is the single manager for all DoD printing and duplicating. DAPS is also the executive agent for the DoD specifications and standards program and the designated focal point for document conversion technology. ♦

## NCB College Mixes Challenge with Opportunity

By Tim Hoyle and Michael McCarthy  
*Defense Logistics Information Service*

Learning more about the codification process and from each other seemed to be the most common goal of the students who began the 4th annual NATO Codification Bureau College in August at the Hart-Dole-Inouye Federal Center in Battle Creek, Mich. The 13 international students graduated from the NCB College in October.

The Defense Logistics Information Service sponsors the eight-week course, held at the Hart-Dole-Inouye Federal Center, which teaches students how to establish and operate a national cataloging system for their respective countries. Members of DLIS perform this service for the United States government, and the course gives them the chance to share their expertise in cataloging and logistics information systems with their colleagues from other nations.

"Our aim is to make this the most

unique program of its kind in the world. We are honored to have shared our knowledge and begun a new style of logistics leadership," said John Zellers, DLIS program manager for the college.

The overall purpose of the college is to expose students, particularly from nations in the process of establishing cataloging systems compliant with the NATO standard, to all the dimensions involved in creating a codification bureau. Additionally, the college allows DLIS instructors to train groups rather

*See NCB, page 20*



*Captain Snezana Marinkovic Olevska from the former Yugoslav Republic of Macedonia helped express her classmates' gratitude to the Defense Logistics Information Service personnel who served as instructors and mentors during the 4th annual National Codification Bureau College.*

than individual nations as they did before the program began.

DLIS Commander Col. Joseph Cassel Jr., USMC, told the students that they now have an important role as "advocates" in their respective countries for international logistics. "You have to take back your knowledge, and you have to be the one who explains why this is good and why it's important," Cassel said.

"This is a great place to make contacts, both among the people involved in NCS [NATO Codification System] in the United States and the international students," said John Holland, who manages task issue for the United Kingdom's Ministry of Defence. Holland manages a \$5.8 million operation that issues work to codifiers and manages National Stock Number (NSN) requests.

Holland had the chance to exchange ideas with fellow students from Bulgaria, Estonia, Korea, the Former Yugoslav Republic of Macedonia, Malaysia, Poland, Philippines and Taiwan. He has only been involved with codification for two years himself, but his country has long been a part of

NATO and a user of the NATO Codification System.

Estonia, on the other hand, is just getting its bureau established. Major Raul Kutt, a logistics advisor for Estonia's Ministry of Defense is looking forward to getting more knowledge about NCS.

"The biggest challenge is to survive the eight weeks," Kutt said. "There have been so many briefings already and it has only been two days," he said at the start of the course in August.

"We have been using NCS since 1981," said Malaysian Air Force Lt. Masawandi bin Othman, a logistics officer. "It is not really used in other areas of the government and it would be nice to see it expanded to other areas."

Colonel Zbigniew Swiatnicki, a professor at the Military University of Technology in Poland and director of the Institute of Automation and Logistics was at NCB College because the institute is establishing a codification training program. "The system is being expanded in Poland. We are at a starting point."

Lieutenant Colonel Plamen Dattchev Petkov from Bulgaria attended in order to gain information that will help

implement NCS, "We want to have access to NATO items and the college gives us this chance."

For some students, this is their first visit to the United States, for others like Swiatnicki, who has a sister living in Chicago, this is not their first time here. "I've been in the U.S. five or six times," said Swiatnicki, who listed Florida and St. Louis as places he's been. "I like Michigan. It's very similar to Poland. There's lots of green and the weather is similar." Swiatnicki noted that at one time Detroit was the destination for many Polish immigrants.

Captain Snezana Marinkovic Olevska from the Former Yugoslav Republic of Macedonia noted one major difference. "One of the big differences between here and home is that at home I don't use the air conditioning very often. I use the air conditioning when it is 100 degrees. I'm cold when the air conditioning is running here." Olevska did, however, come prepared for the worst, "When I did research, I thought it might get cold in September. I brought my winter jacket."

The students have not had much time to see the sights, but they have all noted that Battle Creek seems to be a nice, peaceful place.

"It is a lot busier in Seoul where I am from," said Dong Ok Lee, a civilian cataloger. "Here [in Battle Creek] there's not as much traffic or noise. That's good."

Some of the students shared their experiences with family members who spent all or part of the eight weeks with the students. Holland planned a two-week stay for his wife and child. "It will be a holiday for them, but not for me," Holland said.

The hospitality and friendly support offered to their guests by Federal Center employees has been greatly appreciated. "The people here are giving great effort," said Olevska.

Petkov, who was joined by his wife on the trip was also very pleased, "Everything is perfect."

Although the 13 students came from nine different nations and traveled different routes to get to Battle Creek, they quickly became immersed in a new culture along with the NCS standard. ♦

# DESC Alaska Conducts Operation Cool Barge 2003

By Sgt. 1st Class Richard B. Knapp  
Defense Energy Support Center Alaska

**O**peration Cool Barge is an annual resupply mission supporting U.S. bases along the Alaskan chain of Aleutian Islands. Barge movements of jet fuel, motor gasoline, and diesel are procured under the Defense Energy Support Center's Posts, Camps & Stations (PC&S) program. The fuel deliveries are made during Alaska's most agreeable season – summer. Still, weather conditions and sea states create challenges for meeting schedules and receiving product.

Quality remains a major concern for fuel provided to Kodiak, King Salmon, Shemya, and Attu Islands. In addition to logistical difficulties, several years ago, off-specification JP-8 (military grade turbine fuel) was delivered to customers. An investigation determined that barge compartments were not properly cleaned of their previous product: runway de-icing fluid. As a result, the JP-8 received failed quality requirements for the jet fuel thermal oxidation stability test.

To reclaim the off-spec jet fuel, the JP-8 was pumped through Faudi and Velcon filter systems. The slow, labor-intensive process was made more difficult by Shemya's winter conditions – heavy winds, drifting snow, and frigid temperatures. Future PC&S contracting became free on board destination, shifting responsibility to the contractor. The current barge company, Crowley Marine Services, has a proven history for ensuring quality of delivered product.

For 2003, the first JP-8 delivery to Eareckson Air Force Station at Shemya provided a good example of the ongoing effort involved. Shemya Island is 3.5 miles long by 1.5 miles wide and 1,300 miles west of Anchorage. Safety of the barge at the Shemya's pier is dependent on wind direction, as evidenced by reminders lying along the shoreline. To the south: a fuel barge lies rusted and half-buried in the sand, beached during its maiden voyage. To the north: a fishing boat rests on the rocky shore after losing power and running aground before the Coast Guard could rescue it.

After loading in Anchorage, Crowley's Barge 360 was pulled westward along the Aleutian Islands to Shemya. Waiting on shore were quality assurance representative Bill Ketcherside and Sgt. 1st Class Richard Knapp of DESC Alaska, ready to check the quality of the product and to assist the customer.

Jet fuel thermal oxidation stability test apparatus was on site to verify the product was on-spec before and after receipt. This customer assistance is provided because of the remote location, the seasonal window for shipments, and in reaction to past quality problems.

Once quality was verified, the discharge began. Halfway through the discharge, shifting winds and sea swells forced the barge to move to safer waters. After three days of circling and approaching the pier, the barge berthed and finished discharging its cargo. Quality for the JP-8 received was verified, and the delivery was accepted by the Air Force as complete.

Still, Shemya's unpredictable weather and forces of nature delayed departure from the island. Even when winds and visibility were manageable, another complication arose – the scheduled C-130 flight was cancelled for mechanical problems. The extra four days allowed for sightseeing as it exists on Shemya – beachcombing (while avoiding areas of unexploded ordnance), viewing wildlife (fox, fur seals, sea birds), and dodging rain showers.

In contrast, the second Cool Barge shipment in August went like clockwork. As handled by quality assurance representative Scott Marcinkowski, the barge arrival, discharge operation and travel to and from the island experienced no delays.

Cool Barge 2003 saw 4.3 million gallons of JP-8 delivered to Defense Fuel Support Point Eareckson at Shemya. DESC Alaska looks forward to meeting any challenges Shemya holds during future barge seasons. ♦



A Crowley tug pushes Barge 360 to the pier.

# DSCC Restoration Project Deemed 'Beautiful'

By John Foreman  
Defense Supply Center Columbus  
Public Affairs Office

To the uninformed, the streamside renovation area along Mason Run may look like an overgrown patch of weeds, but to the experts from the Ohio Department of Natural Resources, the plants introduced in summer 2002 are thriving. In June 2002, volunteers from almost every organization on the

Defense Supply Center Columbus installation, the Audubon Society, The Lepidoptera Society, local high school environmental groups and the Ohio Department of Natural Resources planted 2,600 plants that are native to Ohio.

Mason Run flows from north to south through DSCC. Through the years, the stream had been taken over by plant species that are not native to the area. The volunteers rolled up their

sleeves to do something good for the environment.

Laura Roth, from the Odor's Division of Wildlife, and Lisa Bowers from the Division of Forestry, visited the site a year later and gave it two thumbs up. "What people think are overgrown plants are actually many of the species planted last summer," said Roth.

"We have mountain mint, two types of native milkweed, black eyed Susans, asters, echinacea (coneflower) and big blue stem grasses that are thriving here," she added.

The two experts noted that the renovation site is a natural setting along the streambed and is not supposed to look like a manicured flowerbed.

"Many of the plants are in bloom right now, such as the black eyed Susans and the coneflowers. Others will bloom in the fall, providing continuously blooming plants throughout the growing season for butterflies and other wildlife," said Roth.

"Right now you're attracting songbirds with the seeds from the grasses, and the flowers are attracting butterflies, hummingbirds and other wildlife species. Plus there is bioengineering going on. These plants are filtering the water that drains down through this area as it moves through this ecosystem and downstream. The seeds from these plants will move downstream and germinate along the lower streambed," said Roth.

Noting the large number of butterflies in the area, Bowers said, "the ledpidoptera (butterfly) society has got to be very pleased."

Other than the influx of some minor bindweed, hemlock and crown vetch, the two experts said the site looks beautiful and those who took part in last year's planting efforts should be proud of their hard work.

"For the first year of growth, we're really impressed," said Roth. "We'll keep an eye on the site for future assessments." ♦



Lisa Bowers of the Ohio Department of Natural Resources examines a mountain mint plant at the DSCC streamside renovation site July 15. (Photo by Charles Morris)

# New Approach to Expedite DSCR Superfund Decisions

By Andrew Gootee  
Defense Supply Center Richmond  
Public Affairs Office

**A** new approach will speed up the time it takes to choose the best methods to clean up the Superfund site at Defense Supply Center Richmond, Va.

The three-step approach will provide better guidance on where to place wells that monitor the location and movement of groundwater contamination.

The supply center is a Superfund site due to the disposal of chemical supplies in the 1950s and 1960s.

Cleanup decisions are made after site conditions and the extent of contamination are thoroughly understood. Obtaining the necessary data is a slow and complex process that can take years.

Testing for groundwater flow and contamination involves making educated judgments on where to place testing wells. Installing wells is expensive and time consuming, and collecting groundwater samples is time consuming and tedious. More time is lost mailing the samples in ice to an analytical laboratory and waiting for the results.

Once the laboratory results are received, they may indicate the need for additional wells. If new wells have to be built in better locations, that takes more time and money.

Strategic planning is the first step in the new approach.

The Defense Logistics Agency headquarters and DSCR environmental staffs, along with their contractors, make up the environmental cleanup team responsible for program planning.

A restoration program optimization (RPO) effort was instrumental in the planning process. An RPO team takes an independent look at past data and current processes for all of the environmental cleanup efforts on the center.

"The RPO provides the framework and methods for critically evaluating the performance of the cleanup strategy or technology at DSCR, and in addition provides opportunities to integrate the lessons learned about performance from other sites in order to make better decisions at DSCR," said RPO team member Kinzie Gordon, lead scientist for Mitretek Systems, a nonprofit scientific research and system engineering organization.

One of the goals established in the planning

process was to develop a facility-wide strategy for the center. Each of the current 13 areas of concern on center is required to go through lengthy regulatory steps. Combining these areas, also called operable units, in a technically logical manner would require fewer steps, and therefore less time, to identify and implement cleanup remedies.

"The operable unit strategy originally was put into place to help everyone break down complex environmental concerns into manageable and do-able pieces," Gordon said. "We are nearing the completion of that initial planning task, and now must review and integrate all available information on a facility-wide basis just to make sure that we have the right information to complete the response action process."

A conceptual site model (CSM) was developed to use as a tool in making cleanup solutions. The CSM is a summary of all of the data available to date that has been collected to support the restoration program.

The model shows how and why contaminants move within the site's geologic and hydrologic conditions. Without a good understanding of the relationships between components of the natural system, the follow-on investigations will not come to accurate conclusions, according to Leigh Benson, lead geochemist for Mitretek Systems.

To proceed with the new facility-wide cleanup strategy, the CSM required additional data. The field effort needed to get that data will be collected using the second part of the triad approach, a dynamic work plan.

The work plan is dynamic because a multi-disciplinary team of subject matter experts will use logical decision models based on "if-then" choices to collect data and make sampling decisions at the site. Using the latest data at the site to decide where to put monitoring wells will ensure DSCR has collected the most appropriate data to choose the best cleanup remedies.

Decisions on sampling in the field will be based on the predetermined objective of the investigation and on a set of rules that state how to go from step one to step two in the data collection process. "The pre-approved decision process will allow the field activities to continue without long report preparation and regulatory comment cycles," said Angela McMath, the project manager for MACTEC Engineering and Consulting, Inc., which is doing the field work.

See DSCR, page 24



Environmental scientists (from left) Steve Edlavitch, Jim Delano and James Wallace look at the results from geophysical studies.

The only way monitoring well decisions can be made during the actual field work is to use real-time analysis, the third part of the EPA triad approach.

The cleanup contractors will use innovative equipment that provides real-time analytical results.

This equipment includes direct-push technology that allows samples to be taken and analyzed quickly and allows quick adjustments to monitoring well locations. DSCR also will use membrane interface probes that measure contaminant concentrations in the field.

According to Adrienne Moore, chief of the DSCR environmental office, "The use of new technology

will save considerable time by eliminating the delays between collecting samples and receiving the results back from the lab." Representative samples will be sent to a lab to verify the field results.

Other innovative equipment used to map the subsurface characteristics includes seismic refraction, electro-magnetic sensing devices and ground-penetrating radar.

The field work will continue through the beginning of calendar year 2004. At that point, the technical team expects the conceptual site model will be complete enough to begin evaluating cleanup remedies. ♦

## New Command Established Stands Up in Hawaii

By Rob Crawford  
DLA-P Deputy Commander

**O**n Aug. 1, DLA Pacific Hawaii Command was established as a subordinate command to DLA Pacific Korea. The Hawaii Command standup was the final piece of DLA Pacific Region reorganiza-

tion, based on a decision by Defense Logistics Agency Director Vice Adm. Keith W. Lippert in the fall of 2002, designed to improve overall DLA support to the entire Pacific region.

Lt. Col. George P. Sandlin, USMC, was selected as the first

commander of the DLA Pacific Hawaii Command. "I am honored to have been selected as the first commander for DLA Pacific Hawaii, and know that this new command structure provides DLA with optimal command and control to focus in on the day-to-day issues of the cus-

# Improved Customer Support for Korea

By Rob Crawford  
DLA Pacific Deputy Commander

**O**n July 9, 2003, Defense Logistics Agency Pacific Headquarters officially relocated from Taegu, Korea back to Camp Smith, Hawaii. This action was based on a decision by the DLA Director in September of 2002 to position the regional command headquarters in the right location to oversee all DLA activities throughout the Pacific region.

Initially, there were concerns about the impact on the level of support to our Korea customers once the headquarters moved back to Hawaii. This concern proved to be unfounded and all indications show that support to our customers on the peninsula has in fact improved.

How did this happen? To start with, the DLA-P Korea Team was only reduced by three billets so the operational core of the organization remained the same. In addition, Col. Christopher Iskra, USA, DLA-P Commander, created a new Lieutenant Colonel command position in Korea to ensure that there continued to be a DLA command presence on the peninsula.

The first person selected to this new position is Lt. Col. Tom Schorr, USA. "My job is simple," says Schorr. "I am tasked to provide world-class support to all our

customers in Korea. I've been on the job since July 6, 2003, and have learned more about overall logistics management than I have in my previous 22 years in the Army. That's not to say that the Army does a poor job of logistics, but DLA does a superb job of joint support to all warfighters throughout the world. From how manufacturers play into the daily re-supply of the defense system to how those commodities are managed up to the point of sale to the customer, the break down of what

supplies come from what directorates within DLA will make me a much better manager."

"The skills I'm learning in DLA will serve me well when I return to the Army Material Command," Schorr says. "In the future, I envision that all services' logistics could potentially end up being managed by DLA. To that end, this job gives me a head start on the officers from all the services who have not had the opportunity to support customers in a joint environment. Best of all, I have a great team in

Korea. It is easy to see that support to our USFK [United States Forces Korea] customers is the best ever. It was that way before I arrived and the bar has been raised. My goal, during my tour in Korea, is to make things even better." ♦



*Lt. Col. Tom Schorr, USA, is in the new Lieutenant Colonel command position in Korea to ensure that there continued to be a DLA command presence on the peninsula.*

tomers outside of Korea," says Sandlin. "DLA is a world class organization dedicated to providing flexible quality support to the warfighter. Along with my sister command in Korea and the DLA Regional Command here in Hawaii, I have no doubt that the superb team of logisticians DLA has assembled for me to lead will continue to provide world class logistics support to the customer and search for innovations to improve support provided."

Sandlin, a native of Denver, Colo., was the Director of Facilities for Marine Corps Bases Hawaii before coming to DLA. He has a Bachelor of Arts degree from Rockmont College, Colo., as well as Master's degrees from National University (1989), and the Air War College (2001). His previous assignments include several supply, logistics, and engineering positions in the Fleet Marine Force and in California, Virginia, and Japan. ♦



*Lt. Col. George P. Sandlin, USMC, is the commander of the DLA Pacific Hawaii Command.*

# DocAccess Online is DAPS Online

By Keith Beebe  
Document Automation & Production Service  
Corporate Communications

The Document Automation & Production Service, headquartered in Mechanicsburg, Pa., has completed testing of a new version of its Web-based DocAccess Online program, already a hit with customers as a fast, easy and efficient way to conduct business with DAPS. DocAccess Online can be reached through the DAPS Website at [www.daps.dla.mil](http://www.daps.dla.mil).

The new Version 9 also heralds a change of the program's name to DAPS Online as part of a marketing strategy to further encourage the use of doing business electronically. The DAPS Jacksonville, Fla., office was the first test site. The office group's customers in Florida, Georgia, South Carolina, Puerto Rico and Guantanamo Bay, Cuba, have been using the new DAPS Online since July 22, 2003. The DAPS Norfolk, Va., office, serving customers through its facilities in Virginia, North Carolina, Tennessee, Kentucky and West Virginia, was also a test site and was next to offer use of the new version. DAPS has been implementing a roll-out plan to provide access for all its customers within its 11 office groups in the continental United States and overseas.

DAPS Online promises to vastly improve the online experience for both customers and production personnel. The visibility to status during demand fulfillment is much easier. The customer receives an e-mail confirming the order. A link is also included to allow the customer to check the status of a job. Cost estimates are avail-

able online and even the final bill arrives via e-mail. The most important capability in the new version will be the interface with the Defense Working Capital Fund Accounting System (DWAS). Accounting information will now be captured as the customer enters the order instead of having the entry done by DAPS personnel. This saves valuable time and improves the billing process, the most requested improvement asked for by customers.

*"DAPS Online is so convenient and easy to use. Uploading is fast and the e-mails keep us up to date on document status."*

*-- data manager,  
NAS Jacksonville*

The first users are already providing valuable feedback on the functionality of the new version. This comment is from a data manager at Naval Air Station, Jacksonville, Fla.: "DAPS Online is so convenient and easy to use. Uploading is fast and the e-mails keep us up to date on document status".

DAPS accepts various forms of customer funding including Military Interdepartmental Purchase Requests (MIPRs), lines of accounting and government credit cards to pay for an

order through DAPS Online. During the registration process, the customer notes which funding source will be used. This flexibility helps to get the project completed quickly and accurately.

As with previous versions, customers can be at their desktops and submit their requests online. Document files can be submitted electronically to the customer's local DAPS facility for printing, reproduction, conversion to other digital format or storage of multiple documents on a Compact Disc for easier distribution and retrieval. If the customer requests it, DAPS production managers can send documents to other DAPS locations worldwide and have the finished job available for pickup or local delivery.

DAPS production managers will use the system to manage the workflow throughout their entire multi-state office group area or to interface with other office groups worldwide. DAPS Online contains reporting capabilities to look at all the jobs in progress, forecast production times and redistribute the workload to other facilities as required to meet customer requirements.

Additional services will be available in fiscal 2004. DAPS Online will soon provide online proofing to allow a customer to see exactly how a document will look once printed. A portable document file (or PDF) will be generated by the actual production system used in the DAPS facility. The customer will receive an e-mail notification with a link to view the proof online and can then inform DAPS to proceed with final production or note any needed changes. ♦

# DRMS Keeps the Customer Satisfied

By Kathy Hausknecht  
Defense Reutilization and Marketing Service

As throughout all Defense Logistics Agency activities, the Defense Reutilization and Marketing Service in Battle Creek, Mich., is moving toward becoming a customer-focused organization, and apparently it's working well.

## Easy-to-use system and impressive employees

"In 27 years in the workforce, I have not encountered a government entity that has been as efficient and had as nice and knowledgeable people," wrote Norman Feinberg, U.S. Navy, Facilities Maintenance Division, Pensacola, Fla. Feinberg is a contracting officer representative who procures equipment used to maintain the grounds of three nearby bases and a naval hospital. He recently took the time to let the DRMS commander know about the excellent customer service he has received.

"I have been using your system throughout the world and I have been VERY impressed," Feinberg said in an e-mail. "From the ease of access to the simplicity of the system. I am even MORE impressed by the people I have spoken with."

Rip Maurin, a retired Navy master chief is director for the company contracted to perform the grounds maintenance and also uses the DRMS Web site. After determining an item is required, he prints it out and forwards it to Feinberg.

## Navy rep procures DRMS equipment from around the world

Feinberg has worked with Defense Reutilization and Marketing Office employees in Germany, Korea, Japan and throughout the continental United States to secure items such as tools, lawn equipment and gloves. In the four months that he had been using the DRMS Web site to search for property, Feinberg estimates having saved more than \$500,000. Before Feinberg purchases equipment, he now queries the DRMS site first to view what is available.

"All I have to do is punch in a word like 'bobcat' into the computer and it shows if any equipment is available and where it is located." Feinberg said. He then discusses the actual condition of the property with DRMO personnel who can clarify that "Yeah, this is good, or, no, this is junk." Often, a photo of the item is e-mailed to Feinberg.



Norman Feinberg (left) and Rip Maurin stand near several pieces of equipment they have received through DRMS. Feinberg has saved nearly half a million dollars by procuring items such as the bush hog, tractor, and water buffalo (pictured above) from DRMOs throughout the world.

Feinberg is pleased with the equipment he has received. He mentioned that they used a reutilized "bush hog" recently to mow the air landing fields. "Having this equipment allows us to do our job so much more efficiently," he said.

The contractor's mechanics shop is located on the naval base, so it is easy to make simple repairs. "If there's a \$20,000 piece of equipment and all that's wrong is a starter missing, that's something I can fix," he continued.

## Spotting a find in Germany

Much of the equipment used for maintaining the grounds or doing light construction requires batteries to start it. Feinberg was delighted to spot 130 car-type batteries located in Germany in new condition on the Web. Because the batteries are not needed immediately, they are being shipped low priority - meaning that the next time a shipment is headed toward Florida from Germany, the batteries will be added.

Ironically, Feinberg was first familiar with DRMS in 1964 while in the Navy and then again when he was involved in the now-defunct Naval Air Depot and submitted property to DRMS. Now, Feinberg is at the other end of the supply chain and procuring some of that property with the help of the Internet.

"I just want to reiterate how helpful everyone at the DRMO has been," Feinberg said. "The system appears to be working really well." ♦

# DSCP Supplier says 'Good Enough Isn't'

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

**A**t Federated Wholesale Inc., headquartered in Atlanta, Ga., Tammie Kiker has built a small, woman-owned business that understands the importance of having a plan, particularly when it involves providing top quality products in a timely manner.

Her approach to running her business is the result of a highly developed network of doing business with reliable companies that provide the 25 or so different products needed to assemble health and comfort packs for America's forces. Federated, which has been involved in the comfort kit industry for about 12 years started doing business with the U.S. Defense Department about six years ago. The company's other customers include veteran's hospitals and the American Red Cross.

The Health and Comfort Packs (HCP) are designed to provide forward area troops with the everyday non-food necessities they need for their health and comfort when the exchange system or local stores are not available to them. While the contents may change some based on field surveys, the basic list of items generally remain the same.

"If the Defense Department calls Federated, we know we're going to war," said Tammie Kiker, Federated's owner. "The health and comfort packs take care of basic physical needs but what it does for their souls make them stronger. We get a lot of letters from soldiers saying seeing a certain product reminds them of home. It makes them feel like somebody cares."

There are three types of HCPs.

Type I prepackaged HCP bags, which are suitable for both men and women, include toothbrushes, toothpaste, shaving razors, and soap. The intent is to supply 10 individuals for 30 days. Each shipping container contains 10 prepackaged polyethylene bags with a drawstring closure containing a designated quantity of 14 items for issue to 10 individuals.

The Type II bags are targeted to supply 10 females for 30 days.

Its contents include sanitary napkins, personal hygiene body wipes, and hairbrushes. The Type III is a washcloth-sized personal hygiene body wipe. Its contents are intended for use by 10 individuals, male or female.

In support of Operation Iraqi Freedom, Kiker said Federated did about \$4 million worth of sales in health and comfort products in one month where normally it would take about four years.



During a rest break from rappelling drills, a member of Fort Benning's A Company 1/19th inspects some of the items contained in the Health and Comfort packs provided by Federated Wholesale Inc. The company annually provides Type I, II and III health and comfort packs under various contracts with the Defense Supply Center Philadelphia's subsistence directorate. Federated is a small, woman-owned business based in Atlanta.

“Once they [the Defense Supply Center Philadelphia] awarded us the contract they sent us orders on a daily basis specifying that they needed the supplies within 10 days,” she said. “That’s how much more work had to be done because they needed and wanted everything now. It got to the point to where it wasn’t about business, it was about making sure the product got to the soldiers.”

“We normally give Federated about a 30-day lead time to begin delivering,” said Bill Woltjen, a contracting specialist in the DSCP subsistence directorate. “The volume that we hit them with during the early phases of Operation Iraqi Freedom caused Federated some challenges but they did a good job in meeting an accelerated delivery schedule.”

“When we were first awarded this contract, there was the initial feeling of exhilaration, of pride that a small, woman-owned business would have this opportunity to help fulfill the troops’ needs,” noted Helene Tisdale, the company’s contract coordinator. “There were some conflicts because of how soon the kits



*From left, Nancy Ochoa, Leticia Tritan and other co-workers put the finishing touches on the Type I health and comfort packs. During the height of America’s involvement during Operation Iraqi Freedom, Federated Wholesale did about \$4 million in sales in just one month. By comparison, it would take about four years for Federated to generate this amount of sales of health and comfort packs in support of America’s forces.*



*Tammie Kiker (right) talks with suppliers while workers pack components that are used in the health and comfort packs. Kiker is the owner of Federated Wholesale Inc. (Photos by Frank I. Johnson, Jr.)*

were needed and where they had to go, but in the end the troops got quality products, and they got what they needed.”

While there’s nothing like recognition and a few pats on the back for a job well done Kiker said that her satisfaction comes from knowing that she’s helping to make life a little easier for America’s forces and for its veterans.

“I don’t ever want this company to be satisfied with just good enough,” she said. “We are a company of choice for the Veteran’s Administration and the Defense Department. We’re here to stay.” ◆

# DSCC Specialists Check Customer Inquiries Worldwide

By Dan Bender  
Defense Supply Center Columbus  
Public Affairs Office

**F**our customer account specialists at the Defense Supply Center Columbus, Ohio, are the center's first link to Navy customers around the world who have questions about an order.

Carol Burford, Diane Raye, Anna Pino and Kathy Oberst are customer account specialists in DSCC's Maritime Customer Operations Directorate. Their job is to receive and process changes, updates or cancellations of customer orders, correct order errors, check stock availability and expedite the processing of orders for emergency situations, among other responsibilities. Using SAP information, they navigate through all three supply centers within the Defense Logistics Agency to resolve customer needs.

"These CASes [customer account specialists] are usually the first contacts customers have with a Business Systems Modernization team member," said Debbie Haven, the Customer Facing

Division chief in Maritime Customer Operations. "They have the important mission of interpreting the data the customers will see and explaining organizational changes to them."

"What we try to do is give them as much information as we can as fast as we can," said Raye, who works foreign military sales.

"We do a lot of research and a lot of analysis to determine what, if any, problem there is with a shipment," said Pino, a 10-year DSCC associate whose major customers as part of the Maritime Maintenance Branch are Navy shipyards. "We work reactively in that regard, but we also work proactively with our supply planners and procurement people to get orders filled."

Oberst, a 23-year DSCC associate, described the position as a combination of an item manager and expeditor. "Right now we're working a lot on reducing backorders," she said.

Raye, a DSCC associate since March 1985 who worked in the Directorate of Corporate Information before joining Maritime last year, said business has picked up since

Operation Iraqi Freedom began. "We are still busy trying to catch up," she said. "This is an area where we have a lot of work to do."

"This position takes patience and a high level of energy," Haven said. "All four of our first line CASes are enthusiastic and enjoy providing support to their customers ... they routinely perform miracles."

Burford, a 32-year government employee who works in the Operations Branch, said she enjoys working with the customers and talking to different people. "It makes you feel good when you are able to help them get something they need quickly," she said.

Pino said she, too, enjoys interacting with her customers and supporting the warfighter. "I'm part of not only DSCC, but also that military customer," she said.

Oberst said she saves copies of e-mails from satisfied customers thanking her for answering a question or expediting a part they need. "It makes you feel good and it gives you a lot of job satisfaction," she said. ♦



Maritime Customer Operations Directorate customer account specialists (from left) Carol Burford, Anna Pino, Kathy Oberst and Diane Raye receive and process order inquiries from Maritime's Navy customers around the world. (Photo by Dave Benzing)

# Contract Benefits Employees and DCSR

By Scott Andreae  
Defense Supply Center Richmond  
Public Affairs Office

A team of 13 Defense Logistics Agency recruiters traveled to Puerto Rico last fall to visit universities there in search of potential DLA employees. The team members are part of DLA's Recruitment, Employment and Advancement for Latinos (REAL) Program.

The largest federal contract for employment of people with disabilities in Richmond, Va., is at Defense Supply Center Richmond.

About 70 people work at DSCR under contracts for janitorial services, grounds keeping and emergency radio dispatch. The contracts are with the Richmond Area Association for Retarded Citizens, administered through NISH (previously called the National Industries for the Severely Handicapped).

One of the biggest benefits of the contracts is to the people with disabilities, according to Kimberley Jeremiah, vice president of development for the Richmond Area ARC.

"They're so excited to have a chance to prove themselves. They feel so comfortable in this environment," Jeremiah said.

The workers in many cases have not had jobs previously, and now are earning decent wages and paying taxes, said Ken Childers, director of the Richmond NISH office.

ARC worker David Hummel, who is 19, likes to take girlfriends to the movies. Malcolm Washington, 22, is making car and insurance payments. Chris Mattox, 30, has his own apartment.

Mattox's parents, Carol and Phil Mattox, said they and other parents of the disabled appreciate the

employment programs because the programs allow employees to make their own way in the world.

"We want them to be independent, and as independent as they conceivably can be," said Phil Mattox.

The \$1.7 million janitorial contract has been in place since the fall of 2001. Sixty-three workers vacuum floors, collect trash and stock restrooms across more than one million square feet in a dozen buildings.

Under the grounds maintenance contract, worth \$94,000, four workers and a team leader do trimming and weeding. This work is seasonal to augment the

center's roads and grounds crew.

The emergency radio dispatch contract is for \$89,000. Two people work on the day shift to dispatch vehicles and maintain the police blotter.

The employment program recruits workers, trains them and provides long-term assistance. "The ARC is a turnkey operation," Childers said.

The ARC has job coaches and provides assistance

with transportation, health care and child care.

"The person comes first. The disability is something they have," Jeremiah said.

The contracts with DSCR are administered as preferential set-asides in the Javits-Wagner-O'Day Program. That program creates jobs and training opportunities for people who are blind or who have other severe disabilities, empowering them to lead more productive and independent lives.

The Richmond ARC also has employees at Fort Lee, Va., three military reserve centers and the 192nd Fighter Wing of the Virginia Air National Guard. In private industry, ARC employees provide assembly and packaging services for several companies with facilities in Richmond. ♦



Richmond Area ARC employees (from left) Chris Mattox, David Hummel, onsite manager Virginia Wooten and Malcolm Washington share a laugh. (Photo by Scott Andreae)

# Norfolk Leaders Hail DLA's War Support

By Jim Katzaman  
DLA Public Affairs

**D**efense Logistics Agency Director Vice Adm. Keith W. Lippert had “a very productive and informative trip” in July 8-12 when he visited Norfolk, Va., collecting praise from warfighters along the way.

His itinerary included stops with customers in Norfolk and conducting the change-of-command ceremony at Defense Distribution Depot Norfolk, along with the retirement of Capt. Jim Hagarty, USN.

Lippert also spoke at a Fleet and Industrial Supply Center luncheon, Supply Corps breakfast for more than 250 fleet- and shore-based Supply Corps officers, visited FISC Norfolk, and

received a lessons learned briefing on Operation Iraqi Freedom from Military Traffic Management Command. He ended his trip by participating in the USS Ronald E. Reagan commissioning.

“I spoke to the customer support representatives and customers,” Lippert said. “We talked about gathering as much advance warning for the inventory control points as possible on constitution of the weapon systems and fleet. The CSRs and customers were very complimentary of the ICP [Inventory Control Point] Call Center across the Agency.”

The director also heard from other commanders in the Norfolk area, and they had upbeat words about DLA's performance during the Iraq conflict.

“The fact that no one was talking about logistics during the Iraq war

shows what a huge success logistics was,” said Rear Adm. James M. Zortman, commander of Naval Air Force, U.S. Atlantic Fleet.

“DLA provided really good support to the Air Combat Command. Whatever we needed DLA came through,” added Brig. Gen. Michael A. Collings director of maintenance and logistics at Headquarters Air Combat Command, Langley Air Force Base.

“All in all,” Lippert said, “I received many good comments on DLA support from all our customers.” He was especially pleased about an endorsement from a Naval Air Force, U.S. Atlantic Fleet supply officer who said, “When I need a DLA item moving quick, I go to my CSR.” ♦

# DESC Missile Fuels Provides Customer Outreach

By Charlene F. Smoot  
Defense Energy Support Center  
Missile Fuels

“I didn't know that there's a government organization that buys rocket propellants, space-related chemicals and gases for the Department of Defense.”

The personnel at the Defense Energy Support Center Missile Fuels Commodity Business Unit often heard that statement when first participating in the annual Joint Propulsion Conference and Exhibition. With industry changes, all but current customers lost sight of the unique products and services. But, that has now changed. The missile fuels business area, transferred from the Air Force in 2001, has an on-going strategy to assure that the DoD and other customers are well acquainted with the outstanding products

and services available.

So, how do you “market” missile fuels products and services? You go where the users are, attending and exhibiting at specialized conferences and meetings like the Joint Propulsion Conference held in Huntsville, Ala., in July, to meet current and potential customers face-to-face. This event attracts participation from propellant users and program managers in DoD, other government agencies and the commercial space industry. This allows the team to reach and interact with a wide customer base to create and maintain positive relationships. Team members attend presentations on major research focusing on propellant work with rocket engines, satellite thrusters and new fuels for the future. Networking with conference attendees yields not only new programs and potential new users, but also provides the opportunity to keep customers informed. Other conferences



From left, DESC Missile Fuels team members Charlene Smoot, Mike Miller, and Lt. Col. Joseph Brezovic, USAFR, with visitors from Vandenberg Air Force Base.

attended include the National Space Symposium, which offers high-level visibility with policy makers and program managers to assure the DESC Missile Fuels' Team recognition early in program development.

To remind customers of the Missile Fuels mission well after meeting, the team provides the Missile Fuels Reference Guide, which includes product and ordering information along with other useful information particular to individual products. The guide has expanded to a Compact Disc format to include transportation and packaging services, "Frequently Asked Questions" and links to the DESC Web site. Customers now request and share the guide with others in the

industry. For new potential customers, brochures provide a good overview of our products and services. Several organizations request to have these popular items on hand for distribution, like the Commercial Space Transportation office at the Federal Aviation Administration.

To further remind customers of the Missile Fuels business, promotional items with DESC contact information are distributed, such as pens and calculators, a hit among rocket engineers. A popular item is the laminated ID tags with launch photos personalized with the customer's own business card. Some customers actually comment they just call the number on the tag to contact their DESC Missile Fuels point of contact. The best networking attraction is the drawing from collected business cards for a SR-71 mahogany airplane model.

Business cards are also used to monitor attendance and interest at the Missile Fuels exhibit booth, as well as to touch base with potential customers after the conference is over.

By engaging the industry at conferences like the Joint Propulsion Conference, DESC Missile Fuels not only gains customers, but also learns customer needs in terms of improved performance and reduced hazards, and is able to stay on top of new products and new applications. DESC Missile Fuels can assure that the logistical infrastructure is in place to support the customer with what they need, when they need it. It all comes down to reaching out to the customer and providing good customer service. ♦

## Suppliers, DSCC Officials Learn from Each Other at Conference

By Dan Bender and Debi Hybert  
Defense Supply Center Columbus  
Public Affairs Office

**T**he 2003 Defense Supply Center Columbus Suppliers Conference provided a springboard to build stronger communications and working relationships in the future between DSCC and its suppliers, DSCC Commander Rear Adm. Linda

Bird, USN, said in her closing remarks.

The two-day conference, which concluded Aug. 27, allowed DSCC senior leaders and associates and suppliers to gain a better understanding of each other's needs and concerns.

Bird said she had hoped to achieve three goals during the conference – inform, listen and collaborate – and believed they had been met.

See Suppliers, page 34

"I think we gave you a good take on our business profile and our processes and where they are going," she said.

She said she had received a lot of valuable input from people at the conference. "Thanks to all of you who came and spoke to me," she said. "I've got a long list of ideas based on what you told me."

Bird announced that another suppliers conference will be held next year. "This is not the end, this is just the beginning," she said. "We have our challenges laid out in front of us and we have lots of ideas.

"This is just the start of building our alliances and our relationships," she stated.

She made her remarks after a cross-talk panel that ended the second day of the conference. The panel featured DSCC senior leaders who answered questions from the suppliers. The day also included breakout sessions and featured speakers that included Dr. Keely Croxton of the Fisher College of Business at Ohio State University, who spoke on "Keynote Aspects of

Supplier Relationship Management;" Scottie Knott, deputy director of Defense Logistics Agency Logistics Operations (J-3), who spoke on the transformation upon which DLA has embarked in Supplier Relationship Management; Ronald Poussard, deputy director of Defense Acquisition Regulations System, who spoke on improving the contract process for suppliers; Col. Milt Lewis, USA, director of DSCC's Land-based Weapons Systems Group, who spoke on "lean supply;" and Ann Bradway, director of DSCC's Maritime Supplier Operations Directorate, who spoke on "The Supplier's Role in Warfighter Readiness."

Suppliers said the event was valuable for them in making personal contact with the DSCC associates with whom they work to meet the needs of the warfighter.

"Businesses make their living meeting and talking to other people and learning from them," said Millard Jernigan, vice president of Science and Engineering Services Inc. in Huntsville, Ala. "Having a face-to-face relationship is worth a lot in business."



DSCC associate Dennis Wondal (right) converses with Jim Trela, a sales manager with National Fuse Products at the DSCC Suppliers Conference. Next to Trela are National Fuse Products employees Mike Graham and Rick Vertocnik. (Photo by Dan Bender)

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“We like to meet our customers,” said Robert Welther, sales and marketing director for King Nutronics Corp. of Woodland Hills, Calif., which has a contract with DSCC to supply calibration equipment to the military. The conference provides an opportunity “to put a face to a name and meet people you talk to a lot over the phone and also to find out what we can do to support the warfighter better,” he added.

Dennis Wondal, a contract specialist in the DSCC Commodity-Based Application Group, made contact with representatives of National Fuse Products of Rocky River, Ohio, at the conference.

“There’s a lot of people I do business with here,” Wondal said. “That’s one of the reasons I wanted to come. You get to see people face to face and eye to eye and converse with them.”

Jernigan also said the conference workshops and presentations provided valuable information

on new technology being implemented by DLA.

“Government procedures are continually changing, like Business Systems Modernization for example, and industry representatives need to attend conferences like this to maintain currency on what’s happening,” he said.

Mike Fauris, a supervisory contract specialist in DSCC’s Procurement Group who was one of the conference’s coordinators, said the contractors especially liked the networking aspect of the conference.

“I wanted them to get face time and get their questions answered while they were here,” he said.

Fauris said he hoped the suppliers learned two major points while they were at the conference. “One, I wanted to let our suppliers know how we’re going to change to a supplier and customer-facing unit. But most importantly, I wanted them to know how much their support of the armed forces means.” ♦

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## DLA Corporate Planning Directorate Hosts 2003 Planning Conference

By DLA Europe

**D**efense Logistics Agency’s Corporate Planning Directorate hosted DLA’s 2003 annual planning conference in July. DLA Vice Director Maj. Gen. Mary Saunders, opened the conference and said the Agency expected conference attendees to participate in and recommend how DLA will transform to meet future customers’ expectations. She stressed that attendees must read DLA’s stakeholders’ and customers’ strategic planning publications to understand how those stakeholders and customers transform themselves in the future.

“The conference continues to present the latest status surrounding DLA’s strategic plan, balanced scorecard, business plan and performance measurement aspects of DLA’s Strategic Management System process,”

according to Anthony Lee, DSS program analyst and project officer. One of the conference’s highlights was having Allan Banghart, director of enterprise transformation, give a crowd-enlightening presentation of DLA’s transformational initiatives.

During the conference, attendees received presentations on many planning projects and transformation initiatives taking place within DLA. Most notable were the Agency’s logistics transformation initiatives by Banghart; DLA’s e-Workplace by Rex McHail; program management evaluation by Dave Falvey; customer relations management by J.J. Miller; and implementation of a two-year planning, programming, budgeting and execution process by Tony Poleo.

About 60 working-level planners from DLA field activities and headquarters directorates attended or participated in the

two-day conference. Feedback from attendees’ showed they appreciated the support and participation Saunders provided to the planning conference and the information received on the status of DLA’s transformation projects.

The planning conference was “Overall, fabulous,” said Liz Hoffman, of the Policy Office in the DLA Quality of Life Directorate.

“Very informative conference for me. Helpful, useful, timely. I will bring home valuable information to my organization,” said Dan McMorrow of DLA’s Defense National Stockpile Center.

“Based upon strong support from Maj. Gen. Saunders,” Lee said, “the next planning conference will take place on a DLA customer military installation, and based upon feedback from conference attendees will include presentations from DLA customers.” ♦

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# DLA Observes Air Force Anniversary

By Joy Kress  
DLA Public Affairs

**A** celebration marking the 56th anniversary of the creation of the Air Force was hosted Sept. 12 by the Defense Threat Reduction Agency and Defense Logistics Agency at DLA headquarters.

“Remembering the Past, Celebrating the Future” was the theme for the event, which included presentations from DTRA Deputy Director Maj. Gen. Trudy Clark and DLA Vice Director Maj. Gen. Mary Saunders.

Remembering the past, Clark provided an overview of Air Force’s accomplishments since its creation and implementation Sept. 18, 1947, by President Harry S. Truman. “The history of military aviation is so interwoven with the history of aviation itself,” Clark said.

“I cannot hope to do justice to everything that my Air Force has accomplished in the past 56 years,” Clark said. “We have seen the dawn of a decade of the Cold War, and we have seen the end of the Cold War with the fall of the Berlin Wall. We have seen former adversaries become our allies. We have fought wars throughout Southeast Asia in Korea and Vietnam, as well as in Southwest Asia in

the Persian Gulf. Whether hot or cold, the Air Force has played a vital role in each one of these conflicts.”

Clark praised the efforts of active-duty, Reserve, National Guard and civilians for their dedication and sacrifice. “The people at the heart of the Air Force are truly the engine that propels the Air Force to the future,” she said, “Without these dedicated and trained individuals, even the best technology is useless.”

“Our Air Force has done a tremendous job, and after a short 55 years we are just on the front end of the cusp,” Saunders said as she explained what we all can expect from the Air Force in the future.

According to Saunders, the joint task force of the future will excel in information superiority, air and space superiority, peacetime engagement, global attack, rapid mobile ability, agile combat support in all weather conditions with 24-hours-a-day, seven-days-a-week and 365-days-a-year operations for integrated air defense, manned and unmanned, across the services.

Representing the most junior airmen, Staff Sgt. Alexa Schmit, DTRA interpreter center operator for the Open Skies Division, joined Saunders on stage to cut the 56th anniversary cake. ♦

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# Forum Bolsters Need for Knowledge Management at DLA

By Jim Katzaman  
DLA Public Affairs

**A**s the Defense Logistics Agency moves through its early stages of knowledge management development, DLA is reaching out to the private sector to learn from companies and people with experience in the process.

Marsha Harris, a DLA headquarters knowledge management specialist, and Jeff Bower, a Knowledge Management Working Integrated Process Team member from the Defense Energy Support Center, attended the Knowledge and

Organizational Performance Forum held in June in Atlanta.

The forum was an international group of organizations that want to understand and advance how businesses gain value from knowledge and human capital. IBM set up the program in 1999 to research the growing scope and impact of knowledge-related initiatives in the public and private sectors.

“The forum not only addressed the strategic advantages of KM, but had proven KM success stories,” Bower said. “For example, Rob Cross from the University of Virginia presented a case study where KM

was used in connection with the Denison Model to improve operational performance.”

Bower noted that the Denison Model is a leading corporate culture model that DLA is using to chart its progress toward a customer-focused corporate culture.

Forum participants also talked about many knowledge management success stories. They also met in workshops focused on building a case for KM and looked at future KM initiatives.

“Knowledge and information are today’s tools for business operation and decision making,” said Rex R. McHail Jr., DLA

Knowledge Management Program manager, relating how the forum fit into the Agency's KM activities. "Managing knowledge significantly improves human performance, leading to potential savings and competitive advantage."

Because KM is considered by many to be the logical extension of business process improvement, McHail added, "this is an opportune time, with the redesign of DLA systems under business systems modernization, to articulate and scope our requirements."

The Atlanta forum also proved opportune timing for Harris and Bower, representing DLA, to glean whatever insights they could from other participants.

"Successful KM programs should be tied to business strategies, plans and objectives," Harris said, noting that this reflected DLA's own overall approach in the last few years and into the future.

During the forum, Harris and Bower participated in several workshops, each of which showed to them how knowledge management, when developed properly, could vastly improve communication and growth within DLA.

For instance, Harris said, the Building the Business Case for KM Initiatives workshop identified key areas such as calculating return on investment. Qualitative measures developed by each of the groups proved to be the key difference in investment returns reported.

Both of DLA's representatives attended sessions that focused on the capture and transfer of implied knowledge to explicit knowledge. One such session featured Gary Klein, a cognitive psychologist who has studied people who make do-or-die

decisions. He reported on a study of firefighters and nurses assigned to a neonatal intensive care unit. He wanted to see how people use intuition rather than strictly following a manual of standard operational procedures.

"I am sure within DLA there are many employees who have internal undocumented processes that they use within their jobs that could be useful to others," Harris said, tying the session to her own agency. "DLA would also benefit from the information we

*"Knowledge and information are today's tools for business operation and decision making. Managing knowledge significantly improves human performance, leading to potential savings and competitive advantage."*

*-- Rex McHail Jr.*

heard about knowledge retention and preserving critical knowledge. The transformation initiatives within DLA, as well as the number of retirements and potential retirements of key knowledge workers, are good reasons why DLA would benefit from these areas."

Reaching across the sea, the forum also drew in Christopher Hancock, director of knowledge management in the United Kingdom Cabinet Office of the

e-Envoy. He told of his success starting a knowledge management system that enables collaboration and knowledge sharing across government departments.

"He said he started small, which helped change the culture on knowledge hoarding," Harris said. "As people benefited from knowledge-sharing opportunities, other departments sought him for similar opportunities. The knowledge management program grew from people seeking KM, not KM advertising for business."

A final session featured Dr. Bala Swaminathan from the Center for Disease Control in Atlanta. He reported on PulseNet: A Knowledge Network and Early Warning System. He reported success in having decentralized databases and linking federal government agencies, state government agencies and private-sector companies together to partner in identifying the DNA of bacteria.

Related to DLA, Bower said, "PulseNet proved to be a successful model for how multiple organizations can work collaboratively, as well as how processes can be developed to share knowledge across multiple organizations. The same could be said for multiple field activities acting together as one enterprise."

Harris was especially happy to see that KM programs were successful when they were pulled from business functions, not pushed by technology. "KM is also effective when deployed in small increments," she said, which boosted her confidence in the similar path DLA managers have chosen to pursue. ♦

# Lyden Commands Defense Supply Center Richmond

**R**ear Adm. Michael J. Lyden, USN, became the commander of Defense Supply Center Richmond, Va., in July. He replaces Brig. Gen. James P. Totsch, USAF, who had been serving as commander of the center since August 2001. Lyden was previously assigned as executive officer of the Defense Logistics Agency, Fort Belvoir, Va.

Lyden was commissioned an ensign through the Navy ROTC program and entered active duty in 1978. He has held various supply and logistics assignments on ships and shore.

Lyden holds a Bachelor of Science degree in management engineering from Rensselaer Polytechnic Institute and a Master in Business Administration from Harvard University. He is a graduate of the Advanced Management Program at the Kellogg School of Management, Northwestern University.

Lyden's personal awards include two Legions of Merit, six Meritorious Service Medals, the Navy Commendation Medal and a number of unit and campaign awards. He is qualified as a naval aviation supply officer and surface warfare supply corps officer and is a member of the Navy Acquisition Professional Community. ♦



Rear Adm. Michael J. Lyden, USN

## Bird Takes Command at DSCC

By John Foreman  
Defense Supply Center Columbus  
Public Affairs Office

**W**ith all the pomp and pageantry of a Navy-style change of command ceremony, Rear Adm. Linda J. Bird, USN, was piped aboard July 18 and became the 19th commander of the organization known today as the Defense Supply Center

Columbus, Ohio.

During the ceremony, Bird accepted the command of DSCC from Defense Logistics Agency Director Vice Adm. Keith W. Lippert, who officiated the ceremony. Relieved of command was Rear Adm. Alan S. Thompson, USN, who received the Defense Superior Performance Medal.

During his remarks, Lippert said, "Admiral Alan Thompson

was the right person, at the right place, at the right time for DSCC and DLA."

Speaking in a humorous tone and reminding those in attendance that during the last change of command at DSCC, he said, "Al Thompson had some very big shoes to fill – but he has big feet. Linda Bird has equally big shoes to fill – and she doesn't have big feet," said Lippert. "But Linda Bird is

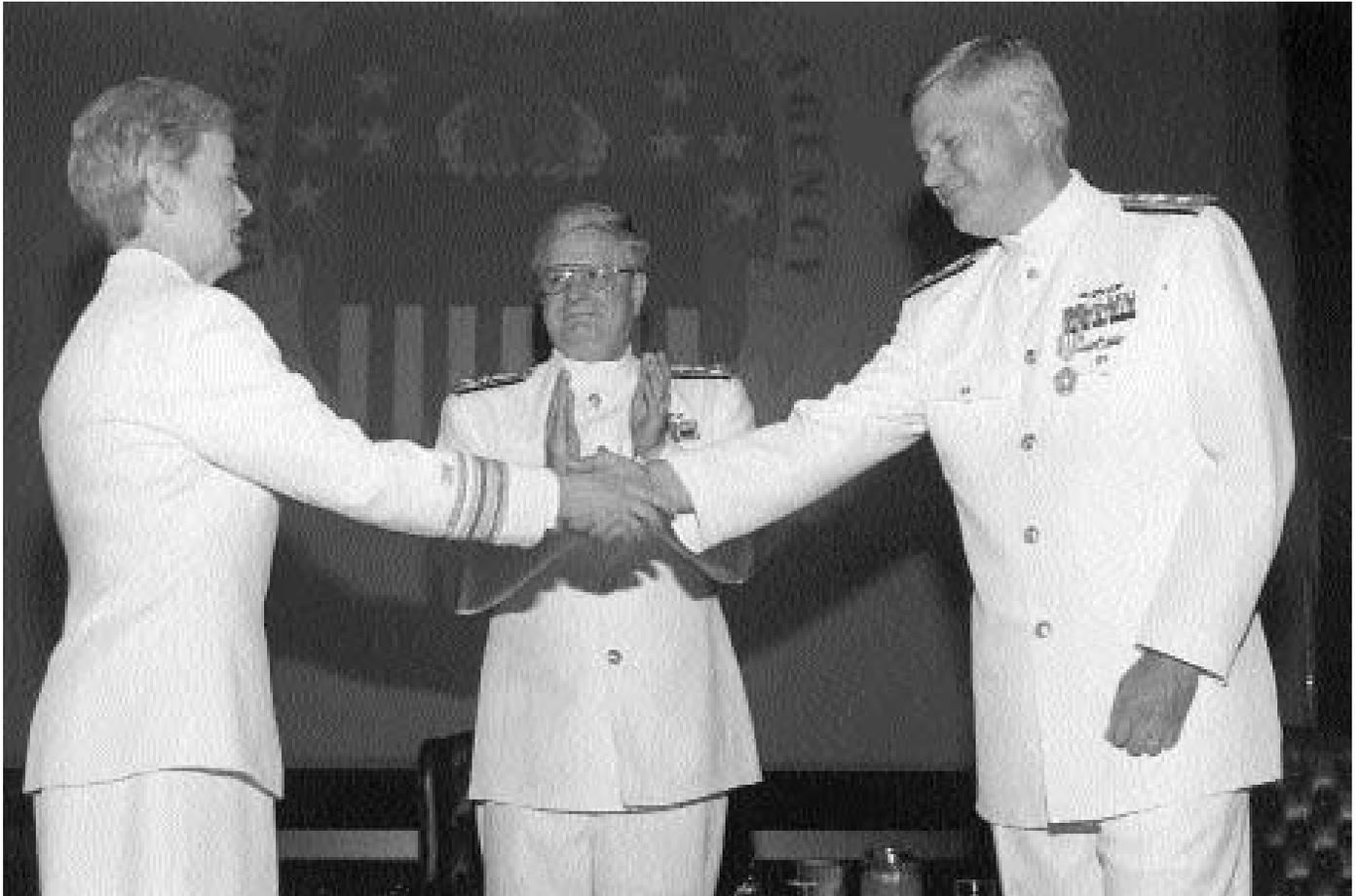
one of the most qualified officers I know to take over this command.”

Thompson thanked all in attendance for coming to the ceremony and said he was honored to have “been in command of the premier inventory control point

in DLA.” He thanked the senior staff at DSCC for their hard work and dedication during his tenure, and thanked his wife for her steadfast support of his career.

After addressing the local dignitaries present, Bird praised all the successful accomplishments

of DSCC and noted the 85-year cooperation and coordination that DSCC has had with the local community. She said she looked forward to working with the DSCC staff. In closing, she emphasized maintaining readiness for the military. ♦



New DSCC Commander Rear Adm. Linda J. Bird (left) shakes hands with Rear Adm. Alan S. Thompson after relieving him of command. Officiating the ceremony, DLA Director Vice Adm. Keith W. Lippert, applauds in the background. (Photo by Charles Moffett)

## O'Donnell is New DRMS Commander

By Kathy Hausknecht  
Defense Reutilization and Marketing Service  
Public Affairs

**C**ol. Patrick E. O'Donnell, USA, assumed duties from Col. John A. Marx, USA, as commander of the Defense Reutilization and Marketing Service during a ceremony Aug. 7 at the Hart-Dole-Inouye Federal Center in Battle Creek, Mich.

O'Donnell becomes the 20th DRMS comman-

der after serving nearly four years as the commander of DRMS International operations. Marx departs DRMS after 26 months as commander, retiring from the Army after 30 years of service.

“I pledge to you my all,” O'Donnell said in addressing the DRMS workforce. “I look forward to standing shoulder to shoulder with you in serving our great nation.”

Maj. Gen. Hawthorne Proctor, USA, director of Defense Logistics Agency Logistics Operations

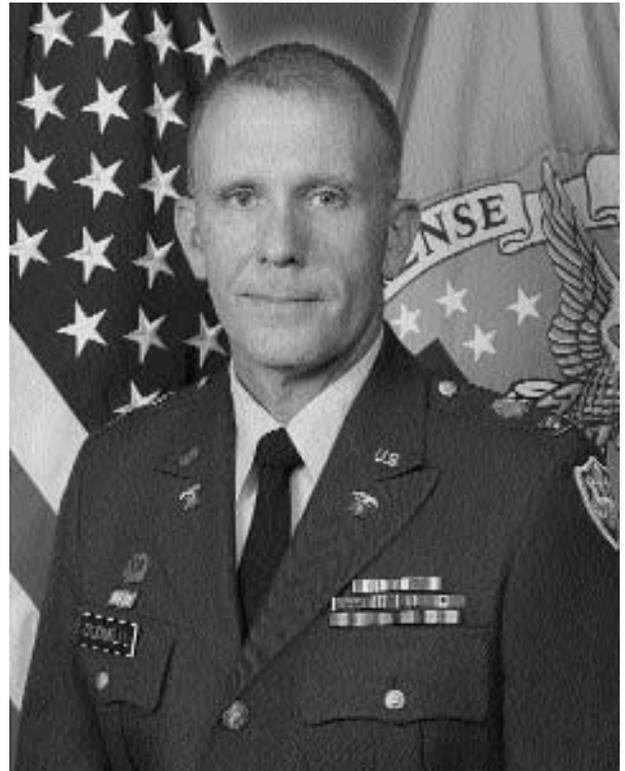
See O'Donnell, page 40

(J-3), who officiated the ceremony, praised outgoing commander Marx for his leadership ability.

“John has what I call the ‘E3’ qualities of leadership: engaged, energetic and empathetic,” Proctor said. He commended Marx for leading a workforce of 1,500 employees located at nearly 100 sites in several states and 14 countries through major efforts to streamline disposal services.

O'Donnell is a Distinguished Military Graduate from Colorado State University. Following his commission in the Quartermaster Corps in 1976, he attended the Quartermaster and Supply Management Officer Course at Fort Lee, Va. He also attended the Quartermaster's Officer Advanced Course, the Command and General Staff College and the Naval War College.

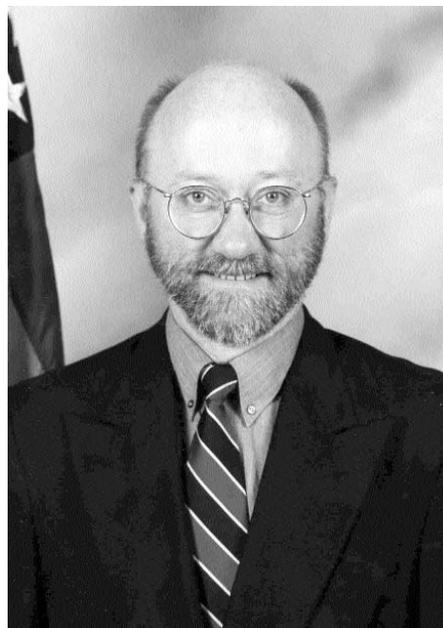
He holds a Master of Science degree in administration from Central Michigan University and Master of Arts degree in National Security and Strategic Studies from the Naval War College. ♦



Col. Patrick O'Donnell is the Commander of the Defense Reutilization and Marketing Service. (Photo by Jace Armstrong, Peckham Industries)

## Wilson is New Director of DLA Enterprise Solutions

**L**arry J. Wilson has joined the Senior Executive Service and has assumed the new position of Executive Director for Enterprise Solutions in Information Operations (J-6) at Defense Logistics Agency headquarters. The Enterprise Solutions organization sustains transformational initiatives such as Business Systems Modernization and complementary systems enhancements, including the integrated data environment and customer relationship management. The organization is also responsible for enterprise standards, program assessments, capability analyses and customer fulfillment related to information technology.



Larry J. Wilson

Previously, Wilson served as the staff director for Technology Services and Infrastructure Support from May 2000 to May 2003. He was responsible for planning, acquiring and implementing the enterprise-wide technical infrastructure for DLA. Among his programs were the Enterprise Telecommunications Network, Demilitarized Zone for business-critical Web sites, BSM Production Center, Enterprise Licensing and Information Assurance. He also served as the chair of the Information Operations Panel, a board of DLA's information technology leaders at field activities. From August 1996 to April 2000, Wilson filled a number of leader-

ship positions in information technology, including senior internet policy advisor and chief of the Technical Architecture team; the Information Assurance team; and the Information Technology Policy, Guidance and Oversight team.

Prior to coming to DLA, Wilson served as a Brookings Institution Legislative Fellow

with U.S. Senator Charles S. Robb, where he focused on national security and foreign policy issues. From 1986 to 1994, he was the staff director in DLA's Office of Public Affairs, overseeing the headquarters staff and 18 field activity public affairs officers in their conduct of speechwriting, media relations, community relations and com-

mand information. Previously, he served as the editor of the "Defense Management Journal," DoD's principal policy publication.

Wilson has received DLA's Meritorious Civilian Service and Exceptional Civilian Service awards as well as an Equal Employment Opportunity Special recognition award. ♦

## Cutler is Director of Logistics Policy and Acquisition Management

**K**athy Cutler is the new Executive Director of Logistics Policy and Acquisition Management in Logistics Operations (J-3). She has also become a member of the Senior Executive Service. Cutler replaces Scottie Knott, who is the Deputy Director of Logistics Operations.

Previously, Cutler was the process integrator for Business Systems Modernization. In that

capacity she led efforts to develop and integrate BSM with all elements of logistics systems and operations.

Cutler began her DLA career at the Defense General Supply Center (later renamed the Defense Supply Center Richmond) in 1982 as a general student trainee under the Junior Fellowship Program. After receiving her bachelor's degree in business administration from Virginia Commonwealth University, she became an inventory management Specialist at DGSC. She later became a supply systems analyst and a supervisory budget analyst. In 1993, she was promoted to budget officer for DGSC, overseeing program objectives, the business plan and the entire operational and materiel budget.

In 1997, she became deputy director for Planning and Resource Management at DSCR, where she was responsible for all budgetary and materiel management systems and procedures. In 2000, she moved to the Virtual Prime Vendor office in DSCR, overseeing weapon system acquisition efforts. Later she was promoted to the director of the BSM office. There she supervised the functional and information technology analysts working on BSM until she was reassigned to Logistics Operations at DLA headquarters in November 2002.

Cutler holds a master's degree in business administration from Virginia Commonwealth University. She was also a LEGIS Fellow at the Brookings Institution, working on the Senate's Permanent Subcommittee on Investigations and on Senator Susan Collins' personal staff. ♦



Kathy Cutler

# DSCP Employee Earns Valuable Certification

By Dena Selkow  
Defense Supply Center Philadelphia  
Public Affairs

A full-time job. Three children. Church and school activities. Marie Owens, a resource management specialist in the Defense Supply Center Philadelphia Office of the Comptroller certainly has a full plate. But Owens recently took upon herself a new educational challenge – to become a Certified Defense Financial Manager.

Owens' first step was becoming a member of the American Society of Military Comptrollers, a non-profit educational and professional organization involved in the field of military comptrollership. The ASMC promotes the education and training of its members and one of the educational challenges was to become a Certified Defense Financial Manager.

"In order to learn what was involved, I took the Enhanced Defense Financial Management Training course. It covered a full spectrum of subjects such as resource management environment, budgeting and cost analysis and accounting and finance," she said. "Once I com-

pleted the course, I studied and then registered through the on-line certification program to take module one of the exams; there are three modules."

Owens said one of the hardest things was finding time to study for the exams.

"I would bring the material to my sons' baseball games, soccer practices, and to work for a lunchtime activity."

Owens, who has a dual undergraduate degree in organizational behavior and finance and a MBA specializing in Finance, said she is currently the only member of the Philadelphia Chapter of ASMC who has the certification and it does make her job here easier.

"I gained a broader understanding of how our government operates and interacts with all of its components and became familiar with some of the regulations and acts that directly affect my job."

Owens said she was proud of herself for completing two modules early on and for taking and passing the third module as well.

"I took the last exam in a room filled with military and civilian personnel from agencies across the country and from talking to these people, I real-



Marie Owens, a resource management specialist at the Defense Supply Center Philadelphia, recently became a Certified Defense Financial Manager. (Photo by Nathan Pierson)

ized how important this certification was to them and how they viewed getting certified as a substantial investment in their careers," she said. "They, like myself, wanted the certification to better ourselves and the organizations for which we work."

To maintain her certification, Owens will take 80 continuing education credits every two years. ♦

# DSCC Program Receives OSD Award

By Debi Hybert  
Defense Supply Center Columbus  
Public Affairs Office

**D**rug and alcohol abuse prevention is taken seriously at the Defense Supply Center Columbus, Ohio, and the prevention efforts of the DSCC Employee Assistance Program and its manager, Kim Edens, have caught the attention of not only DSCC associates, but of the Office of the Secretary of Defense as well.

For the third year in a row, the DSCC EAP has been selected for the Secretary of Defense Community Drug Awareness Award.

Also mentioned in the award nomination is Edens' co-worker, Kay Adams, who is the manager of the Family Assistance Program. In addition to her duties as the FAP manager,

Adams does an outstanding job standing in and supporting the EAP program. "A total team effort is what makes the program successful," the nomination reads.

The EAP is designed for flexibility and changes based on the needs of the population. This past year, Edens decided to place even more emphasis on preventing substance abuse problems, since statistics show that the majority of adults who are at risk for substance abuse problems are those who are employed.

DSCC has on-site assistance, which is geared to increase job performance, heighten morale and lower absenteeism.

The DSCC EAP provides services to more than 2,400 civilian and military associates and their families, and more than 1,100 tenant activity associates and families. ♦

## DoD's First PBA Signed

By Dena Selkow  
Defense Supply Center Philadelphia  
Public Affairs

**D**efense Logistics Agency Director Vice Adm. Keith W. Lippert, SC, USN, and Rear Adm. Dan McCarthy, SC, USN, Commander of Naval Supply Systems Command, are shown signing a comprehensive Performance Based Agreement (PBA) between the Navy and DLA. The agreement was also signed by Vice Adm. Charles W. Moore, Deputy Chief of Naval Operations, Fleet Readiness and Logistics (OPNAV N4), on behalf of the Chief of Naval Operations. This PBA establishes a framework for the coordination and alignment of resources in support of Department of the Navy logis-

tics by DLA. The first of its kind between DLA and any of the services, this substantive document not only outlines a

way ahead for support of the Navy, but also includes meaningful metrics to assess the progress of the agreement. ♦



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# DLA Receives Overall Outstanding Small Business Program Award

By Joy Kress  
DLA Public Affairs

The Defense Logistics Agency received the highest Department of Defense agency-level Small Business Program Award in July. The Agency was honored as the top performing major defense agency under the DoD Small Business Program for fiscal 2002.

The honor proves that the DLA continues its efforts to actively seek out and buy from small businesses, according to Tom Ray, DLA director of small and disadvantaged business utilization.

The total percentage of dollars given to small disadvantaged businesses by DLA increased by 1.3 percent from 3.4 percent in fiscal 2001 to 4.7 percent in fiscal 2002. More than 38 percent of the Agency's contract dollars were awarded to small businesses of all kinds, surpassing the government-wide goal of 23 percent. The Agency also advised 6,301 small businesses at its headquarters and field activities and received an "A" for small business program performance for fiscal 2002 from the undersecretary of defense for acquisition, technology and logistics.

"This award reflects a commitment from the Agency director and deputy director and senior procurement executive, a partnership between contracting and SADBUs personnel at all levels, and a lot of hard work by buyers and small business specialists at each buying activity," Ray said. "The small business accomplishments by DLA last year were not easy, but they show what can be done when we work together."

The award was presented to DLA at the 2003 Small Business Training Conference for Acquisition Professionals in Arlington, Va. The programs of the weeklong small business training conference, "Unity -- Working Together," emphasized the necessary balance and interconnected teamwork between management, contracting and small business personnel.

Master of ceremonies, Tony Deluca, began the presentation with words of praise and responsibility. "You carry a splendid torch," Deluca said to the DoD conference attendees, "And whether you realize it or not, that splendid torch is a

beacon for small businesses."

Featured keynote speaker Michael W. Wynne, acting undersecretary of defense for acquisition, technology and logistics, also discussed the value of small business and its function in providing support to the DoD. Wynne addressed those in the small-business sector, describing his experiences as a small business entrepreneur in information technology.

Wynne's comments focused on the defense transformation efforts to fuse technologies from software development and testing to innovative communication devices. He also talked about the importance of administrative structure to maintain current trends in the evolving world of communication.

"Small business is where it's at in the economy, in technology development and where the entrepreneur meets the ideas ... into the laboratories, into the engineering studios and ultimately onto the product floors and into the main economy," Wynne said.

DLA's increased efforts to incorporate small and disadvantaged businesses has allowed the intersection of new technologies and products from the small business sector to enable combatants to be more accurate and effective in the battlefield, Wynne added.

"We will probably never fight a war without situational awareness or without a coalition again," Wynne said. "This is why it is more important than ever to increase the level of communication on the battlefield to allow our war fighters to operate to the best of their abilities."

As the DoD and small businesses work together to share information and ideas our soldiers, airman, sailors and Marines are better prepared to serve and protect the nation, according to Wynne. He thanked those businessmen and women who work hard to ensure the best quality, quantity and efficiency in their products, technologies and services.

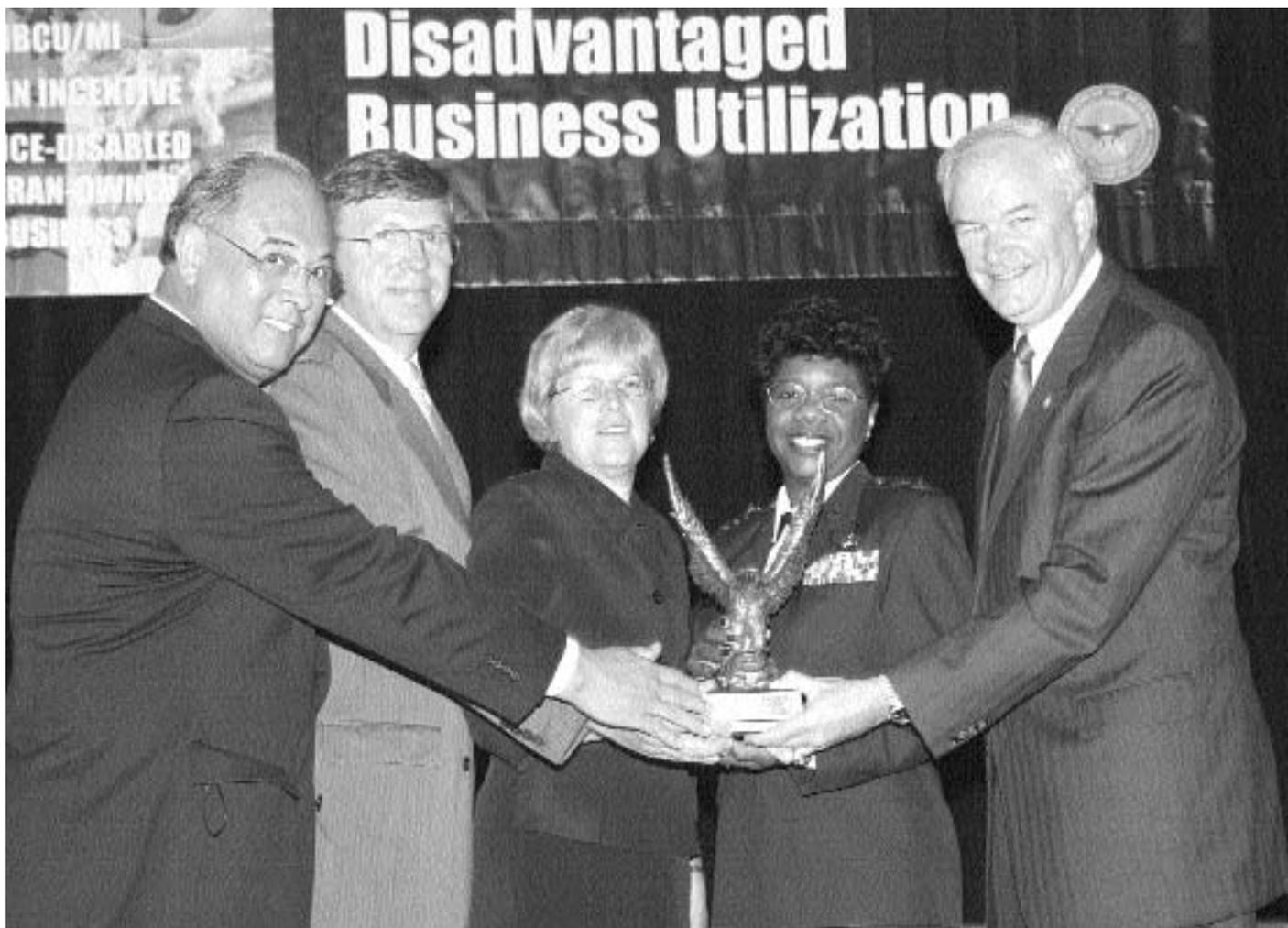
To promote the "unity" concept of the conference, DLA Vice Director Maj. Gen. Mary Saunders; Ray and Senior Procurement Executive Scottie Knott were selected to receive the award

on the Agency's behalf for its overall outstanding Small Business Program. Members in the audience cheered for DLA as the three received the large, gold eagle statue.

Selections for each award were based on the evaluation of the eligible 18 agencies' small business program performance for fiscal 2002, as documented in each agency's program report

for that year. The one military department and defense agency with the highest ratings for the fiscal year were awarded.

Other topics for the weeklong conference include small business administration, congressional issues, eligibility issues and program manager success stories. Current issues in each area will be addressed with panel discussions. ♦



*The Defense Logistics Agency was awarded the highest Department of Defense agency-level Small Business Program award at the "2003 Small Business Training Conference for Acquisition Professionals." Frank Ramos, far left, director of DoD Small and Disadvantaged Business Utilization, and Michael W. Wynne, acting under secretary of defense for Acquisition, Technology & Logistics, far right, present the award to, from left to right: Tom Ray, director DLA SADB, Scottie Knott, senior procurement executive for DLA, and Maj. Gen. Mary Saunders, vice director of DLA. (Photo by Thomas Wilkins)*

# DLA Receives DoD Value Engineering Awards

The Value Engineering Achievement Awards identifies and honors Department of Defense components who have reduced the production or operations cost of systems, equipment, facilities, services and supplies.

This year's ceremony took place in June at the Pentagon. Col. Joseph Connell, USAF, Office of the Under Secretary of Defense (Acquisition, Technology and Logistics) Defense Systems; introduced Dr. Glenn Lamartin, the director, Defense Systems (Acquisition, Technology and Logistics.)

"The Department of Defense is challenged to do everything we can to streamline operations, to reduce cost and improve quality. Achieving these three elements has been the goal of the Value Engineering program since its inception," said Lamartin. "Simply stated the value engineering program identifies and selects the best value alternative to designs, materials, processing, systems and program documentation."

Lamartin stated that DoD's new evolutionary acquisition approach is to improve the way DoD value engineering does their work. He also said it is an increasingly important part of how DoD must do business.

"For example, Tactical Tomahawk, being honored here today is but one of the Department's value engineering success stories," said Lamartin. "Some \$1.8 billion in savings over six years, missile unit costs cut by more than half and at the same time providing increased

reliability."

He thanked each awardee for their contributions and he challenged the attendees to help spread the word about how important value engineering is in meeting future challenges. Lamartin then turned the program back over to Connell who presented awards to recipients from the Army, Navy, Air Force, Defense Logistics Agency, Missile Defense Agency and Defense Finance and Accounting Service.

DLA Vice Director Maj. Gen. Mary Saunders was on hand to assist in the presentation of awards to DLA staff members.

In the Program/Project category, DLA's Advanced Technical Institute X-IT Project Team

received the award accepted by Russell Beard, Polly Graham, Michael Bess and Donald Joseph. Edilia Correa and David Winyard accepted the award for ATI X-IT, Defense Supply Center Richmond, Va.

The Value Engineering Team Award was presented to DSCR; the Organization Award went to the Defense Supply Center Columbus, Ohio; and the Special Award was presented to Jack Dignam, Defense Supply Center Philadelphia.

Its award citation stated that the X-IT Project Team "has resolved numerous logistics issues, expanded the understanding of how such issues threaten military readiness and avoided unnecessary expense. Documented savings exceed \$3 million to date, and estimates are that the team's work will eventually achieve value improvements in excess of \$50 million."

The DSCR Value Engineering Team was cited for being "proactive in working with the military services as well as the private sector to reduce weapon system life cycle cost and provide new sources to your customers while eliminating backorders. Your integration of the value engineering methodology with other cost-reduction initiatives has proven successful and has achieved three-year savings of more than \$146 million."

For its part, DSCC recorded a total savings exceeding \$55 million during fiscal 2002. More than 95 percent of the value engineering projects were items

*The DoD Value Engineering Awards Program was initiated by the Office of the Assistant Secretary of Defense for Acquisition and Logistics in 1982 to encourage additional projects and improve in-house and contractor productivity.*



*DLA Vice Director Maj. Gen. Mary Saunders (third from left) joins Agency winners of the Department of Defense Value Engineering Achievement Awards. (Photo by Thomas Wilkins)*

in support of major weapon systems and allowed the military customer to procure other vitally needed spare parts.

Dignam was credited with playing a major role in establishing a Value Management Program presence within the General and Industrial Directorate of DSCP. He also helped to revitalize many ancillary programs formerly

associated to value engineering prior to the disestablishment of the Defense Industrial Supply Center in 1999. Total value management savings reported within his directorate since 1999 exceed \$56 million.

The DLA Value Management Program is aimed at reducing cost of material while retaining the same or better quality, reliability and function. During

fiscal 2002, DLA saved \$155.75 through value management.

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