

# Energy Source

July 2011

Defense Logistics Agency Energy

## Workforce Development

- Training
- Mentoring
- Internships
- Recruitment
- Culture survey

# FROM THE Commander



## Navy Rear Adm. Kurt Kunkel, SC, USN Commander, Defense Logistics Agency Energy

**P**eople are the strength behind any organization, and this is certainly true for

the Defense Logistics Agency Energy. Quality warfighter support is a goal shared by DLA Energy as a whole as well as individual employees.

The link between the employment and growth of our workers and the excellence we strive for as a part of America's combat support agency is highlighted in our workforce development efforts. Focus on workforce development in this edition of the Energy Source places the spotlight on a number of our actions that hone our workforce to meet the challenges we face. Talent management, diversity and related benefits, and performance and results-driven culture initiatives help us foster a diverse and adaptable team.

Talent management focuses on our strategic recruitment, training and development of subject matter experts. To accomplish this, we're working through the Mentor/Protégé Program to provide next-generation DLA Energy leaders the resources they need to support the organization. Additionally, we are coordinating with DLA headquarters to deploy the Workforce Readiness Index to gain a better understanding of the state of our workforce.

Diversity fosters adaptability and flexibility. We desire balanced representation of the diverse cultures that make up DLA Energy, as well as recruitment, development and retention of underrepresented groups in our workforce. Recruiting and monitoring our progress in these areas provides the perspective only a multi-faceted workforce can bring to our mission.

Striving for a performance and results-driven culture helps us to prioritize opportunities to improve DLA Energy's organizational culture and the impact it has on the workforce's ability to work at its full potential. The 2010 Denison Culture Survey results are imperative to knowing what our strengths are. But more importantly, employee input is guiding our efforts to hone our culture.

I, and all DLA Energy senior leaders, highly value this survey and the keen insight it provides us into our cultural climate. It is through our significant skills in adaptability that we can continue to become a higher performing agency in the eyes of the survey. This same adaptability allows us to take in stride the challenges we encounter along the way, learning and growing from the experience.

Supporting our customers and the warfighter is paramount to what we do. And a high-quality, high-performing workforce is essential to our success. Our workforce development programs continue to produce

a team more than ready for the challenge.

## Energy Source

### Commander

Navy Rear Adm. Kurt Kunkel

### Deputy Commander

Patrick Dulin

### Executive Director

Mike Scott

### Chief of Staff

Navy Capt. Charles Race

### Public Affairs Officer

David Sims

### Editor

Susan Declercq Brown

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Address correspondence to:  
ATTN: DLA Energy-DCA  
8725 John J. Kingman Rd.  
Suite 4950  
Fort Belvoir, VA 22060-6222  
Commercial: 703-767-4108  
Address email to:  
EnergySourceMagazine@dla.mil



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**Online Exclusives**

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## Team goes from “automatic”

By the DLA Energy Pacific’s Japan office

A Defense Logistics Agency Energy team in Japan recently demonstrated how workforce development can empower a team to go from “automatic” to “manual” to achieve mission success during a natural disaster like the one that befell Japan in March.

The events of March 11 rocked Japan and reverberated around the world. Officially, it was named the Great East Japan Earthquake or the Great Tohoku Earthquake, for the Tohoku region it impacted. At 9.0 on the Richter scale, it was the greatest earthquake to hit Japan and one of the five most powerful earthquakes registered since recordkeeping began in 1900. Approximately 30 minutes after the earthquake hit, a series of tsunamis hit the coastline of Northeastern Japan. Records show waves as high as 125 feet washed over the coastal cities, destroying everything as far inland as six miles, in some cases. To make matters worse, the Fukushima Dai-ichi nuclear power plant was inundated with seawater, creating a series of events that led to core meltdowns in three of the six reactors and eventually leading to an accident rated at the maximum “7” on the International Nuclear Event Scale.

The United States government moved quickly to support the Japanese people, using all Department of Defense, Department of State, and non-governmental organization capabilities available. This humanitarian assistance and disaster relief effort was named Operation Tomodachi. Tomodachi means “friendship” in Japanese and speaks to the deep ties between the United States and Japan. DLA Energy threw its full support behind these efforts.

During Operation Tomodachi, two of DLA Energy Pacific’s “automatic” programs went “manual.” That is to say, the regional command’s Japan office team had to revert to performing operations on-the-fly when programmed processes, sources and contracts went off line.

Deliveries of ground fuels and cryogenics stopped

due to either infrastructure damage or government restrictions on inventory, transportation assets and movement. Normally, DLA Energy Pacific’s Japan office facilitates interaction and communication between customer ordering officers, vendors and contracting officers in the U.S. During this operation, the Japan office personnel became the defacto-ordering officers, tracking daily inventories and shipments for both cryogenic products and ground fuel.

The Japan office team also provided cryogenic and ground fuel market information, linked vendors with the contracting officers in the U.S., and provided interpretation services to speed communication and smooth the contractual processes to get customer support in place quickly.

“All of these extra services were available because of our workforce development programs and our folks’ mental flexibility and positive attitudes,” declared the office’s commander, Air Force Lt. Col. Carmen Goyette.

The effect on product availability was dramatic, she explained. “Essentially, any ground product contracted for within the nation of Japan became immediately unavailable. Our bulk aviation and ship fuel at our regular defense fuel support points remained available, but in this situation, we weren’t fighting an enemy, we were trying to survive nature’s forces.

“We had warfare-type damage without the warfare... or warfare consumption. On the other hand, we had massive requirements for ground fuel. U.S. forces needed the ground fuel for heating plants and vehicles, and to support local disaster relief efforts,” she continued. Unfortunately, DLA Energy’s Posts, Camps, and Stations vendors across the main island of Honshu suffered significant damage or were impacted by the Japanese government’s immediate restrictions on movement, trucking asset availability or inventory allocation. As a result, the PC&S program also went from “automatic” to “manual.”

This necessitated James Shillingford and Karen

# to “manual” during crisis

Hammack, DLA Energy’s Direct Delivery contracting team, to launch a 24/7 support operation at their offices on Fort Belvoir, Va. DLA Energy’s Japan team, in coordination with DLA Energy Pacific and the Direct Delivery business unit, had to hand message every ground fuel delivery across Honshu.

Army Sgt. 1st Class Caleb Whitaker, the Japan team’s petroleum distribution supervisor; Christina Dennis, the budget analyst; and Hiroyuki Taniguchi, the supply requirements and distribution clerk, all work with PC&S contract challenges, both supplier and customer-driven, during normal operations. Usually, most of their work is peripheral to Direct Delivery’s contracting efforts. However, all three keep in touch with local vendors, keep a level of awareness of the various contracts and keep a close eye on the specific customer sites and their tanks and requirements. They coordinate their findings with both the contracting officers at DLA Energy Pacific and DLA Energy and with local contracting officers on Yokota.

Just as when learning to drive, those who learn on a manual stick shift have a lot more flexibility than those who learn on an automatic. This team’s capabilities, developed during their day-to-day business operations, allowed them to shift into overdrive to meet the sudden acceleration in PC&S operations, Goyette explained.



A quality assurance representative from the Defense Logistics Agency Energy Pacific’s Japan office demonstrates one of the reasons the team needed to find new sources for ground fuels and cryogenics after the March earthquake and tsunami. The QAR holds his hand up to the flood damage level of an out-of-commission fuel delivery truck. Photo by Richard Knapp.

Richard Knapp and Richard Dennis, the Japan office’s quality assurance representatives, also shifted into overdrive as they worked alternate resupply options to overcome the massive market upheavals. Using planning skills developed during many exercises, they worked through various courses of action to provide a fully-analyzed way ahead to the Japan office commander.

Earlier in their Japan tour, they had developed a list of alternate cryogenic providers for possible market exploitation. This list provided an outstanding starting point as they researched various vendor capabilities and accomplished preliminary outreach sessions to provide options to the contracting officers

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for possible offers. DLA Energy's Aerospace Energy business unit used this list, and the translation abilities of Yayoi Martin, the Japan office's administrative assistant, to winnow through vendors for support options. The QARs also used their knowledge of past vendors not currently supporting a DLA Energy contract and were able to offer options for alternate suppliers to the contracting officers in Direct Delivery.

"These options were only available due to the QAR workforce development and training in contracts and their own drive to pursue excellence," the commander said.

The Japan office's workforce also overcame the impacts of nuclear radiation on operations. Whitaker dealt with fuel trucks contaminated with radiation by coordinating a contract for decontamination capability as well as a "radiation free" certification capability; this was definitely a first in his career, he said. The positive relationships he had already developed with the local contracting officers on Yokota certainly came in handy in this situation. The office also fielded a question from the warfighter about the effects of radiation on fuel. They staffed this question through the QAR community and received the answer from Pam Serino, the director of DLA Energy's Quality Technical Support Office.

"The bottom line is that fuel itself cannot become radiated as it has to do with the molecular structure and the stability of the nucleus, made up of protons and neutrons. Petroleum is just a hydrocarbon chain of hydrogen, carbon and oxygen, all stable molecules. However, if there are contaminants in the fuel such as water and/or dirt, those substances can carry some low-level radiation, if they were exposed at high levels," Serino told them.

Operation Tomodachi also provided its own type of workforce development. The Japan office team ramped up their normal operations, shifted operational control from automatic to manual, and handled situations outside their norm.

"This operation provided a great yardstick to measure personnel capabilities, and our workforce definitely met the mark," Goyette asserted. 

*Read Energy Source Online Exclusives at [www.energy.dla.mil](http://www.energy.dla.mil) to see Quality Assurance Representative Richard Knapp's photos and first hand account of his quality team's response immediately after the disaster.*



## Program helps employees be all they can be

By Holly DeYoung  
DLA Energy Middle East

**Be all you can be**—that was the slogan for the Army in the '80s and '90s. But, for civilian employees at the Defense Logistics Agency Energy Middle East, it's quickly becoming a way of life.

In an effort to encourage highly-qualified employees to relocate from half way around the world, DLA Energy Middle East implemented a new staffing strategy with "developmental" positions. These positions typically start out at the General Schedule-9 or GS-11 level with built-in progression to the GS-12 level.

A prime example would be a management analyst hired in at the GS-9 level for a progressive slot designated GS-9/11/12. This employee, who works hard and stays motivated, has the opportunity to earn a promotion to the GS-11 and then GS-12 level, based on time in grade and other factors, without having to wait for



**Brenda Brown, a contract administrative specialist in the Defense Logistics Agency Energy Middle East office, is one of several employees benefitting from the developmental positions established there. Photo by Holly DeYoung.**

another employee to vacate a current billet.

“The real beauty of a developmental position is that you get a qualified candidate capable of doing much of the requirements of the position at the entry level. Then, as you train them and they become more proficient,

they are rewarded with advancement to the next hiring grade,” said Ron Black, deputy director of DLA Energy Middle East. “This is an incentive to stay at the command and also to achieve. We are formalizing this process through Learning Management System and their individual development plans,” he continued.

“We have found that our developmental position employees are energetic and proactive,” Black noted.

Developmental positioning has enabled DLA Energy Middle East employees to plan a career path, including educational opportunities that might not otherwise exist. From the start, employees collaborate with supervisors and senior leadership to plan short and long term goals to accommodate the increased responsibilities that will come with promotion to a higher pay grade. These practices help to create a vision and plan for the future while simultaneously saving DLA Energy money now, Black explained.

Training dollars are used to address current requirements and also to accommodate future career growth by using a focused approach to each individual employee’s developmental needs. Additionally, when employees have advancement opportunities and can achieve career goals by staying in one position, there is no need to relocate in order to receive a promotion. This minimizes rotations and the associated relocation costs, explained Peter Parker, supervisory management analyst of Staff Support for the command.

“Developmental positions are beneficial to employees because the positions provide room to grow, spe-

cifically offering targeted training opportunities, hands-on experience and the potential for promotion,” Parker continued. “It is advantageous for DLA Energy Middle East to hire personnel in a developmental capacity as these positions promote retention in a region that has historically had high turnover rates.”

Several employees in the Middle East office have already realized the benefits of their developmental positions. For Brenda Brown, contract administrative specialist, there are many benefits to working at DLA Energy Middle East, including the developmental program.

“When I applied for the position in Bahrain, one very enticing reason was because it was a progressive promotion position which would allow me to not only gain a wide range of experience, but also would open up a broader variety of career options for me,” she explained. “In the previous Department of Defense position I held, you were locked into a specific grade and would have to wait several years in order to see a promotional position become available—which can cause some employees to become complacent. With the progressive positions here in Bahrain, you understand that by overachieving in your current position, your efforts may be rewarded in the future. This helps to eliminate that complacency.”

With the current upheaval in many countries throughout the Middle East area of responsibility, including Bahrain, where DLA Energy Middle East headquarters is located, the command is starting to see the additional impact of adjusting hiring practices. In preparation for future opportunities, employees are now starting to do more cross-training, which also assists in planning for possible contingencies.

“Our solution is to offer positions that have advancement potential with a fairly rigid training requirement to go with them,” Black explained. “The results are starting to show as we have sustainability and a succession plan; all due to a few minor changes in hiring practices and adherence to process discipline.”

At DLA Energy Middle East, opportunities exist for employees who are willing to take advantage of them. Here, it’s not just a job – it’s an adventure.

*DeYoung is the change management, protocol and public affairs specialist for DLA Energy Middle East—a developmental position.* 

## Knowledge quest

*Training office offers opportunities in austere climate*

By Susan Declercq Brown  
DLA Energy Public Affairs

At a time when the President, Congress and Defense Department are addressing austere budget cuts, including training funds, many Defense Logistics Agency Energy employees may be surprised to hear there is still a plethora of training available to them, DLA Energy officials said. The organization continues to offer traditional opportunities as well as a new training opportunity.

How can employees access training when travel and training budgets are tight? Skillsoft is the answer, said Pam Jaeger, DLA Energy's training officer.

### Skillsoft

Skillsoft is an e-learning system with more than 3,000 courses available through a catalog search. Both the organization and individual employees find advantages to accessing Skillsoft training, Jaeger explained. Since DLA paid a flat fee for the training system, there is no charge to DLA Energy units when their employees take the training. Additionally, because it's online, there are no travel costs and employees spend less time away from the office.

"For employees, it's a great opportunity for those interested in improving their skills and expanding their knowledge. They can access a huge catalog of choices and pursue more training than might otherwise be available to them due to travel or budget constraints," Jaeger explained.

"One of the smartest things DLA headquarters has done is make Skillsoft available to its employees," Jaeger said.

To train through Skillsoft, an employee merely searches the catalog, identifies a desired course and submits a request to the supervisor for course approval.

Course offerings range from Quality Assurance and Quality Control to Pre-Retirement Planning for FERS [Federal Employee Retirement System],

Preparing for the Behavioral Interview to Principles of Financial Management. DLA Energy employees can access the full catalog through the DLA Learning Management System.

DLA Energy recently received kudos as one of the top Skillsoft users in DLA, according to Jaeger, who said she'd like to see employees make even better use of it.

Skillsoft training is so financially advantageous to DLA that, if a subject is available in the e-learning system, employees are required to complete the Skillsoft course before applying for any other training on the subject, Jaeger said.

"So, Skillsoft is the first step toward any training," Jaeger stressed.

### In-House

To access additional training, employees must provide justification as to how the training will benefit the employee and the agency. The process is familiar to most DLA Energy employees: meet with the supervisor to identify a requirement, create an Individual Development Plan and submit a request for training to the training office. The office executes the request, registers the employee or helps the supervisor find an appropriate vendor for on-site or off-site training if the training is not available through Skillsoft or in-house training. The training team also helps to ensure completed training is documented in employee records, Jaeger explained.

She said an enterprise working group is looking at the process for internal training request processing. Currently, there is an open season for IDPs. It's a time for supervisors and employees to discuss training needs and desires and submit the IDP. "Then the organization looks at budgeting as well as combining training or training requests," Jaeger said. "And, of course we ensure cost effectiveness by ensuring Skillsoft, other



online training or in-house training has been used before facilitating outside training requests.”

Jaeger highlighted several in-house training options, including a class on how to create an effective training plan.

Behavioral Based Interviewing is another internal training focus. The instructor-led training involves an online prerequisite component and an on-site, one-day class. The course ensures supervisors are properly trained to interview perspective employees, Jaeger explained, and is a DLA requirement. She said two DLA Energy employees are trained to facilitate the course. The first offering was in February and a fourth was taught in April. All supervisors are encouraged to take the BBI course as a refresher if it has been more than one year since they attended last, Jaeger said.

**Bob Jarvis, standing, an instructor with Petroleum Management Consultants, listens to a student’s question during the April Defense Logistics Agency Energy Overview Course at Fort Belvoir, Va. Photo by Christopher Goulait.**

Another key in-house training opportunity is the Tier II program. Led by DLA Training Center instructors, the course is designed for new supervisors. It covers Leadership Education and Development, BBI, applied human resources management and several leadership courses. New supervisors must complete two days of classroom instruction as well as 15 online modules to complete the program, Jaeger said.

### **Energy specific**

Several energy-specific or DLA Energy-specific in-house courses are developed and taught by con-

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tractor Petroleum Management Consultants subject matter experts.

“Our instructors have a combined 250 years of experience in all facets of DoD energy supply chain management,” said PMC president Mike Hooth. “And, we are constantly updating course materials to ensure students have the latest information.”

PMC instructors teach foundation courses like the DLA Energy Overview Course and the Energy Indoc-trination Field Trip; specific courses for particular business units or commodity supply chains, such as Bulk Petroleum, Direct Delivery Fuels, DFSP Management, Natural Gas and Electricity; and specialized courses such as Small Business, Contract Policy, and Budget and Financial Management. PMC also provides Safety and Hazardous Materials training at specific defense fuel support points funded by DLA Energy. PMC offers Computer Based Training courses and can design and customize courses as needed, Hooth said.

PMC’s courses are primarily for DLA Energy employees. Some courses, such as the Overview Course and Computer Based Training, are also beneficial to DLA Energy customers, Hooth said.

Through DLA Energy’s DFSP Management, contractor Coggins International offers base-level training courses on fuel inventory and accounting. The Joint Business Systems Modernization-Energy Course teaches Fuels Manager Defense accounting, and the one-week Terminal Managers and Responsible Officers Course prepares new ROs to function in their new jobs, said Jerry Mohler of the DFSP Support Division. The RO course and an FMD Express Course are taught

at field locations by request.

Mohler said each instructor has more than 14 years of experience with the programs.

Several DLA Energy subject matter experts provide training in quality control to representatives of the military services who require such knowledge in their permanent or temporary duty assignments. See a separate article on the J-20 Course in this issue for more information.

## Military and competitive opportunities

The DLA Energy Military Personnel representative works with DLA’s Human Resources office to identify needs and fill quotas for all military training and professional education courses, Jaeger said. And, the training office coordinates with DLA to assemble nomination packages for a host of external training opportunities, such as the Harvard Executive Leadership Course, Leadership for a Democratic Society, the Marine Corps Logistics Education Program, the LOGTECH iMS Degree Program and others, Jaeger explained. The team also works with employees to process requests for tuition assistance for a variety of educational pursuits.

The DLA Energy training office is “the one-stop-shop for training” said Jaeger, who encourages employees to contact the office with any training-related questions. “Contact me or your training coordinator – Sheila Johnson, Debbie Miller or Jaimie Ellis -Thompson; it’s our job to take care of you,” she urged. 🇺🇸



## Accessing the Skillsoft catalog and requesting a course

From the DLA Learning Management System, select Advanced Catalog Search from the Catalog Tab drop-down menu.

Ensure all the search criteria boxes are set to Contains, and then type SKILLSOFT into the Source field.

Click on a course name to view the course description. Click on Add to To-Do List if you want to take the course.

Once a course is added to your To-Do List, it still requires one level of supervisory approval. Click on the

Request Approval option that appears when you hover over the course name on the To-Do List. You can click on the (Show All) link next to the Supervisor information to see who the approval request will go to. Add a comment to the comment box to explain why you want to take the course and then click Submit.

Your learning plan will show a status of Pending Approval. When the request has been approved, your Go To Content button will activate. Click to begin the course.

# DLA Energy shows its diversity

By Christopher Goulait  
DLA Energy Public Affairs

Diversity of the workforce is a great asset for an organization seeking a unique variety of experience and viewpoints to handle any challenges it may face, and the Defense Logistics Agency Energy is no exception. Even when it's not visible, diversity plays an important role in fostering an environment of quality warfighter support.

Recent figures from DLA's Equal Employment Opportunity Operations Division reflect just some of the ways in which DLA Energy's employees can draw upon differences in their own lives to contribute diverse perspectives to the mission. DLA collects data on age, ethnicity, disability status, veteran status, education, grade and job series.

Figures show that the typical DLA Energy employee is most likely to be between the ages of 45 and 49 years old, with the average age settling out to 45.7. More than half the workforce falls in the range of 45 to 59 years old, while a quarter of the workforce is between 21 and 34 years old.

Employees also identify as a broad range of ethnicities. The majority of DLA Energy workers identify as Caucasian. But, the organization also has representation through employees identifying as African

American, Hispanic, Asian, more than one ethnicity, Native American or Alaskan Native, or Native Hawaiian or Pacific Islander, in that order.

While most DLA Energy employees do not identify themselves as having a disability, there are a number of workers who represent a wide variety of different disability classifications.

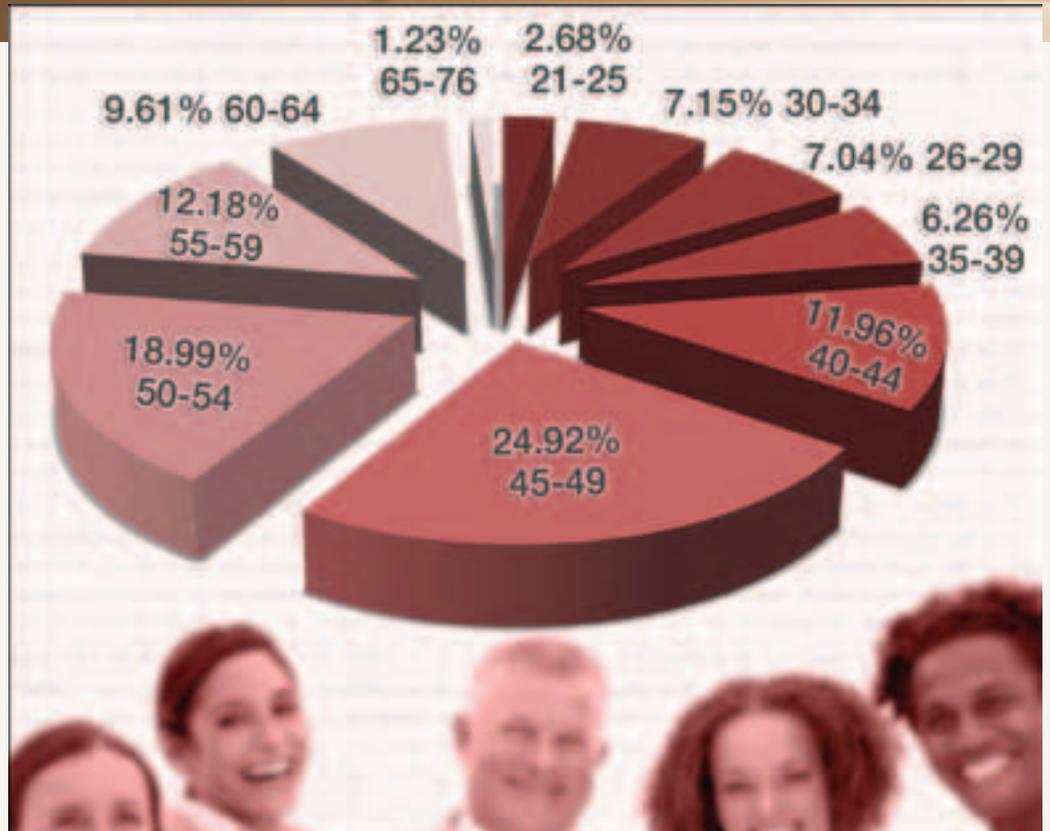
The highest level of education achieved by employees also reflects a great diversity in the schooling the workforce possesses. More than half of employees have earned a high school diploma or Bachelor's degree. Figures also reflect that workers outside of those areas represent a wide array of educational experience, all the way to several employees with doctorate degrees.

The data shows how DLA Energy's workforce is different, but it's important to note that these differences combine to shape the diversity and adaptability that allow DLA Energy to effectively support the warfighter.

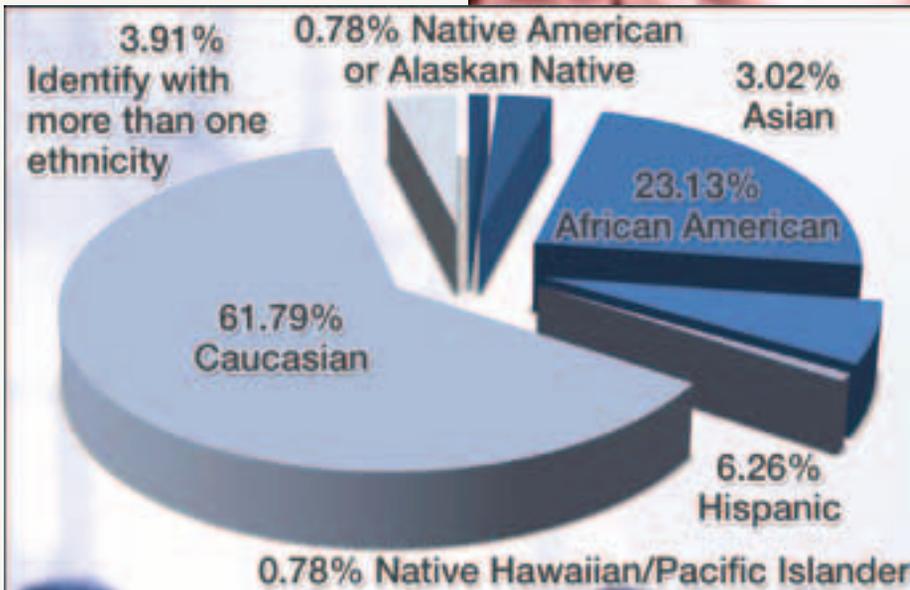
On the following two pages, charts elaborate on the areas of age, disability, education and ethnicity. They serve as an introduction to the collection of factors strengthening the DLA Energy workforce.

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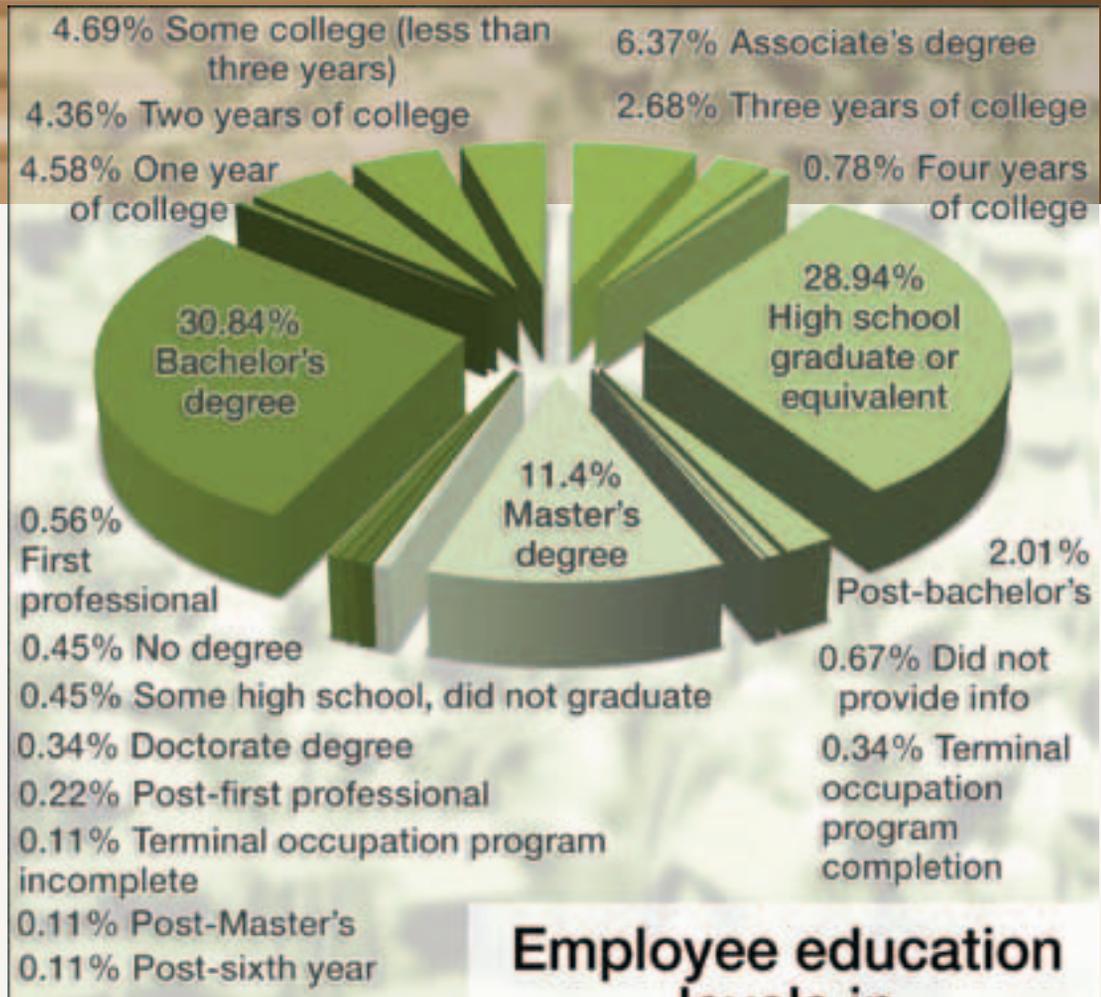
Employee Age Ranges in DLA Energy



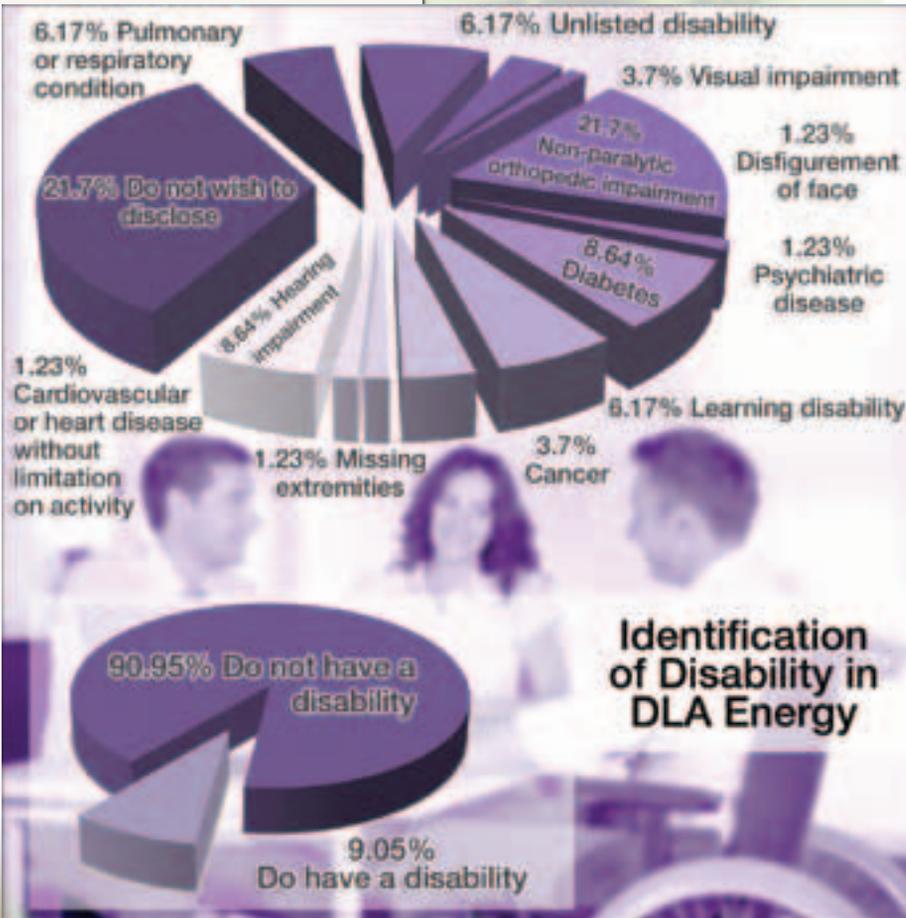
Identification of Ethnicity in DLA Energy

# Diversity in DLA Energy

Graphics by  
Christopher  
Goulaït



## Employee education levels in DLA Energy



## Identification of Disability in DLA Energy

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# Workforce Development

## Employees shape DLA Energy future through Culture Survey

By Susan Declercq Brown  
DLA Energy Public Affairs

Most Defense Logistics Agency Energy employees are familiar with the DLA Culture Survey. For them, the survey is an extensive series of questions and a pie chart of results briefed during a DLA Energy Town Hall meeting several months later. But what happens with the results once they reach the pie chart phase?

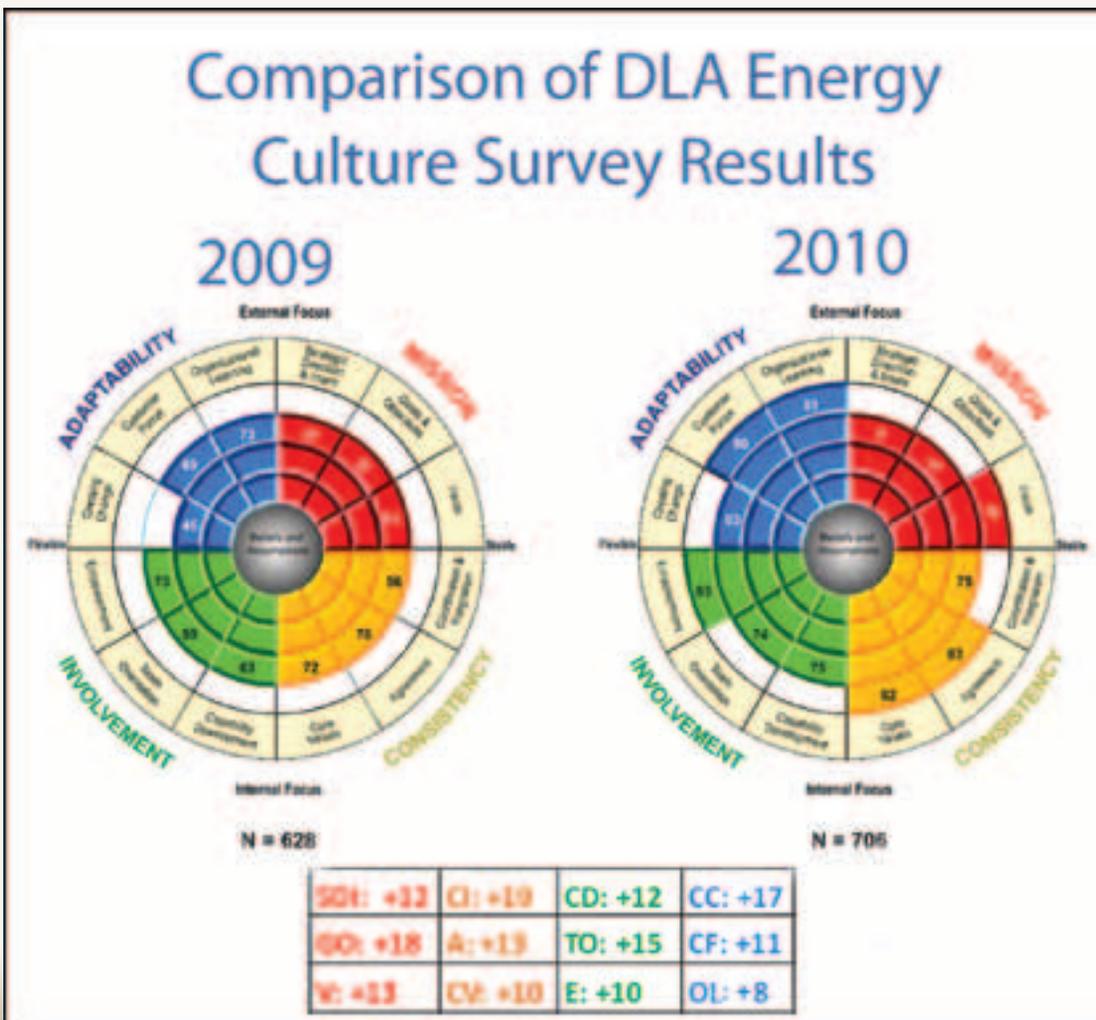
Leadership and the workforce engage in strategizing and developing actionable plans to enhance the work culture, according to DLA Energy Deputy Commander Patrick Dulin, who said action plans were approved earlier this month.

“Employee responses to the survey and written comments were critical to developing action plans that will produce benefits for the workforce and the mission,” Dulin stressed. “And, members of the workforce at every level had significant input throughout the process of developing action plans at the DLA Energy-wide level and at the unit level,” he added.

### Why a culture survey?

The Denison Organizational Culture Survey, used by DLA since 2002, is the result of more than 25 years of research examining the relationship between organizational culture

A comparison of Defense Logistics Agency Energy Culture Survey results shows improvement in every area in 2010.





**Defense Logistics Agency Energy Culture Survey Champions** Mike Atkinson, left, and Bertha Lopez consult with Bryan Adkins, president of Denison. Adkins was at Fort Belvoir, Va., in June to

meet with representatives from DLA Energy units to hone unit culture action plans. Photo by Terry Shawn.

and performance. The survey, which allows DLA to benchmark against leading public and private sector organizations, measures organizational culture in four general areas—adaptability, consistency, mission and involvement. Employees respond to a series of questions relating to all four areas and have an opportunity to provide written comments as well.

“There’s a lot of activity across DLA Energy to determine which areas to focus on and what steps our team can take to enhance the organization’s culture in those areas,” explained Dulin. “Employee responses are very important to us and help shape the future of DLA Energy through things like revised processes and improved communication, training and opportunities.”

### **DLA Energy’s approach**

Mike Atkinson knows first-hand how the results

are used to shape the future of DLA Energy. As one of DLA Energy’s two Culture Champions, Atkinson oversees the program. He is also an analyst in Internal Operations, part of DLA Energy’s Command Administration Support directorate.

There are two aspects to DLA Energy’s response to the most recent survey, explained Atkinson. The organization as a whole has developed an overall action plan to address issues that reach across all aspects of the organization. In addition, each region, business unit and office developed its own action plan to address issues highlighted by its own employees. Each action plan identifies two to three focus areas, generally those in which the organization or unit received the lowest scores, and several action ideas designed to enhance performance in those areas.

The goal is to reinforce high performance and

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enhance performance in lower-scoring areas, Atkinson said.

As Denison discovered, some themes or indices can actually affect culture and progress across more than one of the four focal areas. In the most recent survey, the bulk of written comments, which are read only by the DLA Energy senior leaders, focused on communication and leadership, Atkinson explained. As a result, the overall plan incorporates actions specifically aimed at enhancing those areas as a means to strengthening its three areas of focus.

“That’s a pretty clear indication that comments were taken seriously by the senior leaders, and that the information shared by employees who took the time to write comments helped shape our plans,” Dulin said.

“We’re already a High-performing Organization,” Atkinson said, referring to the term Denison uses to define organizations that have scored well-enough to fill the first three rings in the Denison chart, a four-concentric ring circle. “The 2010 survey showed improvement in all areas since the 2009 survey. And a marked improvement in the area of Creating Change took us over the top.”

DLA Energy has filled half of the outer-most ring as well, and DLA Director Navy Vice Adm. Alan Thompson expressed pride in DLA Energy’s progress.

### The overall action plan

“But we’re not stagnating,” Dulin said. “We’ve chosen three areas to work at enhancing through our overall action plan,” said Dulin: —in the Mission quadrant – strategic direction and integration; in the Adaptability quadrant – creating change; and in the Consistency quadrant – coordination and integration. [See the box opposite for details about DLA Energy-wide action items to address these areas.]

Atkinson said Energy Convergence is one of the most significant transformational initiatives DLA Energy is advancing, and one all three focus areas address.

### Unit action plans

The individual units have also drawn up action plans. In June, each unit was scheduled to meet for two hours with a representative from Denison who

would help them refine the plans before final presentation to the DLA Energy commander this month.

“But, don’t be fooled into thinking nothing’s going on but planning,” cautioned Atkinson. “Many plans are already being implemented,” he said. “And just sitting to talk about it, even if you haven’t chosen the area as a focal point or firmed up your action items, sensitizes people to the issues. Managers go back to their organizations and implement changes right away. Change can be reflected just by having leaders learn what others are doing to improve communication or transparency of goals and decision making,” Atkinson explained. “Change is well underway, even as the action plans are awaiting honing and approval.”

To get the units started, DLA Energy’s Culture Survey Champions suggested the planners consider a list of actions Denison said can successfully bring about improvement in the two or three areas of the survey the organization scored lowest in, said Bertha Lopez, chief of Internal Operations, in DLA Energy’s Command Administration Support directorate, and DLA Energy’s other Culture Champion.

Atkinson said the unit action plans are quite specific and extensive.

### An example

The Pacific region, for instance, chose to address Creating Change and Team Orientation. Some specific action items include: working to address a perception of resistance by aggressively promoting change activities as they occur and early in the process; facilitating change discussions, following up to keep process owners and team members engaged in Lean Six Sigma progress and outcomes; reinvigorating the suggestion program; reviewing individual development plans to ensure clear link to goals and accountability for team performance; establishing focus groups to break down barriers and create appropriate team building opportunities; learning from other DLA Energy and DLA organizations and mimic success.

Lopez said employees interested in learning more about what their organization is doing to enhance the work culture can contact her or Atkinson. 

# How the DLA Energy Action Plan aims to enhance organizational culture

The leadership identified three areas to focus enhancement efforts and action items for each.

## *Strategic Direction and Intent*

The leadership decided to focus on communicating a clear, long-term plan with well-defined milestones. This would help target the organization's transformational efforts on the initiatives necessary for DLA Energy to meet its evolving role in the Defense Department's energy supply chains. Action items to accomplish this goal include reinforcing DLA's mission, vision, values and strategic plan; defining DLA Energy's evolving role through the commander's business plan; aligning initiatives with the three focus areas highlighted in the DLA Director's Guidance; and executing the recently developed DLA Energy communications plan.

## *Creating change*

"As DLA Energy's role in the DoD energy supply chains evolves, we need to capitalize on existing organizational governance structures to efficiently affect change," the senior leaders said. Actions to address that goal include using existing organizations such as the DLA Executive Board and the DLA Energy Executive Steering Group to enhance cooperation as DLA

Energy platforms and processes transform. Implementing quick wins that highlight the positive aspects of the transformational change is another action item.

## *Consistency, Coordination and Integration*

"DLA Energy needs to improve cross-functional interaction between business units in areas requiring coordination to ensure common business goals are met in a consistent and integrated manner," the leadership noted. To accomplish this goal, DLA Energy established several action items focusing on enhanced communication: share information using existing forums such as periodic emails from the commander, town hall meetings, official notices, and wide distribution of staff meeting notes to keep employees informed about the coordinated efforts of leadership to support of initiatives in the business plan. Leaders hope to create a common understanding of key business issues by using multiple communication channels to share information and making goal setting and progress transparent to employees at every level. 🌐

FOCUS ON:

# Workforce Development



## Hiring programs support diversity in workforce

By Christopher Goulait  
DLA Energy Public Affairs

Hiring the quality employees the Defense Logistics Agency Energy relies on to carry out its mission sometimes depends on specialized hiring programs to find the right person for the job. Five such programs recruit support for the organization by employing uniquely-qualified individuals who may not otherwise have had the opportunity to work within DLA Energy.

They include the Workforce Recruitment Program for College Students and Recent Graduates, the Student Training and Employment Program, the Student Career Employment Program, the Intern Program and the Wounded Warriors Program.

“The programs allow DLA to reach various demographic sectors, such as students and veterans. Additionally, some of these programs provide op-

portunities for internships or short-term employment,” according to Jim Adase, a career management specialist for DLA Energy Manpower and Workforce Analysis. He noted that reaching out to a variety of demographic sectors brings diversity to the workforce, as well as providing the opportunity for those who take part in short-term employment to pursue long-term employment with DLA Energy.

The WRP provides students and recent graduates with disabilities the opportunity to gain hands-on experience in the workforce. WRP students are often hired to complete special projects postponed due to time or lack of resources, assistance with permanent projects or to lend a hand when an office may be short-staffed due to summer leave.

DLA has employed more than 600 WRP students

John Slone, seated, right, works with his Defense Logistics Agency Finance – Energy team after being hired from the Workforce Development Program for Disabled College Students and Recent Graduates. Also pictured outside the McNamara Headquarters Complex, Fort Belvoir, Va., March 30 are Sloane's team members. Seated beside Sloane are Jeffrey Howard and Toni Williams. Standing from the left are Peter Gordon and supervisor Craig Zeisloft. Photo by Christopher Goulait.

since 1995, many of whom have been hired throughout the organization, according to Eric Spanbauer, manager of the WRP for DLA. He explained that if there are any barriers to fully performing the duties caused by disability, the Equal Employment Opportunity office can assist with technology or adjustments needed to excel at the job.

Two other student programs, the STEP and the SCEP, also bring unique opportunities to DLA Energy.

"The STEP provides valuable work experience for students," Adase said. "This gives us the chance to introduce potential employees to DLA Energy and show them first-hand the careers we can offer." Like the WRP, the STEP allows the organization to bring in students seasonally to assist with projects and gain an understanding of DLA Energy in a field that may not necessarily be related to their area of study.

SCEP students' work and school experience directly relate to one another as they contribute to DLA Energy and continue seeking a related degree. This program provides students the possibility to convert non-competitively to term, career or career-conditional appointments after meeting set academic and work experience requirements. This allows recent graduates to seamlessly transition into the workforce after gaining the skills and experience needed to excel in the workplace. Additionally, the SCEP provides a clear path of advancement potential for participants.

"In practical terms, for instance, our influx of young talent is nurtured by our experienced employees while these employees learn modern skill sets from the younger generation, Adase explained. "Moreover, we are addressing the aging of the federal workforce by training the new generation of DLA Energy employees."

The last two programs bring to DLA Energy individuals with valuable experience.

"The Intern Program can allow us to tap into expe-

rienced professionals. We are able to use their proven skill sets and apply them to the positions we need to fill," Adase said. Participants in the program train for two years on the job through cross-training, rotational assignments and formal training to advance to the journeyman level. Interested federal workers can apply on USAJOBS through the Merit Promotion Announcements, and those who are not currently with the federal government can apply directly through the Pathways Recent Graduate internship program.

Adase also highlights the importance of the Wounded Warriors program. It not only brings experienced applicants to DLA Energy, recruiting the nation's wounded warriors gives the organization a chance to provide hope and some semblance of normality for a number of our service men and women.

"We go to the military installations around here, and we give assistance, where we give the soldier an edge on their way out the door as they're converting from military to civilian life. We do a mock interview for each individual, and we give them pointers on what they need to do when they do apply for a federal job," explained Larry Morris, also a career management specialist for DLA Energy Manpower and Workforce Analysis.

"These programs have remained consistent," Adase said. "However, the outreach for them has increased. For example, both federal and state agencies now sponsor career fairs for veterans. Similarly, women's professional groups and state governments have sponsored recruiting events for women."

"Value added to DLA comes through the diversity of its workforce," Adase continued. "The programs provide different avenues to reach that diversity through events such as targeted career fairs."

"We are able to identify some outstanding candidates for the positions we're filling, and we're able to inform them of the opportunities for them in our employment fields, and how to go about applying for them," Morris added.

"A particular group of people alone does not bring benefits to DLA. The benefits arise when all groups are adequately represented in the DLA workforce," according to Adase.

More information about DLA and DLA Energy's hiring programs can be found at <http://www.hr.dla.mil/prospective>. 

FOCUS ON:

# Workforce Development



Christopher Goulait, a participant in the Pathways Intern Program, takes a photograph to accompany an article for Energy Source. He is a public affairs specialist. Photo by Terry Shawn.

# Intern programs: *pathways to rewarding careers*

**By Terry Shawn**  
**DLA Energy Public Affairs**

One of the most effective tools available to the Defense Logistics Agency Energy to improve mission performance through workforce development is the intern program. The organization's internship programs have recently undergone changes as a result of a December executive order. DLA Energy employs two of the three authorized internship programs available under the order, signed by President Barack Obama.

"To compete effectively for students and recent graduates, the federal government must improve its recruiting efforts; offer clear paths to federal internships for students from high school through post-graduate school; offer clear paths to civil service careers for recent graduates; and provide meaningful training, mentoring and career-development opportunities," Obama said.

DLA Energy uses the Pathways Recent Graduate internship program, formerly known as Federal Career Intern Program or FCIP, and the Student Career Experience Program or SCEP.

Two DLA Energy organizations oversee all interns. DLA Energy's Acquisition Workforce Development and Intern Center oversees all acquisition interns. And, Manpower and Workforce Analysis oversees the rest.

As of May, there were a total of 56 interns working in acquisition career fields including contracting (1102 series), supply (2000 series) and quality assurance (1900 series) at DLA Energy in the Pathways Recent Graduate Program. Another 23 individuals participate in the Pathways Intern Program in acquisition career fields including contracting and supply, said Kate Straub-Jones, procurement analyst with DLA Energy's Acquisition Workforce Development and Intern Center.

"We monitor the interns in the non-acquisition series such as chemists (1300 series), economists (100 series), and financial management (500 series), to cite a few examples," said Eric Jensen, program manager with DLA Energy Manpower and Workforce. "Manpower and Workforce Analysis currently monitors the work of 23 Pathway Interns between our office and that of DLA Finance Energy."

The highest concentration of interns is in the contracting series. Business units within DLA Energy that deal with contracting supplies and or services—Installation Energy, Bulk Petroleum, Energy Enterprise, Aerospace Energy and Direct Delivery Fuels—represent the majority of the interns currently working in the organization, Straub-Jones said.

Stephen Glass, a contracting specialist in the

# Workforce Development

natural gas division of DLA Energy's Installation Energy, completed the two-year DLA corporate intern program in February. Before applying for the program, he was an Air Reserve technician maintaining jet engines on the B-52H Stratofortress bomber. His responsibilities included training reservists in aircraft engine maintenance during their drill weekends or annual Air Force Reserve tours. He recalls the advice he heard, but did not act on when he first began his career as an ART.

"The older guys would tell me, 'You can't do this kind of stuff forever,'" he said.

"Twelve years into it and realizing that I wasn't getting any younger, I caught myself telling the younger guys the same things the guys before me told me. Go figure," he recalled.

After an Air Force master sergeant transferred into Glass' squadron spoke about his civilian job, Glass and a coworker decided to apply for the intern program.

Glass said his program went by quickly and was well worth the time.

"There is so much to do in the contracting career field. There is such a broad spectrum and so many opportunities available, not to mention I don't have to be outside in the elements all day," he said. "I am still reminded of the good old days because I work on KC-135s now as a reservist."

During a welcoming event, DLA Energy Deputy Commander Patrick Dulin reminded a group of interns earlier this year of their importance to the DLA Energy mission.

"I cannot over-emphasize the importance of DLA Energy to the warfighter in its role as part of America's largest combat support agency, the Defense Logistics Agency," Dulin said.

"As part of the DLA Energy team, you are absolutely vital to current and future men and women in uniform... and to the country," Dulin told the gathering. 🇺🇸

## DAWIA soaring

By Susan Declercq Brown  
DLA Energy Public Affairs

Defense Logistics Agency Energy employees worldwide are seeking acquisition professional certification in record numbers this year, according to certification program records managers.

The Department of Defense established a professional certification program for the acquisition workforce following the Defense Acquisition Workforce Improvement Act of 1990 and subsequent amendments. The program established education and training standards, requirements and courses for the civilian and military workforce.

Civilian positions and military billets in the acquisition system have acquisition duties that fall into 14 career fields. In DLA Energy, certification seekers generally fall into the Contracting or Production, Quality and Manufacturing career fields. For each career field, certification is available at three levels: Level I Basic or Entry (General Schedule grades 5-8), Level II Intermediate or Journeyman (GS 9-12) and Level III Advanced or Senior (GS 13 and above).

"All of our quality assurance representatives are required to be certified at Level II and most have achieved it; the rest are working toward it," said quality specialist Jim Fair, who manages DLA Energy's program for PQ&M certification. Fair, who works in the Quality Technical Support office, reviews certification packages for completion, obtains certificates for those who complete the process, and maintains a copy of all PQ&M certification packages submitted by DLA Energy's regional quality managers.

"Our program has just exploded," said Contracting certification records manager Kate Straub-Jones, referring to the number of certificates awarded each year since 2006.

In that year, just 12 DLA Energy contracting specialists earned a certification. By 2009, 70 employees earned a new certification. Last year, 109 were certified at some level. "And in the first three months of 2011, 29 employees have already earned a new certification," she said. "That kind of growth in just a few years is astounding."

Five of the Defense Logistics Agency Energy's newest employees to earn Defense Acquisition Workforce Improvement Act Level II certification for contracting receive accolades from DLA Energy Deputy Commander Patrick Dulin, center. DLA Energy Acquisition Policy and Oversight Office Director Gabby Earhardt, far left, also praised the employees during a ceremony at Fort Belvoir, Va., April 28. Starting second from the left, recipients include Stephen Glass, Installation Energy; Sabrina Holland and Tonya Sterling, Direct Delivery Fuels; and Wilma McDonald and Wing Wong, Bulk Petroleum. Photo by Christopher Goulait.



Straub-Jones said there may be many reasons for the surge in certification. Over the years, communication about the programs has improved, and new employees seem to exhibit a spirit of competition to see who can achieve certification first, she said. “In addition, we’ve hired a lot of interns in the past few years, and while DAWIA certification is not part of their internship requirements, all required training is. That leads to submitting certificate requests,” she explained.

“Most importantly, I think employees recognize the value of the knowledge gained through the process and the certification itself,” Straub-Jones added.

Fair said the quality assurance workforce consistently pursues professional enrichment.

“Our personnel not only have mandatory training every year, but they seek out a lot of additional training – including new levels of certification and training with industry. I can’t think of anyone who doesn’t do that,” he said.

Fair said new QARs are required to obtain Level II certification within the first 24 months of employment, and most achieve it much sooner than that.

“Our quality managers stay on top of it to ensure all our personnel are trained and certified, he said. “In our business, especially when many of our QARs fly solo, we can’t have anyone second guessing our people. So, we take the lead and ensure our people are trained and certified.”

“Our commodities can affect safety or the environ-

ment, as well as mission success, so we have to stay on top of it. The warfighters rely on our QARs to be proficient in their PQ&M role,” Fair said, explaining how the certifications benefit DLA Energy and the warfighter.

Straub-Jones echoed the importance of the certification to the organization. “When employees are certified, DLA Energy supervisors can be assured the individual has the core training involved.” And, certification also “levels the playing field,” she said, explaining that because employees all have the requisite knowledge and vocabulary, “a lot less time needs to be spent on explaining things or bringing co-workers up to speed.”

Employees benefit as well, Straub-Jones said, because they are highly marketable and competitive for advancement. “Everyone knows they know their stuff,” she explained.

Straub-Jones said DLA Energy has volunteered to serve as DLA’s test bed for two DAWIA-related projects. The first will reconcile position certification requirements with the incumbent’s certification level. The second will evaluate how certification levels are recorded in the Defense Civilian Personnel Data Systems, she said.

“DLA Energy is always looking for ways to enhance the DAWIA certification programs for our workforce,” Straub-Jones said. 🇺🇸

# Coveted 'belts' shape future of DLA Energy

By Terry Shawn  
DLA Energy Public Affairs

Though not as gaudy as the championship, rhinestone-studded belt awarded to the last man standing after a heavyweight title bout, a Lean Six Sigma Green and Black Belt certification at the Defense Logistics Agency Energy is still a highly-coveted prize. The certification is valuable both to the hard-working individuals who dedicated themselves to the training and certification process, and to DLA Energy leaders who value the expertise that will help to shape the organization to enhance warfighter support.

These individuals are trained and certified as experts in leading continuous process improvement events under the organization's LSS program, explained Caitlin O'Leary, chief of the CPI Program Office.

"Improving the efficiency and effectiveness of our business processes that support our mission is the goal of CPI," said O'Leary.

Lean Six Sigma is a systematic, structured approach to improving business efficiency and effectiveness, which combines benefits from two distinct, yet complementary, methodologies. Lean improves the process by removing waste or non-value-added steps, streamlining operations. Six Sigma, which is more data-driven, reduces and eliminates variation in a process with the intent to eliminate defects.

To become a Lean Six Sigma Green Belt, candidates attend a five-day course to learn basic LSS and continuous process improvement concepts and tools. The class equips students with the skills and techniques necessary to effectively lead small-scale process improvement initiatives within their functional area, O'Leary explained. But it is not the end of the training.

"As part of the certification process, candidates must also complete a Green Belt project, maintain

project documentation in the 'CPI Administrative Project and Event Repository' known as the CAPER database, complete an overview of what transpired during each phase of the project, and provide a project summary," explained Irene Lelansky, DLA Energy Lean Six Sigma analyst.

"The individual then prepares the certification package in accordance with DLA policy and submits it for review," Lelansky said.

Currently, only five of the 103 employees who completed Green Belt training have earned certification.

The process for becoming an LSS Black Belt is a bit more involved and spans a five-month period. Throughout this intense and challenging curriculum, candidates are exposed to more advanced





Graphic by Susan Declercq Brown

statistical and analytical process improvement tools, O’Leary explained. The goal is to develop CPI leaders who have the experience and advanced skills to lead large-scale and often cross-organizational process improvement projects. These individuals not only lead process improvement efforts, they also mentor and coach Green Belts.

Currently DLA Energy has three Black Belts.

Black Belt candidates must successfully complete 200 hours of classroom training, pass the final exam, and facilitate two Black Belt-level projects that demonstrate a solid understanding of the DMAIC methodology. DMAIC stands for Define, Measure, Analyze, Improve and Control, five steps in the LSS process, Lelansky explained. Once the core requirements are met, the certification package can be prepared and submitted for approval.

“We will be relying on the knowledge and expertise of our Green Belts and Black Belts to pave the way toward more effective and efficient energy solutions,” O’Leary said. “The commitment of these change agents will be critical to the successful imple-

mentation of Lean Six Sigma at DLA Energy.”  
“Our workforce is our most important asset. By continuing to train and certify these individuals, we create a constant flow of practitioners who can implement continuous process improvement, a Defense Department priority,” explained DLA Energy Deputy Commander Patrick Dulin.

“Through LSS, we enhance our ability to efficiently and effectively support the warfighter,” Dulin said. 🇺🇸

Irene Lelansky, Defense Logistics Agency Energy Lean Six Sigma analyst, leads a discussion concerning the process of ordering supplies during an April Lean Six Sigma event at Fort Belvoir, Va. The continuous process improvement event was held to shorten, streamline and improve the efficiency of ordering supplies for all of DLA Energy. Photo by Terry Shawn.



FOCUS ON:

## Workforce Development

# Mentorship spreads knowledge

By Christopher Goulait  
DLA Energy Public Affairs

Wisdom must be earned with experience, but what some employees lack in experience they make up for in ambition and eagerness to learn. These workers are taking control of their future by signing up to be part of a partnership through the Defense Logistics Agency Energy Mentor/Protégé program.

“The program is designed to create a supportive environment to transfer knowledge from one individual to another and enhance the culture of continuous learning and growth where people can live and work to their full potential. Mentors will experience the personal satisfaction of ‘giving back’ to the organization and passing along their legacy,” Trista Holmberg said. She is the mentoring program coordinator with DLA Energy’s Manpower and Workforce Analysis office.

Holmberg explained that, simply put, mentoring is about helping people grow and develop by transferring knowledge from one individual to another. She continued, saying mentors assist their protégés by empowering them to trust their abilities, make the best choices and take charge of their own careers.

“Mentor/protégé partnerships provide the support needed to inspire protégé confidence in the workplace,” Holmberg said. “Building up core skills and cross-organizational communication in an open environment through mentor/protégé teams is a great way to develop well-rounded employees.”

“A solid understanding of the organizational culture and access to hard-earned wisdom are just the surface benefits of the program. Mentors and protégés can find themselves in lasting partnerships based on mutual respect and shared knowledge,” Holmberg said.

### At the McNamara Headquarters Complex, Fort Belvoir, Va.

One team in particular feels that even though they’ve only been working together for a relatively short time, they have set the foundation for a potentially long-lasting partnership. Mentor Tammie Morris, procurement analyst in the Acquisition



Policy and Oversight office, and protégé Clare Sanchez, contract specialist for the Installation Energy business unit, began their mentor/protégé relationship in the fall of 2010 when the program officially began the pairing process.

“We were on the top of each others’ lists, so we’re really lucky to have been able to be matched together,” Sanchez said. She explained the pairing process as a sort of “speed dating” combined with reviews of online biographies to narrow down ideal mentor/protégé pairs. “While we were able to select our top five choices, DLA Energy’s Manpower and Workforce Analysis office and the Mentoring Connection approved the

# across small and large divides



Mentor Tammie Morris, right, Acquisition Policy and Oversight, and protégé Clare Sanchez, Installation Energy, meet after an introduction to an aspect of the Defense Logistics Agency Sanchez wanted to learn more about. Morris arranged this April 18 meeting in the McNamara Headquarters Complex, Fort Belvoir, Va., as a part of her mentoring role in the DLA Energy Mentor/Protégé program.

about the organization and the mission—like how to navigate the organization, how to move up in the career field they’ve chosen, and help them acquire avenues and networking opportunities.”

“She has been really helpful with expanding my network within the organization, or helping me map out different ways to find information. It’s actually been really helpful because I’m training to be a contract specialist, and she’s trained in policy, so she has a lot of feedback for things that I may not have known or picked up on immediately,” Sanchez explained.

“Also, the partnership has been amazing for things as simple as getting my building badge renewed, with her being able to set me up with the contacts I need to work through any holdups in the process,” Sanchez continued. “Small things like that add to the overall ease and transition as a new government employee and have been a real benefit to me.”

Learning through the program isn’t limited to the protégé, according to Morris, describing the process as a two-way street. In helping her protégé, Morris also has the benefit of seeing the organization through fresh eyes. The perspective of someone in another part of the organization and with a different take on office culture is an eye-opener.

“What I’ve learned the most from this mentoring experience is understanding of the barriers experienced at lower levels of the organization; specifically, seeing the struggles of our younger workforce and their issues coming into the government for the first time, and the potential issues within their own office setting,” Morris explained. “I see obstacles and barriers, things that they don’t know about, or that they might not have experience with, which makes it

Continued on page 33.

final pairing.”

Morris described the pair’s regular biweekly meetings as a part of the interaction. At those meetings, both bring an agenda of goals and discuss ideas and avenues to best meet those goals. However, the support goes beyond that. The pair has an open door policy to discuss anything that may come up between meetings in a casual environment.

“We’re there for each other,” Morris said. “By being a mentor in the Mentor/Protégé program, I feel as if I’m giving back to the organization. I enjoy helping others learn, grow and excel both personally and professionally. My goal is to help them learn as much as they can



## New employees praise field trip

Photos and article by Christina E. Wood  
Bulk Petroleum Business Unit

Thirty-five new Defense Logistics Agency Energy employees participated in the semi-annual Indoctrination Trip in April. The field trip, designed and led for DLA Energy by representatives from Petroleum Management Consultants, brings new employees face-to-face with operational fuel facilities and processes to improve their understanding of how the organization and each employee fits into the energy supply chain.

Participants visited several Virginia energy sites, including Fort Lee's Petroleum and Water Department of the Quartermaster School, flight lines at Langley Air Force Base, Naval Amphibious Base Little Creek, Defense Fuel Support Points Craney Island and Yorktown, and the U.S. Navy's roll-on/roll-off ship USNS Watkins.

The Petroleum and Water Department is part of a very extensive school where service members and civilians from all military services come to train. Marshall Jones, director of the PWD explained the basic mission—to provide each student with the skills necessary to be mission-ready. Instructors emphasize the mobility of modern warfighters and the need to keep the force constantly supplied with fuel. The group toured the facility and got a first-hand look at the Quartermaster School, including two laboratories used to train students to test and monitor fuel quality. In addition, a tabletop demonstration illustrated pipeline movements.

"I found the scaled down petroleum pipeline demonstration given at Fort Lee to be the most informative," said new employee, Donette Lowe. "It helped illustrate how DLA Energy's major commodity makes its way from refineries to the end user."

The group also examined a Heavy Expanded Mobility Tactical Truck, used to test and monitor fuel quality on the battlefield.

At Langley Air Force Base, the group toured facilities and observed the tank trucks used to transport jet aviation fuel. Airmen demonstrated how the trucks operate and how fuels are loaded and unloaded. This gave participants insight into the logistics involved with the bulk petroleum process. A walking tour concluded with the nearby storage tanks that hold Langley's fuel supply.

The next day started at Naval Amphibious Base Little Creek's natural gas heating plant. Everyone toured the facility, and after a briefing on plant operations, they looked into a steam chamber

**Above:** Loading arms on the Defense Fuel Support Point Craney Island, Va., pier are used to transfer fuel from vessels to pipelines.

**Opposite top:** Storage tanks at the DFSP Craney Island, Va., terminal.

**Opposite right:** New employees, from the left, Shandra Herrod, Carrie Boeding, Callie Lake, Christina Wood and Amanda Musick participate in the April indoctrination trip. The three-day field trip is a semi-annual part of DLA Energy's workforce development programs.



New employee Callie Lake said the ship tour provided insights into vessels that consume the fuel procured by DLA Energy and also expanded “our knowledge of some of the other logistics involved in supplying our military the equipment it needs in the

to see the steam created by the plant. This plant is supplied with natural gas procured by DLA Energy. It heats water to steam that is used to power docked ships and provide heat for on-base housing.

At DFSP Craney Island, Terminal Manager Bill Campbell spoke on Craney Island’s role in the bulk petroleum supply chain and how its facility receives, stores and issues on-specification petroleum products. Campbell said Craney Island moves the most volume of any Defense Department terminal in the continental U.S. They receive and issue marine jet fuel, JP5, and bunker fuel, F76, and participate in a Fuel Oil Reclaimed program. The group also walked down to the loading docks, where fuel is unloaded from tankers and barges.

Representatives from service contractor LB&B demonstrated how they use loading arms at the pier to discharge fuel from ships into pipelines that transport fuel into the storage tanks. Other area bulk terminals include DFSPs Sewells Point and Yorktown.

After Craney Island, the tour continued to a pier adjacent to Naval Station Norfolk in order to tour Military Sealift Command USNA Watkins. The first mate escorted the group to the cargo area, deck, galley, sleeping quarters and the bridge, while explaining everyday operations. He said the ship is used to transport military equipment to and from battlefields.

field.”

The last stop on the trip was DFSP Yorktown, home to the last underground storage tanks in the United States. DFSP Yorktown handles JP8 jet aviation fuel supplied by pipeline from the Colonial Pipeline. After visiting the tanks, the group went to a U.S. Coast Guard pier where fuel from DFSP Yorktown is loaded into barges and tankers. Loading arms are used to attach to the vessels in order to fill them with fuel, a briefer explained. Once that is complete, the ships are sent down the coastline to supply fuel to other DFSPs.

The trip helped new employees make a better connection to the importance of their work, said attendee Abril Tavares. “The DLA Energy indoctrination trip was like being able to put a face with a name,” she explained. “I see the names through my computer screen every day, and the face of the energy business is the DFSP’s, pipelines and service members out in the field.” 



FOCUS ON:

# Workforce Development

## J-20:

Production to Petroleum

primarily composed of saturated straight chain hydrocarbons  
and motor oils, paraffin wax, and kerosene distillates

Naphthenic - primarily composed of Aromatic

hydrocarbons, produces good

distillates, and asphalt

generic names:

- less than 0.5% H<sub>2</sub>S

- more than 2.5% H<sub>2</sub>S

is sweet or intermediate

found can contain:

(n)

contaminants, H<sub>2</sub>S

STEWART-DUPRE

Jim Fair, a Defense Logistics Agency Energy quality assurance representative, teaches a J-20 course in May.

# Become QAR or catch a glimpse

**Air Force Master Sgt. Michael J. MacLean**  
**DLA Energy Quality and Technical Support**

It is 1 a.m. on a frigid winter night. The quality assurance representative steps out of a refinery's pump control room into the wind that is screaming across the harbor. In front of him sits a massive tanker moored alongside the dock, keeping time with the swelling tide. Fuel samples have to be taken; tanks must be gauged, or measured; and shipping documents need to be certified. The QAR dons a hard hat and begins the trek up the dock to the gangway, knowing there are 36 hours of work ahead. Such is the life of a Defense Logistics Agency Energy QAR.

A DLA Energy-taught course prepares QARs for this demanding job.

DLA Energy employs 107 QARs worldwide. QARs are charged with ensuring all products and services purchased by DLA Energy meet specified requirements. They witness production and handling procedures, and they verify the contractor's performance is in accordance with contract terms and conditions. The QAR stands ready around the clock to carry out quality assurance and surveillance of government-purchased product wherever and whenever it will be loaded or delivered.

The QAR is vital to the Department of Defense's energy acquisition and delivery. A demanding and rewarding job, it offers a sense of accomplishment, camaraderie and pride rarely evident in other career fields.

DLA Energy QARs typically have a wealth of knowledge across the entire petroleum field. So, when an expert is needed to troubleshoot a problem—be it a quality, quantity or operational problem—the QAR is usually the first person sent in. This level of knowledge and know-how does not come from happenstance. It comes from years of technical training and experience.

## **DLA QAR training**

The journey to becoming a qualified DLA Energy QAR begins with DLA Energy's J-20 Petroleum Quality Assurance Course. The fundamental course for entry-level QARs provides a building block for future education in the petroleum quality assurance career field.

The DLA Energy Quality Operations Division of the

Quality Technical Support Office conducts approximately 14 J-20 courses a year for about 200 students from stateside and overseas bases. The course is primarily taught at Fort Lee, Va., in coordination with the Army's Quartermaster School, Petroleum and Water Division.

J-20 places students in a QAR environment for two weeks, providing classroom instruction and hands-on field training. Students learn about the acquisition process as it pertains to QARs. They learn how to read contracts, what regulations apply, what military and federal fuel specifications apply, and numerous other quality assurance procedures crucial to acceptance of all DLA Energy-procured products and services.

Once they have completed a specific block of instruction, students have the opportunity to practice what they have learned. Making use of Fort Lee's fuel tank farm, students gauge tanks for fuel levels, obtain samples from the fuel tanks, and fill/receive fuel with rail tank cars, tank trucks, and other delivery conveyances.

The J-20 course is not just for QARs entering the petroleum career field.

## **Condensed course offers glimpse**

DLA Energy teaches a condensed, one-week J-20 class for newly assigned contracting personnel and other interested employees. The class is held at Fort Belvoir, Va., in the building housing DLA headquarters and DLA Energy headquarters. A maximum of 10 students attend.

The condensed J-20 affords employees without a petroleum background some insight into the petroleum industry. It provides an overview of the functions of QARs in the field and an understanding of how contract inspection requirements are assigned and performed. It is simply an overview, not intended to be operationally detailed. It gives contracting personnel and new employees a thumbnail sketch of a QAR's role in the acquisition process. This condensed

# Workforce Development

class illustrates how QARs conduct the inspection function delegated by the contracting officer and how QARs can be used to make informed decisions regarding contract quality concerns.

### Refreshing deploying troops

DLA Energy offers another version of the J-20 course for deploying reserve units. The course provides refresher training for reservists deploying in the fuels career field. This training is tailored for fuel operations and provides knowledge required to conduct quality surveillance while performing military operations in a tactical environment. The course is condensed to one week and is much more operationally-focused than the version provided to contracting personnel and new employees. Topics covered include proper methods for quantity and quality determination, receiving and handling procedures and minimum day-to-day quality surveillance measures.

Deploying students also learn how to detect potential fraud, such as fuel theft in the deployed area of responsibility. The fraud training is essential as it's often the students' initial exposure to guidance that better equips them to monitor the integrity of fuel shipments entering their area of responsibility. Students learn to detect different methods that people can use to hide, steal or fraudulently document fuel deliveries.

There are typically eight to ten students per class, and the course is conducted upon request at the reserve unit's home station. DoD travel expenses are minimized by taking the class to the students rather than having all the students travel to training.

### Hitting the road

In another cost saving measure, DLA Energy will soon be taking the J-20 course on the road to Europe and the Pacific. With a large contingent of DLA Energy QARs stationed throughout the overseas regions, it makes sense from an economical standpoint to bring the course to the regions rather than sending the QARs to the course.

The plan is to conduct a class in Europe this year, with the Pacific receiving a class sometime in 2012. DLA Energy's Quality Operations Division has been coordinating the logistical details of the upcoming class with representatives at Ramstein Air Base, Germany, and the DLA Energy fuels laboratory in Kaiserslautern, Germany.

"The vision is to create the same level of instruction in the Europe and Pacific training sessions that students would have received at Fort Lee," said Dan Jennings, deputy director of the Quality Technical Support Office. "The excitement over bringing the course to Europe can be measured by how quickly the class filled up. Within two weeks of being announced, the course was filled to maximum capacity with 21 students," he added.

### Instructor experience fuels success

All three courses offered by DLA Energy take great coordination and planning. This is accomplished by four quality assurance professionals who perform the training mission as an additional duty to their regular jobs. Jim Fair is the J-20 course coordinator and primary instructor. Wayne Holland, Scott Artrip, and Mike Young are also instructors. All are certified QARs with nearly 100 years of experience in the petroleum field between them. They apply that wealth of technical expertise, field experience and operational knowledge to educate new QARs.

Their breadth of experience adds a real world atmosphere to the hands-on training students receive. Whether loading an ocean going vessel from fuel shore tanks or receiving fuel from a rail car, students learn the proper operational and quality surveillance procedures and how to react to a situation when the inevitable quality or operational problem surfaces. These instructors form the backbone of the J-20 course, and the four of them ensure fully trained, qualified and competent QARs represent DLA Energy professionally in the field.

"The DLA Energy Quality Operations Division provides a unique and invaluable service through J-20 Petroleum Quality Assurance Courses," said Pam Serino, director of the Quality Technical Support Office. "The course produces qualified QARs, ready to apply the skills and knowledge learned to real-world application in the field. And, it builds a strong foundation for petroleum quality assurance and support to the Department of Defense."

Summing up the importance of the J20 course, Fair said, "The training we give to the new QARs is our future in the quality arena, and that future must continue to provide DoD warfighters the products and services they need to defend this great nation." 

Continued from page 27 .

## ... Mentorship spans divides ...

harder to be successful in their own offices.”

### Around the world

Some partnerships can successfully transfer knowledge despite potentially difficult distances. Mentor Ronald Black, DLA Energy Middle East deputy director, and protégé Shandra Herrod, contract specialist in DLA Energy’s Bulk Petroleum business unit, have several time zones between them most of the time. However, they still enjoy regular mentoring sessions, even with additional logistics to overcome.

“Since we are geographically challenged, we meet via telecom with Shandra setting up the meetings. It works well,” Black said. “We exchange emails at will and have a free-flow of information as needed.”

“Since Ron is located in the Middle East and I am at the headquarters complex, we meet bi-weekly, or as needed, via conference call. Ron is open and always makes time to meet or email me,” Herrod explained. “The calls range from 30 to 90 minutes and are always engaging. There is never a silent or dull moment.”

“Shandra and I typically discuss our careers and what our aspirations are, as well as what she is currently working on. We also explore what professional development opportunities we have between us, for example, what each of us has to offer in the way of experience to share with the other to enhance our understanding or broaden our interests,” explained Black. Herrod echoed these sentiments, describing meaningful meetings where career-enhancing topics like development and tasks can go hand-in-hand with personal growth subjects such as literature and current events.

“The program has provided me the opportu-

nity to make connections outside of my division. I have a better understanding about DLA Energy’s overall mission and the people who work hard to accomplish it,” Herrod said. “With Ron located in the Middle East, I have learned how my contracting team’s work is put into action.”

“Ron is extremely knowledgeable, which makes me feel comfortable discussing just about any topic,” Herrod said. “The mentoring tasks that Ron assigns are exciting and purposeful.”

As with any mentor and protégé pairing, the learning isn’t limited to the protégé. Black described a key benefit for him as improving his communication and collaboration skills. He also noted the importance of the new skills learned through using the webinars and software the mentoring program uses to encourage dynamic interaction.

“There is not a day that goes by that I don’t learn something new. I truly understand that the older I get the more I learn and the less I know because I realize how much there is to know. Shandra reveals something new to me each time we meet,” Black said. He also spoke of the importance of relating to the next generation of warfighter support. “Shandra represents it. She personifies it for me, and that calms me and reassures me that we have a succession plan that is viable.”

Black and Herrod celebrated their partnership face to face in a recent meeting.

“The most memorable experience so far was meeting Ron in person after talking on the phone for months. It was like meeting a celebrity,” Herrod explained.

“The phone discussions have been great, and I truly enjoy them,” said Black, “but to see Shandra and talk to her in person is truly a pleasure. “She had such energy as she tried to fit in all that she wanted to say to me and show me in the brief moments we had.” 

FOCUS ON:

# Workforce Development

## Volunteers of America

By Susan Declercq Brown  
DLA Energy Public Affairs



Defense Logistics Agency Energy's Chuck Pope is a military man from a military family, so when the DLA Energy Middle East region was projecting a critical shortfall in manning in fiscal 2009, Pope heeded the call to duty.

Pope, a retired Air Force reservist now serving as chief of the Retail Support Branch of DLA Energy Finance, joined the ranks of civilian volunteers DLA Energy Middle East relies on for timely expertise.

"All of our volunteers have had a huge impact," said Army Col. Tom Kelly, commander of DLA Energy Middle East, describing the importance of volunteers to supporting the warfighter in the region. "And, Chuck Pope is one civilian volunteer who really made a huge

contribution," he continued.

Pope said the experience was invaluable, allowing him to bring critical perspective and knowledge back to his stateside role in supporting the warfighter's energy needs.

In late 2008, leadership in the DLA Energy Middle East office projected a manning shortfall for the critical Bagram Air Base, Afghanistan, liaison billet. The position is normally filled by a major deployed for six-months. However, the officer projected to rotate into the position would not be deploying after all. The DLA Energy Middle East commander arranged for the incumbent to extend for three months and then began searching

for a volunteer with the required experience and expertise to deploy for the final three months of the six-month tour.

"My belief in duty to country is one of the main reasons I volunteered to go to Afghanistan," Pope explained. He said his father retired from the Army after serving tours in Korea and Vietnam, along with several uncles. Today, Pope has a nephew deployed to Afghanistan, and his newly-commissioned West Point graduate son will soon deploy as well. At the time he volunteered, Pope's son was a cadet.

"Ensuring support to the warfighter was personal for me. I also knew I'd be better able to provide that support from stateside once I returned home if I had a better un-

## Other volunteers to the AOR

derstanding of the challenges and environment unique to the war zone,” he explained.

At home, Pope worked in the DLA Energy Finance office in San Antonio. There they processed fuel invoices and handled retail sales issues, dealing routinely with foreign governments and commercial suppliers and transporters. “I dealt with Supreme Fuels, a major contractor in Afghanistan fuel support, on a daily basis,” he said. “I wanted to understand the challenges in supporting our warfighters in Afghanistan better, so this was a great opportunity to do that.”

As the DLA Energy liaison officer at Bagram, Pope was responsible for all fuel coming into Afghanistan, working with contractors in place, diverting shipments if necessary and providing daily reports to DLA Energy and the Army’s 101<sup>st</sup> Airborne at Bagram. He was also responsible for troubleshooting quality issues and in-transit delays and losses.

Pope said others are often surprised to hear that volunteering for service in this theater of operations can be competitive. Though he works in finance now, Pope has more than 20 years experience in fuels. From 1983 to 1995, he worked at the base level, operating fuel trucks on the flight line, ensuring fuel quality and quantities, and serving as the training manager for the fuels flight. Pope also had experience in fuel operations, pipeline systems, aviation and ground fuels and missile propellants. From 1995 to 1999, he worked with the Air Force’s Directorate of Aerospace Fuels. He travelled extensively to deal with fuel replacement-in-kind agreements with foreign militaries, as well as stock fund managing of all Air Force fuels. He spent two and a half years in the Pentagon working in foreign military sales. Paired with his experience dealing with NATO contractors and a little experience with Bagram, his Air Force fuels experience made him the most-qualified volunteer. Pope was on his way to Afghanistan... almost.

For the first week, he was deployed to Fort Benning, Ga., for deployment preparation: a series of shots, weapon familiarity, uniform and body armor issue, completing wills, medical directives, powers of attorney and other documents, and attending training on theater threats and rules.

Then Pope, accompanied by three large duffel bags of personal equipment, made the three-day journey to Bagram by way of military flights through Europe and other Middle East AOR airbases.

“Tracking fuel receipts in country was the most

**Michael Heidbreder and Jeff Cannon are deployed now with Army Maj. Nathele Anderson and Joe Hamilton, and Keith Harvey. Andres Avila recently returned from providing critical support to DLA Energy Middle East, along with other volunteers: Army Lt. Col. Martha Kelly, Air Force Capt. Tim Knudson, Army Lt. Col. Lisa Harbach, Navy Cmdr. Ted Kozlow, Army Capt. Gerald Martinez, Air Force Capt. Rick VanSchoor, Air Force Maj. Phillip Noltemeyer, Navy Lt. Cmdr. Rob Mazzarella, Air Force Capt. Lewis Benton, Air Force Maj. Antonio Salazar, and Army Master Sgt. Pete Martinez.**

challenging aspect of the job,” he said. “We had to track what deliveries had been made, how many trucks were waiting outside the gates or at the borders. And communication was the biggest problem. Drivers didn’t speak English, trucks were often delayed due to weather, customs, border closings or holidays. We had to plan ahead to ensure sufficient quantities if a delivery was delayed.”

Pope added he would recommend the experience to others. “It was pretty safe, the work was important and rewarding, and the opportunities to learn were unmatched,” he said.

“It was really valuable to experience the different operating procedures and understand the criticality of things in the war zone. Stateside, if you don’t receive a truck or two on time, it has little impact; but those deliveries are critical in a war zone,” Pope explained. “There’s an impact all the way down to the end user—the soldier or airman with the weapon out there in the field.”

Those are important lessons to take home, he said.

Supervisor David Lawson, chief of the DLA Energy Finance Retail Management office in San Antonio, agreed. “The knowledge and experience that Chuck gained has been valuable to our organization. We have a much better understanding and appreciation for what goes on in the field, and that has allowed us to put better processes in place,” he said. “In addition, Chuck was able to share his knowledge from a financial perspective with the folks on the ground. Our number one goal is to get the fuel to the warfighter, but we have to be able to properly account for it. So, any time we have the opportunity to share and exchange our knowledge, we all win.”

## Training makes fuel labs safer

Richard B. Knapp  
DLA Energy Pacific's Japan office

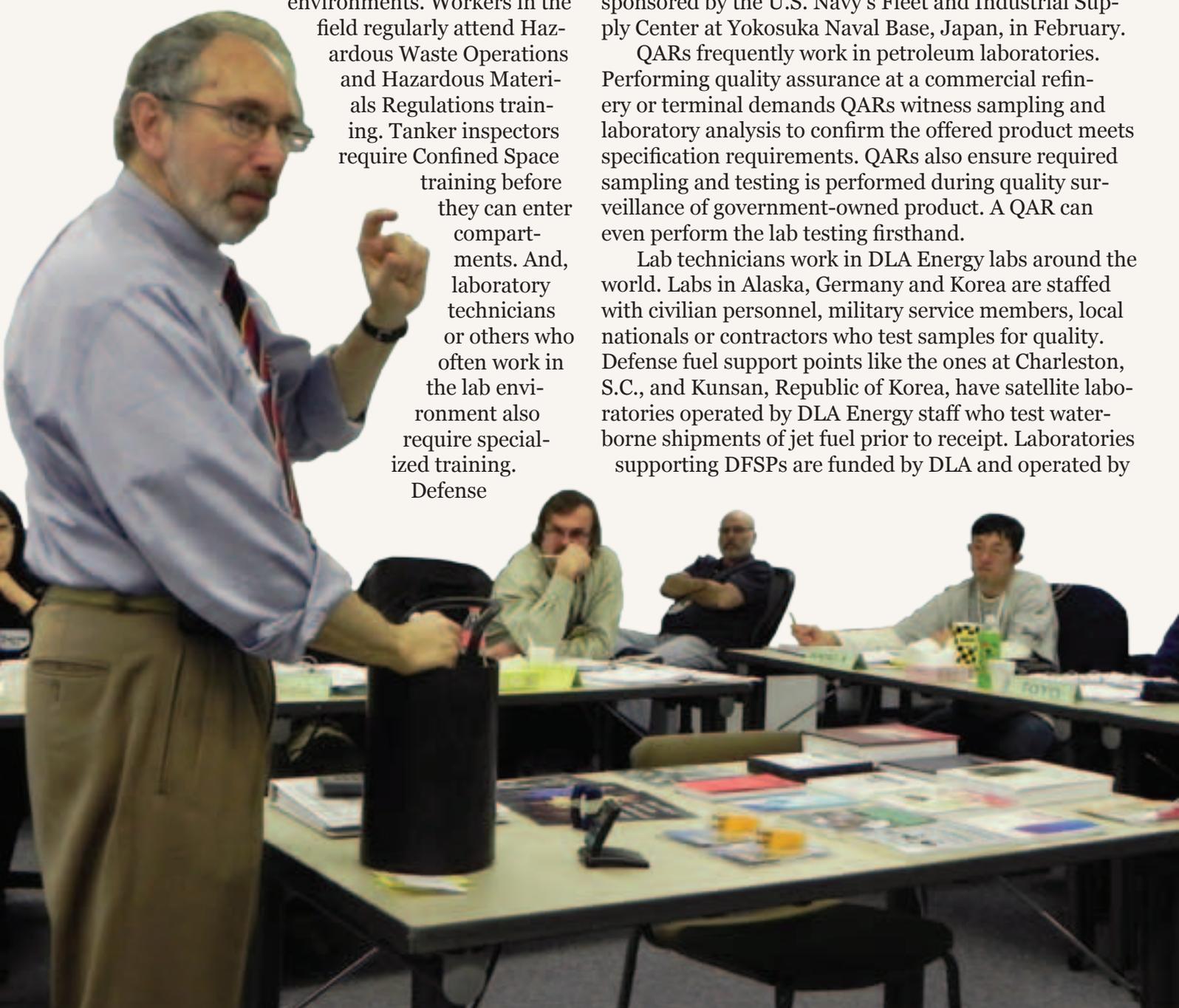
Workforce development in the petroleum world directly involves safety, as applied to various work environments. Workers in the field regularly attend Hazardous Waste Operations and Hazardous Materials Regulations training. Tanker inspectors require Confined Space training before they can enter compartments. And, laboratory technicians or others who often work in the lab environment also require specialized training.

Defense

Logistics Agency Energy quality assurance representatives and lab technicians attended lab safety training sponsored by the U.S. Navy's Fleet and Industrial Supply Center at Yokosuka Naval Base, Japan, in February.

QARs frequently work in petroleum laboratories. Performing quality assurance at a commercial refinery or terminal demands QARs witness sampling and laboratory analysis to confirm the offered product meets specification requirements. QARs also ensure required sampling and testing is performed during quality surveillance of government-owned product. A QAR can even perform the lab testing firsthand.

Lab technicians work in DLA Energy labs around the world. Labs in Alaska, Germany and Korea are staffed with civilian personnel, military service members, local nationals or contractors who test samples for quality. Defense fuel support points like the ones at Charleston, S.C., and Kunsan, Republic of Korea, have satellite laboratories operated by DLA Energy staff who test waterborne shipments of jet fuel prior to receipt. Laboratories supporting DFSPs are funded by DLA and operated by



Quality Manager Tim Martin, left, of the Fleet and Industrial Supply Center Yokosuka, Japan, stands with instructor James Kaufman during a break in a lab safety course at the FISC sponsored by Defense Logistics Agency Energy in February. Photo by Richard B. Knapp.

the services, as the U.S. Navy does in Japan with a U.S. and Japanese workforce.

So, Laboratory Safety Standard/Chemical Hygiene Training, a federally mandated course, helps protect many DLA Energy employees and facilities. It is required for QARs and recommended for quality managers and DLA Energy region commanders.

The FISC's Quality Manager Tim Martin, arranged for the Laboratory Safety Institute's James A. Kaufman to present the course. Kaufman, who established the non-profit international institute for safety in science education, has been providing similar training since 1978.

The main audience for the training was the FISC Yokosuka laboratory workforce from dispersed terminals at Hakozaki, Hachinohe and Sasebo. Martin also offered the opportunity to attendees from base environmental laboratories, medical lab technicians, and DLA Energy QARs Richard Dennis and Richard Knapp. Two separate two-day sessions allowed 22 lab personnel to train with no interruptions to DFSP operations. An interpreter ensured native Japanese speakers had equal access to the training

The course drove home several important points.

Hazards in a fuel laboratory environment are not always obvious and recognizable. Labs tend to collect harmful substances and conditions in a small area. Vapors are a danger, as they are both toxic to the human body and fire and explosion hazards. Chemicals on hand must be carefully separated to prevent reactions which could cause fire hazards or produce poisonous gases. And, employee fatigue resulting from unusual work schedules and long hours is also a concern.

Health hazards may not give warnings through sight or smell. Harmful substances can be inhaled or absorbed through the



skin from petroleum products, the additives they contain, or even from the chemicals used during lab analysis. Long-term exposure can produce unexpected and chronic problems for a person.

DLA Energy believes it's essential that workers in the lab environment understand the inherent risks and challenges, and their mitigation with personal protective equipment, ventilation, scheduling and other safety measures. The training armed attendees with this knowledge.

Classroom instruction addressed legal aspects and regulations and included hands-on opportunities. Kaufman provided a generous amount of references, equipment and real world examples to highlight safety. And he presented the FISC with a rubber "Lab Rat," to use on-the-spot to recognize technicians who are working safely.

Attendees returned to the workplace with a combination of reinforced safety guidance, awareness of hazards, and knowledge of the real world experiences shared during the class.

*Knapp is a quality assurance specialist and attended the training.*

Left: James Kaufman presents examples of laboratory safety concerns to students during a Defense Logistics Agency Energy-sponsored lab safety course at Fleet and Industrial Supply Center Yokosuka, Japan, in February. Photo by Richard B. Knapp.



FOCUS ON:

## Workforce Development

# Program brings Harvard lessons to DLA Energy mission



Defense Logistics Agency Energy Americas East Deputy Commander Bonar Luzey at Harvard University in Cambridge, Mass.

By Dianne Ryder  
DLA Strategic Communications

Defense Logistics Agency Energy Americas' Bonar Luzey feels he is better equipped to manage employees and engage customers after participating in an intensive program that helps senior executives hone leadership skills.

The Senior Executive Fellows program at Harvard University's John F. Kennedy School of Government in Cambridge, Mass., was a "game changer" for the deputy director of DLA Energy Americas East office.

"Attendees focus on how to manage tensions between long-term policy goals and short-term political pressures," he said. "[They also learn to create] an organizational environment that's responsive to change while remaining true to their own agency's purpose and tradition," he said.

Luzey was selected by the DLA Executive Resources Board for the program. He said the experience was fun,

despite the time constraints of a four-week program.

"It really forced you to manage your time.... You had to prepare for four to five cases [a day]," he said. "Harvard University uses this case-type management format, ... so you get an opportunity to look at different people in real-life scenarios and how they went about handling the problem."

Scenarios featured people making decisions at high levels, from the president of the United States to other government and civic leaders. Students prepared for team discussions by reading case studies, which could be as long as 40 pages, Luzey said.

Luzey said 80 students were broken into teams of 10. Each morning they would meet to discuss the cases.

The senior executive fellows studied cases that included strategies such as: judgment and decision making, political analysis and mapping, performance management, policy development, negotiations, effective implementation, transactional and transformational leadership, and building trust, Luzey said.

Students were required to participate in various team activities that integrated what they had learned.

Luzey said it was a great opportunity to hear different opinions from classmates with varying vantage points—people from throughout the U.S. government and from foreign governments.

The program is valuable because it aligns with DLA's 2011 Director's Guidance strategic focus area of Workforce Development, he said.

"Programs like this ... [allow DLA to] pick the people that have future potential, that have growth, that add value. And everyone in some way ... adds value to our organization," Luzey said. "It just opened my mind, looking at different perspectives, looking at the political aspects, at why certain things are the way they are and how they align with the agency's goals."

How will the program benefit Luzey at home?

David Moerler, a student trainee in the Fuels Occupational Degree program, checks the status of the automated fuel handling equipment in the control center at Defense Fuel Support Point Puget Sound, Wash. The control center is manned around-the-clock by operators and environmental personnel. Photo by Pat "Tiny" Del Grosso.

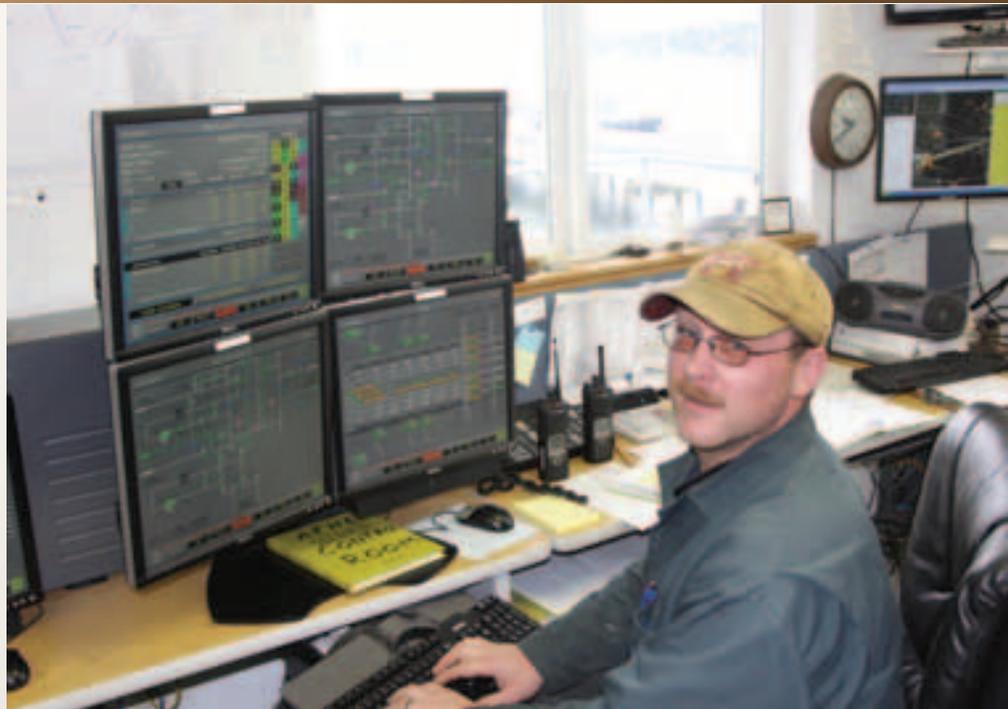
# Partnership develops fuels degree program

By Cody Raysinger  
FISC Puget Sound

Properly trained and certified fuel workers are essential to national security. And, a new partnership between Defense Fuel Support Point Puget Sound, Wash., and Olympic College is developing a new generation of fuel workers to keep America's armed forces mission-ready.

Without fuel, all sea, air and ground missions would cease, with dire ramifications. A professional workforce ensures fuel is supplied to the military in a safe, efficient and environmentally conscientious manner. So, with an estimated one-third of the federal workforce reaching retirement eligibility in the next few years, it is crucial to hire new competent fuel operators. DFSP Puget Sound is already taking the steps to stay ahead of the game.

The Fleet and Industrial Supply Center-operated DFSP Puget Sound has implemented the Fuels Occupational Degree Program to establish a highly-skilled workforce to serve the Navy fuels community well into the future. This intensive, two-year degree opportunity, designed in close coordination with Olympic College and modeled after an existing program at the Puget Sound Naval Shipyard and Intermediate Maintenance



Facility, will provide replacements for veteran fuel operators as they near retirement.

"We are leading the way out here at Manchester," said DFSP Puget Deputy Director Robert Cairns. "This is the first degree program in the nation specifically designed for the fuel distribution industry."

After many months of careful design and collaboration, as well as a lengthy accreditation process, the Fuels Occupational Degree Program received its first students in January 2009.

Students enrolled in the program must complete a total of 90 credits from Olympic College, in Bremerton, Wash. In an effort to expand the student's general knowledge and encourage critical thinking, 60 of those credits must come from rigorous academic courses including physics, chemistry, mathematics, English, history and leadership. Books, tuition and all other associated educational expenses are covered by the Navy.

The remaining 30 credits are reserved for vocation-  
**Continued on page 41.**

"In DLA Energy, it's dealing with my customer base, the military services, and other federal government agencies that I support," he said. "If I don't have a relationship or if I don't understand why certain people are making decisions, it's harder for me to ... advance my portion of the mission - to support the warfighters."

But the most important element of the program was learning from and interacting with other professionals, Luzey said.

Employees interested in the program can visit the DLA Executive Development Program website at: <http://www.hr.dla.mil/resources/workforce/executive.html>. 

## DLA Energy reservists train

By Susan Declercq Brown  
DLA Energy Public Affairs

Nine military reservists from the Defense Logistics Agency Energy joined more than 170 other DLA reservists in the fifth annual Joint Reserve Training Readiness Exercise at Fort Eustis, Va., April 4-10.

The objective of the exercise was to enhance total force readiness while simultaneously completing service-required training and promoting teamwork.

“Our goal is to take every service and put them in a pseudo-deployment environment; increase the operations tempo, increase their training, basically put them in an environment that is alien to them,” said Navy Lt. Cmdr. Onofrio Margioni, Joint Reserve Force deputy director of training and readiness and JRTRX director.

More than 110 JRF reservists are deployed for combat logistic support at any given time. Prior to deployment sailors, soldiers, airmen and Marines attend stateside, theatre-specific training in order to prepare for the downrange demands and environment.

“I was impressed DLA was able to cram so many Level 1 common skill events into such a short period of time,” said Army Capt. Jay Greeley, a petroleum operations officer who helps run the DLA Energy Operations Center on drill weekends.

The exercise provides theater-specific individual requirements training, including Humvee egress, engagement skills, a leadership reaction course, weapon familiarization and firing range for M-4 and M-9 qualification, IED identification and reaction, distribution service instruction and joint physical training.

Reservists fired more than 12,000 rounds of ammunition. Each participant had the opportunity to qualify with the appropriate weapon for his or her rank. Weapons qualification was the most useful aspect of the training for Army Lt. Col. Kenneth Fuchs, a petroleum liaison officer assigned to DLA Energy Americas.

“DLA Distribution’s briefing on the deployable depot was the most worthwhile event for me,” explained Greeley. “The civilians that briefed provided excellent

situational awareness of DLA’s overall mission.”

The Leadership Reaction Course challenges teams physically and mentally as they attempt to complete obstacles, such as maneuvering a wounded Soldier across a barrier. Much like the reaction course, the Humvee Egress Assistance Trainer recreates the physical sensation of a rollover to train personnel how to respond safely and quickly when exiting a compromised vehicle. The five service members must work as a team to safely egress the flipped vehicle.

The rollover training was certainly the most memorable part of the exercise, said Fuchs.

The participants were divided into joint teams to further demonstrate the nature of many deployed environments, especially those DLA members find themselves in.

“Of all the experience and training you gained, the most important thing I hope you’ve learned and keep with you when you deploy is we take care of each other,” Navy Reserve Rear Adm. Ray English, director, DLA Joint Reserve Force said. “If we take care of each other, everything else will turn out right.”

“This is more opportunity to hone your skills, and give you that confidence, so that when you are that DLA representative in theatre, you can do your best to provide that mission success; that difference helping the warfighter be successful,” said Celia Adolphi, JRF deputy director. “You have the confidence in your combat skills to make your functional mission easier.”

Army reservists Col. Cheryl Gilligan and Capt. Barron Johnson; Navy reservists Lt. Cmdr. Brian Bradley, Lt. j.g. Trimeka Thomas, Chief Warrant Officer Dorothy Moore, and Petty Officer 1<sup>st</sup> Class Jeffery Sayers; and Air Force Lt. Col. Jay McSweeney, all assigned to DLA Energy, also completed the training.

*An article by Air Force Capt. Bryan Lewis of the DLA Joint Reserve Force served as the basis of this article.* 

Continued from page 39.

## Fuels degree program

al classes directly applicable to the Navy fueling community. Such courses include: Pipeline Hydraulics, Tankerman Training, Basic Corrosion, Crane Rigging and Safety, Commercial Truck Driving, Hazardous Waste Operations and Emergency Response, Petroleum Fundamentals, Tank Inspection, Valves and Actuators and Oil Spill Response.

“These trades-oriented classes greatly improve skill-sets of each individual student, enhancing our overall fueling capabilities,” Cairns remarked. “They are truly invaluable to the training process.”

Students participating in the program work either part-time or full-time at DFSP Puget Sound in addition to receiving annual, sick and holiday leave. Salaries initially start at the Wage Grade-2 level and progress to WG-6 upon completion.

“Education in this program doesn’t just happen in the classroom,” said DFSP Puget Fuel Department Director Lt. Cmdr. Jake Hoftiezer. “Students learn by actually doing the job alongside veteran fuel workers.”

On any given day in the program, the student

could be deploying an oil spill boom; assisting journeyman fuel operators to issue, store, transfer, and receive petroleum products; conducting fuel barge operations; performing preventative and corrective maintenance facility-wide; operating fuel trucks; and assisting in the Oily Waste Treatment Plant.

“Above all else, we impart to the student how critical environmental protection is,” stated Cairns. “We take great measures in teaching the fundamentals of environmental awareness and responsibility.”

Upon completion of the classroom portion and proven performance in the field, students receive an associate’s degree from Olympic College as well as an offer of permanent employment, with a competitive salary and generous benefits, Cairns explained.

“It really is the chance of a lifetime,” observed student James Hess.

DFSP Puget Sound celebrated its first two graduates in June 2010.

“These gentlemen represent and embody the future of the fuels business,” said Hoftiezer. The program will enable the defense fuel community to fuel the fight for many years to come, he added.

Looking to the horizon, there are currently eight more future graduates in this program’s pipeline as well as many high-caliber applications that have been

pouring in by the hundreds.

Interested individuals can call 360-476-5737 for more information. 



Chant Ormberg, a student trainee in the Fuels Occupational Degree program, checks the digital display of a flow meter installed on a hydraulic marine loading arm on the Fenick Pier at Defense Fuel Support Point Puget Sound, Wash. The meter is used to determine the quantity and flow rate of fuel being received or issued to a vessel; it also displays temperature of the product. Photo by Pat “Tiny” Del Grosso.

## DLA Energy aids in Japan relief

By Paul Bello  
Fort Belvoir Public Affairs

Members of the Defense Logistics Agency Energy team have worked around the clock to provide fuel and energy support to Japan since an earthquake and deadly tsunami hit the island nation March 11.

All signs point to steady and successful progress, Air Force Col. Steven Kephart, director of Operations for DLA Energy, said in May. A number of contingency plans were activated as a result of the catastrophe that wiped out northern Japan's capability to store and deliver ground fuel products, Kephart said.

The U.S. Air Forces's Misawa Air Base operates as a defense fuel support point in northern Japan. It opened its Army and Air Force Exchange Services gas station to allow Japanese forces to use the facility, as well as to offset local gas stations that lost power and couldn't dispense fuel. DLA Energy bought about 14,000 gallons of Mogas, or motor gasoline, to support the on-base assets and AAFES gas station, Kephart said. The DLA Energy Pacific office

contracted with trucks to have diesel and Mogas transported to Misawa from the Kanto Plains area of central Japan.

"We delivered jet fuel, gasoline and diesel fuel, which can be used in generators and to heat buildings. F-16 units were deployed from Misawa, so there wasn't a big draw for jet fuel, though, we were certainly prepared for that," Kephart said. "We knew what our mission was when this process started—that's to move fuel to wherever it was needed most. Overall, I'm proud to say we delivered 170,000 gallons of fuel to those locations devastated by this disaster."

Due to the situation's magnitude, an undertaking like this is no small feat, continued Kephart. DLA Energy worked in tandem with the Pacific Command; Pacific Air Forces; the Air Force Petroleum Agency; and the Naval Supply Systems Command. DLA Energy Aerospace Energy worked closely with DLA Energy Pacific to find a new contractor to supply Misawa with cryogenic supplies, after the tsunami destroyed its primary contractor's capabilities. Both liquid nitrogen and liquid oxygen were needed, he said.

"We've received leadership and help from offices around the globe. Any issue that's come up, we've addressed," Kephart said. "I'm extremely pleased with our response and how we've pulled together as one team."

Most significant to Kephart is how all branches of the military responded. As part of Operation Tomodachi, the USS Ronald Reagan, a nuclear-powered aircraft carrier, arrived off the coast of Japan to support helicopter refueling efforts. Individual service members representing the Army, Navy, Air Force and Marines also deployed to Japan for their help with numerous refueling and relief projects.

"In retrospect, our response during the Haiti earthquake last year prepared us for what we encountered in Japan. I believe history exists so you don't make the same mistakes," Kephart said.

"Things are much better in Japan than they were a month or two ago," he added. "Ports are getting cleared, commercial airports are back on line and 60 percent of a major petroleum pipeline has been restored. This hasn't been a one-person or one-unit job. Many dedicated people worked together on this and great things have come from it." 



An F-16 approaches a KC-135 Stratotanker for in-flight-refueling during a Red Flag-Alaska exercise April 26. Red Flag allows U.S. and allied forces to train under simulated air-combat situations on a specialized training range. Defense Logistics Agency Energy fuels this and other training missions around the world. Photo by Airman 1st Class Laura Goodgame.

# DLA Energy fuels Alaska Red Flag

By Gordon Cousins  
DLA Energy Pacific's Alaska office

Defense Logistics Agency Energy Pacific's Alaska office successfully supported the Red Flag-Alaska exercise at Eielson Air Force Base and Joint Base Elmendorf-Richardson in Alaska April 14-29.

The first of three scheduled exercises, this Pacific Air Forces-directed field training allowed U.S. and coalition forces to fly under simulated air combat conditions. Red Flag exercises include joint offensive counter-air, interdiction, close-air support and large force employment training in a simulated combat environment in Alaska's 67,000 square-mile Joint Pacific Alaska Range Complex.

In preparation for the two-week exercise, the Alaska office's representatives partnered with Eielson AFB and Joint Base Elmendorf-Richardson fuels personnel to identify Red Flag fuel requirements. Once those requirements were identified, the inventory management team coordinated with the designated fuel contractor, Petro-Star, to procure more than 3 million gallons of JP8 jet fuel. Later, deployed F-15 Eagle, F-16 Fighting Falcon, C-130 Hercules and KC-135 Stratotanker aircraft consumed the fuel to power their training sorties.

After the orders were placed, the quality team analyzed fuel on six pipeline transfers originating at Petro-Star's refinery in North Pole, Alaska. They also analyzed fuel from one barge shipment from Petro-Star's Valdez, Alaska, terminal to ensure that all fuel met government specifications.



"The exceptional teamwork between our office, Petro-Star, Eielson AFB and JBER personnel was key to the success of this Red Flag," said Air Force Lt. Col. John Martin, DLA Energy Pacific's Alaska office commander.

During the exercise, aircraft flew 920 sorties, explained Martin. An estimated 500-700 people participated in the exercise. Two more Red Flag exercises are scheduled for this fiscal year: July 7-22 and Aug. 11-26. 🇺🇸

## DLA Energy supports Endeavour's final mission

By Terry Shawn  
DLA Energy Public Affairs

In the early morning darkness June 1, the NASA space shuttle Endeavour touched down at the Kennedy Space Center, Fla., after completing its final mission in space. The shuttle was launched May 16 with approximately 2,500 gallons of dinitro-

trogen tetroxide and monomethylhydrazine procured by Defense Logistics Agency Energy's Aerospace Energy business unit.

The products are used to propel and maneuver the shuttle while in the zero gravity of space. They are loaded into spherical pods in the space shuttle, and the combination of the two creates propulsion. DLA Energy Aerospace procures, transports and stores liquid dinitrogen tetroxide and monomethylhydrazine for the Department of Defense, NASA and commercial space launch programs. Shipments are made under the direction of the DLA Aerospace Energy's Transportation Office.

During its 16-day mission, Endeavour traveled to the International Space Station to deliver the Alpha Magnetic Spectrometer-2 and critical supplies, including two communications antennas, a high-pressure gas tank and additional parts for the Dextre robot.

The crew of Americans and a European Space Agency astronaut were onboard as the shuttle returned to earth, ending its 19-year NASA career. The Endeavour is the youngest of the shuttles with 123 million miles and 25 flights. Since its first flight May 7, 1992, the shuttle spent 299 days in space and orbited the Earth 4,671 times.

"We are very proud of Endeavour's legacy, and this penultimate flight of the space shuttle program once again demonstrated the amazing skill and dedication of our astronauts and the entire workplace," said NASA Administrator Charles Bolden.

"As we begin the transition from the shuttle program to the commercial transportation of our crews and cargo, our ability to tackle big changes remains steadfast and will ensure that NASA reaches even more destinations farther in the solar system, said Bolden."

The last flight of the Atlantis is scheduled for July 8 and will end NASA's 30-year space shuttle program. 🌐

Space shuttle Endeavour races into space from Kennedy Space Center, Fla., May 16 with Defense Logistics Agency Energy-procured energy products. The flight to support the International Space Station was this shuttle's final mission. NASA photo.





The U.S. Air Force Thunderbirds demonstration squadron fly in formation during an air show in Virginia May 13. A week later, the aircraft flew with

renewable jet fuel procured by Defense Logistics Agency Energy during an airshow in Maryland. Photo by Airman 1st Class Kayla Newman.

# DLA Energy supports Thunderbirds

By Terry Shawn  
DLA Energy Public Affairs

With the support of Defense Logistics Agency Energy, the Air Force's renowned aerial demonstration squadron, the Thunderbirds, performed their precision maneuvers May 20-21 at Andrews Air Force Base, Md., powered by alternative jet fuel.

The F-16s performed their trademark aeronautic acrobatics as part of the Joint Services Open House May 20-21, fueled by DLA Energy-procured camelina-derived hydrotreated renewable jet fuel. The camelina-derived fuel was provided by Sustainable Oils, LLC, one of DLA Energy's current suppliers of alternative fuel. Their product was blended with petroleum-derived fuel to obtain the 50/50 blend.

"This is going to be another marker for aviation history as these precision teams come out here and do the wonderful things that they do on JP8 and biofuels, and we're not going to see any difference when we're sitting in the stands," said Terry Yonkers, assistant secretary of the Air Force for Installations, Environment and Logistics.

Along with the F-16s, the Air Force has previously tested and certified biofuel as a 50 percent blend with

regular jet fuel in the A-10 Thunderbolt II, F-15 Eagle, C-17 Globemaster III and the F-22 Raptor, Yonkers explained.

DLA Energy also procured biofuel for other services' testing and certification efforts. The U.S. Navy has conducted test flights using a 50/50 camelina-blend for the flight of their F/A 18 Super Hornet, renamed the Green Hornet in May 2010. Using a 50/50 blend of algae-derived F76 and traditional F76 fuel procured by DLA Energy, the Navy also conducted a full power demonstration of an experimental Riverine Command Boat in October 2010.

"DLA Energy is proud to support our service partners' efforts to realize departmental objectives on energy security and environmental stewardship," said Frank Pane, director of DLA Energy's Energy Plans and Programs directorate.

"The DLA Energy team can leverage our considerable energy supply chain experience to ensure even cutting-edge fuel requirements can be seamlessly supported," said Pane. 

## DLA career mapping initiative begun

By Sara Moore  
DLA Strategic Communications

In keeping with the Workforce Development focus area in the 2011 Director's Guidance, the Defense Logistics Agency has launched a new initiative to help employees plan their careers and achieve their maximum potential.

DLA Training, part of DLA Human Resources, collaborated with representatives from across the agency to develop an enterprise approach called career mapping to assist employees in navigating their potential careers. Career mapping is a structured approach to career management designed to provide career roadmaps, from entry through executive levels. These roadmaps are designed to enhance personal and professional growth in support of the agency's effort to develop a highly effective and competent workforce, DLA Human Resources Director Brad Bunn said.

"DLA recognizes that a diverse workforce is vital to success and the importance of developing and leveraging the abilities and skills of its talented workforce," said Pam Latker, chief of career management at DLA Training. "Career mapping validates the agency's commitment to its employees' professional development and provides the employees with an opportunity to partner in their development."

As a result of the career mapping effort, DLA developed two new tools for employees: the DLA Career Guide and the DLA Career Pyramid.

The DLA Career Guide is a foundational guide that describes career paths, competencies, and training and development activities to build and strengthen individual and organizational capabilities, Latker said.

The DLA Career Pyramid is a general career map that identifies career fields and includes links to the specific career field pyramids, she said. The pyramid contains development levels and four focus areas: job functions, technical competencies, leadership competencies, and education and training.

These universal tools are posted on the DLA Human Resources website at: <http://www.hr.dla.mil/resources>. The long-term goal is to develop a user-friendly, interactive career mapping development website, Latker said.

DLA Director Navy Vice Adm. Alan Thompson made career mapping a priority in his 2011 Director's Guidance, specifically the Workforce Development focus area.

According to the Director's Guidance, an initiative of this focus area is to "ensure civilian and military workforce capabilities match present and future mission requirements through DLA's Talent Management Initiative."

Career mapping is linked to many other workforce development efforts, including validating competencies, rein-

vigorating the leadership program and formalizing rotational assignments, and will integrate information from these efforts, Latker said.

While the Career Guide and Career Pyramid are generalized and pertain to all DLA employees, DLA Training is now focusing on developing detailed career maps and pyramids for each career field, beginning with the agency's mission-critical occupations, Latker said.

DLA's mission-critical occupations include three categories: direct-support MCOs, which directly impact the agency's ability to deliver effective and efficient worldwide logistics support to customers; functional-support MCOs, which support and provide essential capabilities and functions to establish, sustain, operate and maintain DLA's worldwide business operations; and general-support MCOs, which provide enterprise support to DLA infrastructure, safety and readiness.

To complement the career guide and pyramid, DLA Human Resources will collaborate with functional community managers to develop career field-specific products for each MCO. These products are the Career Field Guide; Career Field Pyramid that will address career field-specific competencies, job functions, education and training requirements and opportunities at each development level; the Detailed Map of Development Levels that consolidates the information identified on all four sides of the Career Field Pyramid for each development level; and Knowledge and Experience Checklists, a tool to review associated competencies and experiences relevant for each development level.

DLA Training partnered with DLA Acquisition to complete the first detailed products for the contracting career field. DLA Acquisition is planning to share its products, documents and results with the DLA Contracting community, Latker said.

The DLA career mapping concept and initial products were well received; feedback was positive and beneficial," she said.

Bunn said he hopes to have career mapping documents completed for several of DLA's mission-critical occupations.

"Although the Director's Guidance expected action is to develop career road maps for at least two MCOs, I'm confident we can surpass this goal based on our progress and support from the functional communities," Bunn said.

As of late April, the detailed products for the Human Resources career field had been drafted and were being reviewed, said Latker. 

The face of the  
Defense Logistics  
Agency Energy...

# One Face



**Name:** Lt. Col. Tam Gaffney

**Job:** Commander of Defense Logistics Agency Energy Americas West. I'm responsible for providing timely, on-specification fuels to support customers in 11 states west of the Rocky Mountains. A team of 35 dedicated professionals ensures mission success by executing distribution, inventory and quality assurance functions.

**Energy experience:** I started my career at the U.S. Air Force Academy, began work in logistics plans and programs in 1994 and earned a master's degree in logistics management from the Air Force Institute of Technology. When the Air Force activated the Logistics Readiness career field in 2002, I was chosen to lead a fuels management flight at Osan Air Base, Korea. This gave me invaluable experience. For two years, I interacted directly with the airmen who put fuel in the planes. They checked me out on R-11 fuel truck operations, certified me for hot pit refueling and taught me how to stick tanks. Next, I worked alongside officers from fellow services, as well as a DLA Energy liaison officer, in the U.S. European Command Joint Petroleum Office to provide Class III products throughout Europe, Africa and to Iraq through Turkey. Most recently, I commanded a logistics readiness squadron at MacDill Air Force Base, Fla., supporting KC-135s and a myriad of transient aircraft, and providing base support to two unified commands.

**Challenges and rewards of the job:** We struggle with constrained resources every day, whether that is manpower shortages or inventory shortfalls from our suppliers. As a commander, it's imperative we balance all these requirements and limiting factors. Some days, it's harder than others to make all the pieces fit together. But at the end of the day, when we know we're contributing to warfighter mission success, we know all the hard work pays off.

**A memorable mission:** In February 2011, we experienced the "perfect storm" with a refinery in Texas that supplies fuel to Defense Fuel Support Point Davis-Monthan Air Force Base, Ariz. The refinery had shut down for preventative maintenance in January. When they resumed service, record-breaking low temperatures and interruptions to its electrical supply interrupted operations and damaged the refinery. It took a major team effort with Americas West distribution experts and representatives of the Air Force Petroleum Agency, headquarters DLA Energy, the Air Force's Air Education and Training Command, Air Combat Command, and Arizona's Davis-Monthan AFB, Luke Air Force Base and Tucson Air National Guard to get inventory levels back to acceptable levels. We exhausted all our coordination efforts to get tank trucks from California and New Mexico in order to ensure fuel kept flowing and planes kept flying. It was a success only because of the perseverance of all players involved.

**Unique background:** My father was a colonel in the South Vietnamese Air Force when Saigon fell in 1975. The U.S. Air Force helped evacuate my family to Eglin Air Force Base, Fla. Ever since then, I have had a truly blessed life. We were never rich, but we were never in need. I had incredible teachers and have had amazing opportunities in my life. Because of this, I wanted to give back to my country; and, that is what led to my Air Force service. I am passionate about giving back to this great nation of ours. I can think of no better way to do that than to support our warfighters every day.

Tam Gaffney



*Job  
Functions*

*Competencies*

*Leadership*

*Education and Training*

**CAREER MAPPING**