

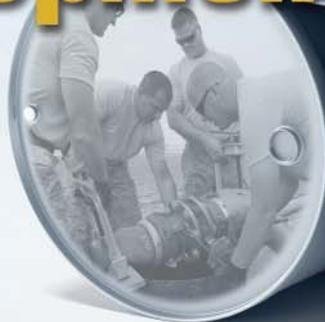
Defense Logistics Agency Energy

# Energy Source

Fall 2012



## Workforce Development



FROM THE

# Commander



**Brig. Gen. Giovanni K. Tuck, USAF**  
**Commander, Defense Logistics Agency Energy**

**T**he workforce development theme of this magazine couldn't have come at a better time. Coming back from visiting the DLA Energy regional commands, a point driven home time and time again was how our folks are giving it their all to support the warfighter.

From my travels to DLA Energy Pacific, Middle East and Europe and Africa, I have a better understanding of the day to day mission support carried out by our people worldwide. It takes a lot of hard work and collaboration to move fuel through the supply chain to meet our customers' demands. It's important to remember that behind those efforts are our trained people who have dedicated themselves and gained the experience to provide unrivaled support.

One part of our dedicated workforce I had a chance to see in action was our DLA Energy unsung heroes - our quality assurance representatives. Their role in sampling and testing fuel to meet the combatant command's demand will consume around the world is impressive, but more amazing is they do it all in

working conditions some would say are downright dirty. They work long hours in hot, humid, windy, cramped or dirty working environments like a ship's tank, and yet still pull out solutions to seemingly impossible situations.

As someone who was an end user of fuel, it's fascinating to experience how it all comes together and to meet the people responsible for exceeding the warfighter's expectations. All of DLA Energy's leadership takes comfort in our folks' abilities that keep the services fueled.

Big picture: it's clear that our DLA Energy folks are our greatest asset. Their skills and expertise were highlights of the regional visits, and I continue to see Herculean examples of people giving their all every day as I roam the building here at headquarters. To borrow one of Pat Dulin's phrases, our people put the energy in DLA Energy, and we can't thank everyone enough for all the work they do out there!

## Energy Source

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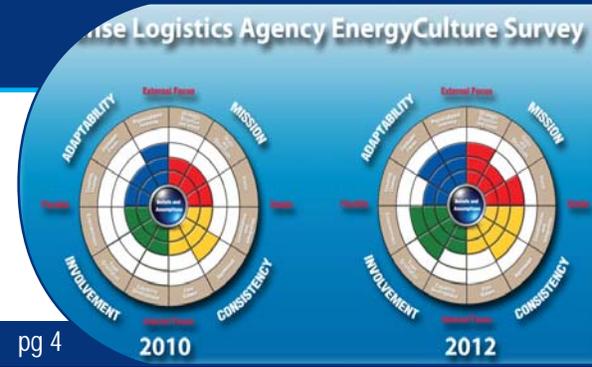
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# Workforce Development

## Culture survey results provide insight to new commander

By Susan Lowe

**T**he results of the most recent Defense Logistics Agency Culture Survey, which ran from May 29 through June 22, are in.

Sixty-seven percent of the DLA Energy workforce participated in the 2012 survey.

DLA Energy scored in the third quartile in the Mission and Adaptability culture traits and in the fourth quartile in the Involvement and Consistency culture traits.

"In 2010, we were in the third or fourth quartile for every category, which according to the company that runs the survey, means we were a high performing organization," DLA Energy Command Administrative Support Director Bill Brennan said.

The results for 2012 basically show the same thing. There was very little difference in scores [between 2010 and 2012], which means DLA Energy remains a high performing organization, he added.

The survey was administered to the entire DLA enterprise by Denison Consulting and included questions on customer service, the organization's vision and core values and employee empowerment.

"It is important for employees to complete these Culture Surveys because they assess the shared beliefs, values and behaviors of DLA employees and provides a framework for growth," said Jackie Cookston, Program Manager for this year's survey. "We need to assess our culture to get a reading of how employees feel about the agency and its leadership."

This year's survey was really important for DLA Energy especially with a new commander on board, Brennan said.

"The Culture Survey gives Brig. Gen. Tuck some insight into the culture and the climate as it exists today in DLA Energy," he said. "It allows him to look at past results and compare them to how we are doing and that makes it a valuable tool."

If the agency scores low in particular areas, detailed

action plans can be developed that bring about improvements, Cookston said.

Business unit directors received their individual survey results in September, Brennan said. About 25 percent of DLA Energy's business units, will have to present action plans for areas of improvement.

The survey is anonymous and was delivered to the workforce via email. Those employees without access to a computer were given paper surveys to fill out.

"DLA Human Resources considers the privacy and confidentiality of survey participants of the utmost importance," Cookston said. "As in previous years, we hired an experienced contractor to administer the survey so that DLA employees' privacy is safeguarded."

DLA management, including the Human Resources Culture Survey team, does not have access to any employees' names along with their responses, and Denison will not provide that information to anyone in DLA, she added.

The goal of the DLA Culture Team is to be transparent to DLA employees and leadership in the process used and provides DLA with meaningful data, and at the same time, ensures employees' responses are not identifiable based on the way they are reported, Cookston said.

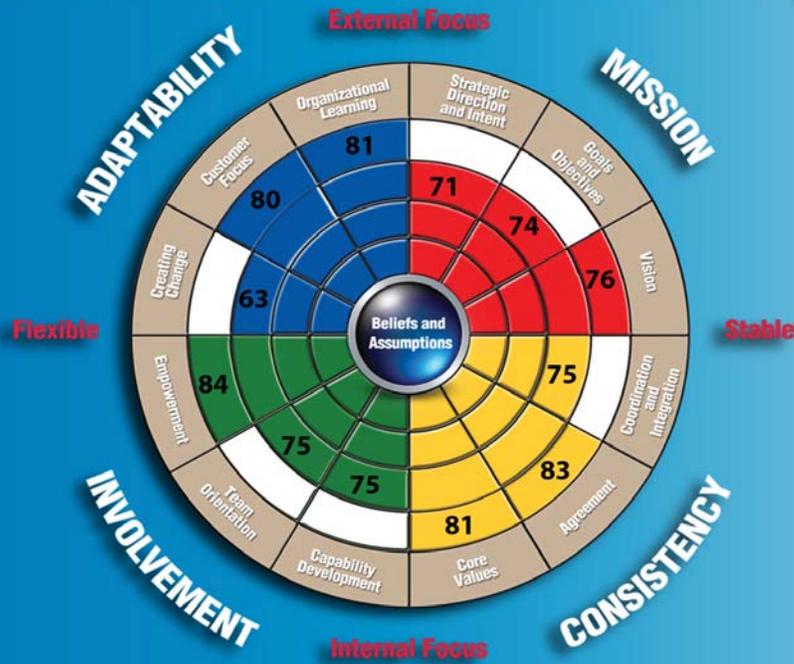
The Denison Culture Model reports shows a percentile score for each behavioral index within the four culture traits and the overall number of respondents, she said.

"Reports are run for all of DLA, or for groups in the different primary level field activities and [directorates]. Reports are not run when there are less than 10 respondents in any given group, nor is a demographics report run when there are less than 40 respondents in any given group," she added.

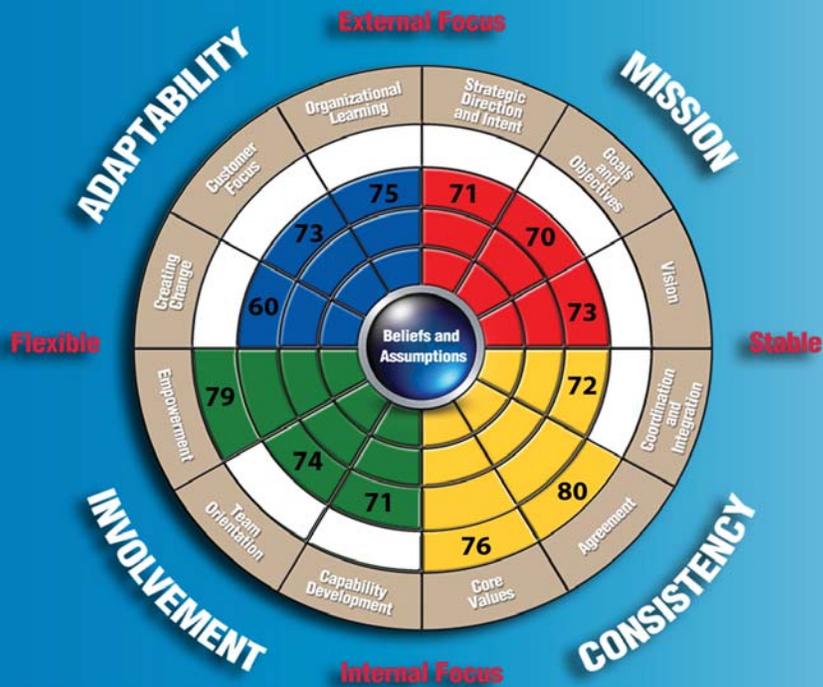
The next survey will take place in the October/November 2013 timeframe, approximately 18 months following the administration of the 2012 Culture Survey, Cookston said. 

# Defense Logistics Agency Energy's results of the culture survey

2010



2012



\* Results are from the DLA Energy 2012 Culture Survey page on eWorkplace



# Workforce Development

## Solving problems

By Susan Lowe

**T**he Defense Logistics Agency Energy Culture Climate Council was established in March to transparently and consistently assess the overall climate of the DLA Energy workforce, and to ensure appropriate action is taken to strengthen the organization's culture, according to a memo released to the workforce by DLA Energy's then-Acting Commander, Patrick Dulin.

The all-volunteer council is comprised of DLA Energy employees, first-line supervisors and senior leadership who are tasked with establishing culture action teams and providing tasking, oversight and sustainment pursuing initiatives that make a positive impact on DLA Energy's workplace environment [also known as climate], according to the memo.

The council's objective, Dulin explains in the memo, is to enhance DLA Energy's culture and organizational effectiveness. DLA Energy then-Acting Deputy Commander Michael Scott opened the council's first meeting March 14 by expressing his appreciation for the high level of employee interest in the council and thanked everyone for volunteering.

Scott transitioned from his initial leadership role by allowing the council to choose a chairwoman and vice-chairwoman. The group chose Trista Holmberg from the Manpower and Workforce Analysis office as chairwoman and Janis Spear, from the Europe and Africa region, as vice-chairwoman. Scott pointed out DLA Energy has been decentralized in the past with

regard to culture issues that need to be addressed. The plan for the council is for it to be the conduit between the workforce and senior leadership to address those issues. "Groups like this have been very effective in the past," Scott said.

"Your multidimensional role will allow you to bring issues to the table that the workforce is concerned about and find solutions for them," Scott told the council. "This will take some work, and I really appreciate you making the time to add this to your already heavy workload."

The Culture Climate Council's charter outlines the council's purpose, mission and objectives, membership roles and responsibilities, guidelines for forming action teams and frequency of meetings.

The council pursues initiatives suggested by the workforce that are designed to make a positive impact on the culture within DLA Energy.

A website was created that allows employees to access council meeting minutes, the council's charter, council members and a "Shoe Box" for employees to leave comments and suggestions.

Locked suggestion boxes have been placed throughout the headquarters complex, at the Gatehouse location and in the region offices. Suggestions will be gathered by council members before each monthly meeting.

In an email to the workforce, Scott explained DLA Energy's success is largely the result of the

organization's most valuable asset: its workforce. He encouraged everyone to be part of the solution by providing input on issues the workforce believes to adversely impact the organization's performance and success as a community.

"One of the key benefits of this council is to foster and promote open communication across the organization, which is essential for DLA Energy's continued success. Getting the workforce involved is critical," he said. 

**DEFENSE  
LOGISTICS  
AGENCY  
ENERGY**



**Culture Climate  
Council**

**Helping the  
workforce find  
solutions**

Website: <https://eworkplace.dla.mil/sites/c8/n345/Pages/Culture%20Climate%20Council.aspx>

# DLA Energy

## *Training Opportunities*

By Terry Shawn

Graphics by Idella Fletcher

**W**hile the Department of Defense grapples with a proposed budget cut of \$500 billion, the Defense Logistics Agency Energy workforce can still take advantage of free training in these austere budgetary times.

DLA Energy continues to develop its workforce through traditional means, as well as new training opportunities. Skillsoft is an eLearning system that is available to all DLA civilian employees and assigned active duty military personnel.

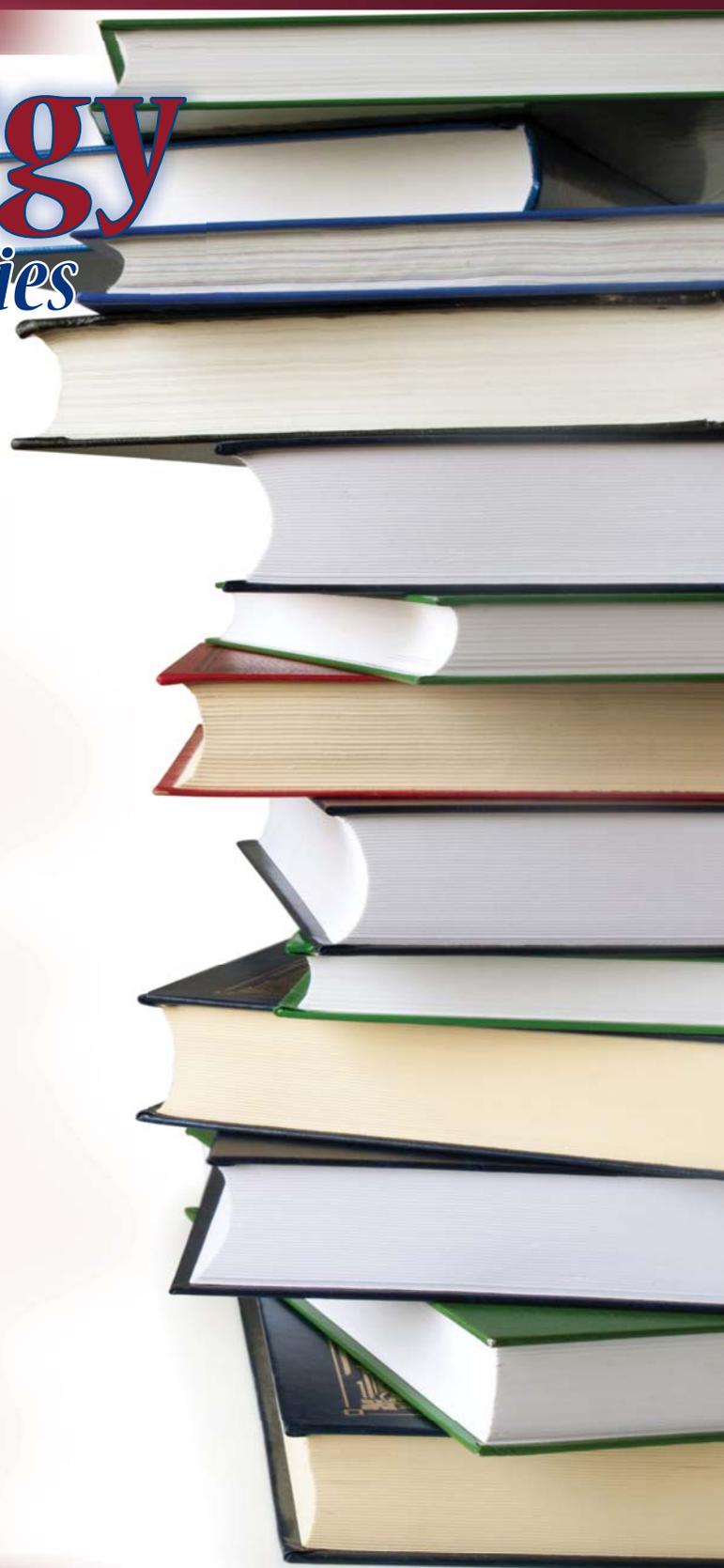
"The face of learning has changed," DLA Energy Manpower and Workforce Analysis Management Analyst Pam Jaeger explained. "It is no longer possible to develop an individual's leadership skills with a single approach. Today's learning environment calls for out-of-the-box thinking, incorporating many types of learning that benefit the learner."

Skillsoft courses are available through the DLA Learning Management System and provide an effective, flexible and affordable solution to meet the individual learner's needs in information technology, logistics, project management, leadership and other business-related courses. Course offerings range from Quality Assurance and Quality Control to Pre-Retirement Planning for the Federal Employee Retirement System.

Skillsoft's Books 24x7, available through LMS, allows users to instantly access and search thousands of books by leading authorities in business, technology and other fields.

"eLearning enables a member of the workforce to obtain the full benefit of building leadership skills at their own pace with courses that are available 24 hours a day. This convenience allows the individual to learn when they have time in their busy schedule," Jaeger said.

DLA paid a flat fee for this learning system and





# Workforce Development

there is no charge to business units when their employees take the training courses. Since the training is online, the added expenses of travel are not incurred and time away from the office is minimized.

## The importance of an IDP

An effective way to focus on job skills improvement is Individual Development Planning, Jaeger said. Development planning involves supervisors who are accountable for their employees' development and the individual employee's accountability for their own personal growth.

The IDP must consist of at least one goal and one activity. The goal is the desired result or a developmental goal that is to be attained through the identified training, while the activity is the course or training that fulfills the goal.

The fiscal year 2013 plan period is from Oct. 1 through Sept. 30, 2013. All DLA employees will use LMS to input their goals and activities during the open season February 2012-October 2012.

Employees can follow the links below for expanded instruction for creating an IDP:  
New users: <http://www.hr.dla.mil/downloads/lms/IDPOnlineJobAidforNewUsers.pdf>  
Existing users: <http://www.hr.dla.mil/downloads/lms/IDPOnlineJobAidforExistingUsers.pdf>

## Mandatory training for leadership

Another program, the Enterprise Leadership Development Program, is aimed at building and enhancing the leadership skills of DLA employees at all levels.

The program is made up of multiple components targeted toward five levels of leadership ranging from non-supervisory to senior executive service. Competencies cover a wide spectrum, such as supervisory certification, coaching, mentoring, leader development guides, multisource feedback and behavior-based interviewing.

ELDP identifies the 31 common leader competencies within DLA, ELDP Program Manager Janet Lynch explained. These core competencies, which are the same for all DoD organizations, are arranged

in a framework by role level-lead self, lead teams/projects, lead people, lead organizations/programs, and lead the institution, Lynch said.

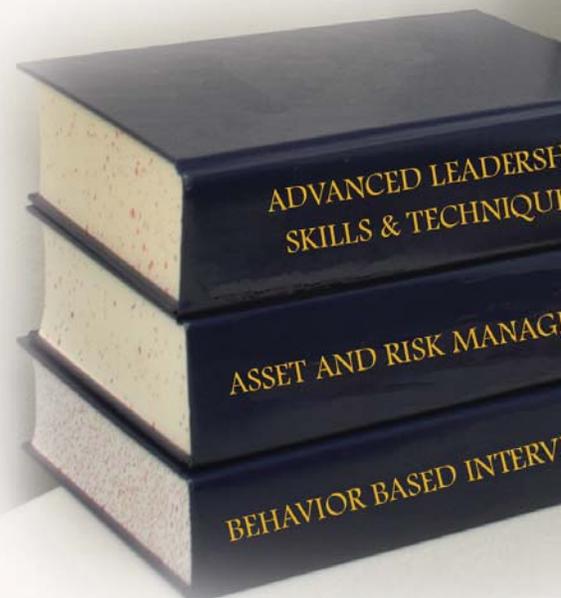
The program also establishes expectations for proficiency levels for leaders, she added. The recently revised program aligns with the DoD Civilian Leadership Framework.

"Per DoD requirements, all of DoD must align to one leader framework/continuum throughout DoD. We are all focused on the same competencies for development – increasing in scope and complexity as we take on additional roles and responsibilities," Lynch explained.

Those who took leadership training before the revision should revisit our model, determine their leader level – non-supervisory, leading teams/projects, leading people, leading programs/organizations or leading institutions, Lynch added. From this, they should plan for continuous leader development.

Participation is mandatory for team leads and all supervisors, Lynch pointed out. New supervisors will be automatically enrolled in the new supervisor's program – a two-year program with a variety of leader development activities.

"All other leaders should complete 24 hours of leader training annually – information is available at the ELDP website," Lynch said.



For more information about leadership development employees can visit <http://www.hr.dla.mil/resources/workforce/eldp/leadership.asp>. 

### Instructions for Taking Skillsoft Courses through the DLA LMS

1. Log into the LMS.
  2. Click on the Catalog tab.
  3. Click on the Advanced Catalog Search link.
  4. Under the Search Options section located in the lower half of the screen, uncheck the Instructor-Led, Blended, and Other boxes, leaving only the Online box checked.
  5. In the Source field, type in "Skillsoft".
  6. Click the Search button located on the bottom right side of the screen.
  7. A list of courses having Skillsoft as the source will appear.
  8. You may navigate through the choices by scrolling down and clicking the various page numbers or on the Next link located on the bottom of the screen.
  9. You may click on the course title to review the course description.
  10. If you are interested in taking a course, select the Add to Learning Plan button in the Action column. You may also add the course to your learning plan from the course description screen by selecting the Add to Learning Plan button to the right of the course description.
  11. When you click the Add to Learning Plan button from the step above, your LMS learning plan screen appears.
  12. Select the Request Approval button in the Action column for the Skillsoft course you added.
- Note: Before you submit your request, ensure your supervisor selection is correct.
13. Once your first level supervisor approves your request, you may begin your course at your convenience by selecting the Go to Content button located in the Action column.

ADERSHIP  
NIQUES  
MANAGEMENT  
INTERVIEWING



# Workforce Development

# Not just an act

*Improving  
the  
acquisition  
workforce  
one level at  
a time*

By Christopher Goulait

**W**hen the warfighter turns to the Defense Logistics Agency for support, it can rest assured that the agency's acquisition workforce is serious about their acquisition certifications.

Employees whose jobs fall into an acquisition category are required to be certified under the 1990 Defense Acquisition Workforce Improvement Act, according to the Defense Acquisition University website. Acquisition employees undergo education, training and career development experiences to improve their acquisition processes.

The DLA Energy workforce has a large percentage of employees in acquisition-coded positions. Those positions require a specific level of DAWIA certification, appropriate to the grade level and job requirements, be achieved within a typical timeframe of 24 months, explained then-Chief of the Acquisition Workforce Development and Intern Center Erin Ralph.

Ralph noted that achieving certification has been mandated since the act's inception.

Recently, she pointed out, DLA policy and procedures were issued to emphasize and enforce those requirements, including the development of formal instructions relating to the time extension waiver request process, as well as to outline consequences for the failure to meet certification requirements.

"The standards for those employees in acquisition-coded positions have been in place for a long time, but in order to successfully achieve the high standard of quality and quantity of work within DLA Energy – while facing budget constraints – well-trained and highly skilled employees are a must," Ralph said.

"These certificates are more than pieces of paper you put on your resumes; they're promises," DLA Energy Deputy Commander Pat Dulin said during a DAWIA certification ceremony. "They're promises given to DLA Energy and that DLA Energy gives to the warfighter that there is a high degree of professionalism we will maintain in our support to the services."

That professionalism applies across 13 different acquisition career fields, from contracting to quality assurance, according to the DAU. Appropriate certification standards are determined by grade.

"The higher the level of certification that is sought,

the more difficult and complex the training courses become, in addition to the depth of experience required," Ralph said. "Although the specific requirements vary among the different acquisition career fields, the requirements generally consist of a combination of education, training and experience in order to gain approval of certification."

Farheena Khan with Utility Privatization met the challenge of earning the highest level of DAWIA certification, Level III, for her role as section chief and contracting officer in Utility Services.

"As a result of my certification, I've gained a strong foundation of contracting knowledge that I use continuously and build on every day as I go through my contracting career," Khan said.

She also explained how it serves as a point from which she could expand her knowledge and skills to explore all available contracting options before executing the most efficient and effective contracting action needed to meet the requirements.

"My DAWIA certification is really utilized when I need to resolve more complex issues," Khan said. "Based on my contracting knowledge, I am able to explore all options, inside and outside the box, so that I'm not limited to the ways I can resolve these challenges. The more options I know, the more opportunities I have to not only resolve the issue, but also do it in the most cost-effective way possible. This ability is even more substantial in today's tight budget climate. Every project [Utility Services] works on at the various installations helps update the physical infrastructure, which provides a reliable, functional location needed by the warfighter to accomplish their mission."

Khan isn't alone in her use of DAWIA certification to support the warfighter.

"Everyone who certifies is a part of the future of DLA Energy, making sure that the warfighters stay strong with the energy they need, at the price they need, anywhere they need it," Dulin said. "Their dedication to certification is part of what keeps us able to face the challenges of the acquisition world head-on."

We strive to ensure that our acquisition workforce, who work extremely hard to complete the requirements for DAWIA certification while carrying out the mission, receive swift approval and recognition of their achievement, Ralph said. The majority of the DLA Energy acquisition workforce has earned certifications, and every quarter more of the workforce achieves higher levels of DAWIA certification. 

## **What level of certification is required for member of the acquisition workforce? The DAU provides the following guidance:**

### **Level I - Basic or Entry (General Schedule 05-09)**

Basic level training standards are designed to establish fundamental qualifications and expertise in the individual's career field. Development at the basic level lays the foundation for career progression and is designed to prepare qualified, motivated personnel for positions of increasing responsibility. At the basic level, trainees should be exposed to the functions of acquisition and the roles of its various specializations.

### **Level II - Intermediate or Journeyman (GS 09-12)**

At the intermediate level, specialization is initially emphasized. Development continues, including on-the-job rotational assignments, but the responsibilities and length of time an individual spends in each position generally increases. While specialization is emphasized at the beginning of this level, the individual should later begin to broaden his or her background toward a more general expertise in the overall processes of his or her field.

### **Level III - Advanced or Senior (GS 13 and above)**

By the time an individual reaches the senior levels of acquisition management, he or she should have completed all the mandatory training and education requirements (or equivalents) of that level, and should have advanced through a career pattern that has given him or her depth of knowledge in his or her functional area and breadth of knowledge across the entire acquisition process. At the senior level, advanced acquisition education and training becomes essential.



# Workforce Development

## Mentors

*provide support, insight and perspective to new employees*

By Susan Lowe

**W**hen Defense Logistics Agency Energy employees enrolled in the Mentor/Protégé Program were asked to define a mentor, they responded with much more than the one or two word definition of “a wise, loyal adviser” or “a teacher or coach” found in Webster’s New World Dictionary.

Their comments provided insight into the special relationship that exists between a mentor and his or her protégé.

DLA Energy Contract Specialist Callie Lake compares the relationship she had with her mentors to something that occupied the attention of millions during the summer months.

“Having a mentor is like having an Olympic coach,” Lake said. “You work hard and train every day but you still need someone to watch and tell you what you are doing right and wrong.”

But, Lake said, her “coaches” have done more than just tell her right from wrong.

“They have been there to help lift me up whenever I feel like I have failed or didn’t perform well,” she added. “That’s an important part of what my mentor does for me.”

Getting a different perspective from someone who has had to deal with a similar situation is very helpful too, Lake said.

“If I have had a bad day or a disagreement with someone, I can usually count on my mentor to work with me and help me see things from a different angle,” she continued. “That has been very beneficial, especially when I was new to the organization.”

Not surprisingly, when mentors were asked to describe the relationship they have with their protégés, the responses were just as positive.

“Being a mentor allows me to share real-life experiences with someone who may be new to the organization,” Andrea Kincaid, DLA Energy chief of renewable energy, said. “I appreciate the opportunity to help shape a protégé’s professional development.”

Kincaid pointed out the Mentor/Protégé program allows her to make long lasting connections that



**DLA Energy Deputy Director of Acquisition Policy mentoring session with her protégé, Logistics Christopher Goulait**

will help shape the future of the organization.

“[DLA Energy] has been my home for more than 20 years,” Kincaid added. “Relationships I have had [both as a mentor and as a protégé] have helped me develop the character and skillset that make me the individual I am today.”

Like most relationships, the mentor/protégé relationship is a two-way street.

“Each person in the relationship is afforded the opportunity to meet someone different, share experiences and life’s lessons,” Kincaid added.

“If one partner in the program



cy and Oversight office Gabriella Earhardt, left, hosts an informal Management Specialist Elysia Bowles-Charles. Photo by

isn't seeing a benefit, then there really isn't a partnership and the relationship probably won't be successful," Kincaid said.

The program also promotes good communication and problem-solving skills for both people, she said.

"Many of the leaders in our organization have been in their jobs for a long time," Kevin Ahern, deputy director of customer operations, said. "We have weathered the storm from the intern level, to the journeyman level and finally to positions of leadership, and we've learned a lot along the way."

Protégés are the future leaders of the organization, Ahern said.

"It's important to be able to share all that knowledge and experience with the new individuals we have in the pipeline," he continued.

The true sign of leadership is to have groomed and shaped your successor, he added.

"We have a responsibility to guide the new people and the mentor program allows us to do that," Ahern said. "One of the true benefits of being a mentor is I get the opportunity to start from the ground up to shape and form the future leaders who are going to contribute to the long-term success of this organization."

Mentors and protégés form a new type of formal partnership that encourages individual growth and development, as well as the growth and development of the organization, said Trista Holmberg, mentoring program coordinator with DLA Energy's Manpower and Workforce Analysis office.

"The formal support is comprehensive and includes a facilitated matching process, formal mentoring training, an established tracking system and clearly defined goals for measuring success, Holmberg said.

Participation in the program is completely voluntary and protégés should be self-motivated and committed to personal and professional development, and mentors should demonstrate a willingness to commit to the mentoring process, she added.

The program is intended to enhance the culture of continuous learning and growth where people can live and work to their full potential, Holmberg said.

"For protégés, it builds and expands the opportunity for professional relationships, increases their understanding of the organization, develops and enhances essential skills and provides an avenue for them to receive honest and informal feedback," Holmberg said.

For mentors, it enhances coaching, counseling and communication skills, develops potential leaders, provides exposure to new perspectives and allows them to share valuable knowledge gained as a result of experience, she said.

"For DLA Energy, it builds collective knowledge of our organization, provides leaders with an enhanced competency base, aids in the retention of high-caliber talent and provides an avenue of investing in a highly qualified workforce," she said.

Holmberg said the program's goal is to help grow and groom a vital workforce. 



# Workforce Development



DLA Energy Workforce Recruitment Program student Clayton Grossinger and co-worker Command Protocol Officer Valerie Boyle use pen and paper to work together. Photo by Christopher Goulait

## More than Words

### Ability brings down barriers to communication

By Christopher Goulait

**C**ommunication is vital to getting the job done, and when presented with potential barriers to getting the message across, Defense Logistics Agency Energy employees have the means and the drive to overcome those obstacles.

Bridging the gap between the organization's hearing employees and those who are deaf or hard of hearing

with technology and the active participation of peers and supervisors turns what could have been a problem into an opportunity.

"The value that deafness brings to DLA Energy is the importance of communication," said Rachel Schreiner, management clerk for DLA Energy's Manpower and Workforce Analysis Workforce and Strategic Planning division.

When two people meet each other, regardless of if they are deaf or hearing, they learn to adapt

to each other's method of communication, she said. Some people communicate through body language, sign language, a paper and pen or verbally.

With DLA Energy's global presence, sooner or later employees are likely to run into a communication barrier, Schreiner continued. Being adaptable and relating information efficiently in a variety of ways can be an important skill to hone before a crisis strikes and limits how workers can connect with one another.

"Tools and technology, including creative communication strategies, facilitates effective communication to keep the information flowing seamlessly between deaf and hearing employees," said DLA Disability Manager Eric Spanbauer.

From working with emails, video/voice relay services, sign language interpreters, assistive technology provided through by the Computer/Electronic Accommodations Program at [www.cap.mil](http://www.cap.mil) and multiple communication strategies by the Job Accommodations Network, there are many options for open interaction, he explained.

"There are abundant methods provided to deaf employees at DLA Energy to enable us to work with our hearing co-workers. I chose Office Communicator [an instant messaging service] because it is the most convenient way for me to communicate with my hearing co-workers in the quickest amount of time possible," said Clayton Grossinger, with DLA Energy Public Affairs.

Schreiner, in addition to using

email and Office Communicator, also uses other communication mediums in the office.

"I use a hearing aid to hear and understand my co-workers," she said. "I also lip-read and sometimes I use a paper and

**"Tools and technology, including creative communication strategies, facilitates effective communication to keep the information flowing seamlessly between deaf and hearing employees."**

*DLA Disability Manager Eric Spanbauer*

pen method to clarify any misunderstanding.

Her supervisor uses sign language to spell out the words if she is confused by something he said.

"I have had interpreters provided in every meeting, training and class, she added.

She also mentioned the support of her co-workers and the agency has made her working environment friendly and accommodating.

Her team works together to figure out the best ways to approach one another and break down communication barriers.

With so many ways to get the message across, both Schreiner's and Grossinger's supervisors agree that there's no reduction in the support they provide to the warfighter compared to their hearing co-workers.

In fact, sometimes their unique skills come in handy.

Schreiner's supervisor and head of the Workforce and Strategic Planning division, Stanley Jasiczek, described how she would be able to concentrate more on the task

at hand, working quickly and accurately without some of the everyday office distractions.

Also, he notes that points are made directly and concisely, focusing more on the mission.

"Honestly, the only impact to our mission has been positive from having [Grossinger] onboard," DLA Energy Public Affairs Officer Irene Smith said. "We're more conscious of how we reach out to

people now, and as an office with a core mission of communicating effectively and efficiently, being able to approach that communication from a different point of view is a terrific asset."

Smith also noted how Grossinger's unique perspective, experiences and abilities contribute to a diverse workforce in her office.

"It's all about ability, regardless of the disability, which is vital to mission readiness," Spanbauer said. "Being differently-abled produces the same results just like employees without disabilities."

Being qualified is the key in performing the essential functions of the job with or without reasonable accommodations, Spanbauer continued. Employees who are deaf or hard of hearing are more focused, which can bring out innovative methods and best practices.

Also, integrity, accountability, mission excellence and teamwork are built upon respect and diversity, he added.

And Schreiner says that theme of teamwork applies directly to her and her office.



# Workforce Development



DLA Disability Manager Eric Spanbauer communicates with the assistance of an interpreter to contribute his information on facilitating effective communication between deaf and hearing employees. Photo by Christopher Goulait

"The most important lesson we have taught each other is to adapt to various forms of communication," she said. "There is no right or wrong method to communicate with one another. Each person and situation is different so being able to adapt to each one is vital to ensure that all parties involved understand each other."

A little understanding and adaptation can go a long way to supporting a deaf or hard of hearing employee and making them feel at ease in the workplace, Grossinger explained.

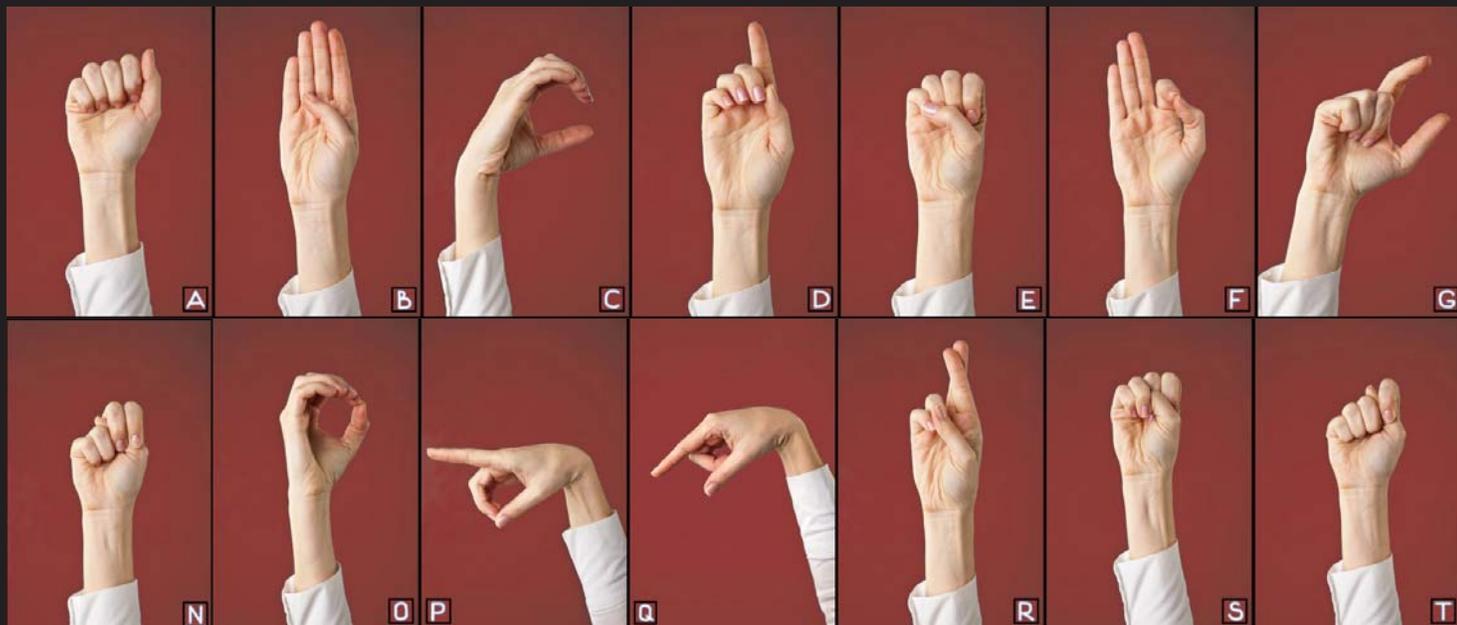
"To best describe how supportive DLA Energy is in accommodating my needs and giving me an environment I can thrive in, I felt at times as if my co-workers and I were not using different languages," he said.

Schreiner said DLA Energy is probably one of the most accommodating jobs she's ever had.

"In DLA Energy, I am able to complete my job without communication barriers. This ensures that I am able to give 110 percent every day. It created an environment where I am able to be comfortable in, enabling me to work and learn," she added.

"I look forward to coming to work every day because I feel a sense of belonging," she continued. "I feel as if I am contributing to the overall mission and helping DLA thrive." **ES**

Below: The American Sign Language Alphabet can be used to "finger spell" words. Courtesy graphic



Effective comm.docx

Comm. tools and tech.pdf

Interpreter request.docx

Comm. Tips.pptx

Instant messages sent to or from this IM address will be subject to archival, monitoring, or review

**Goulait, Christopher B DLA CIV ENERGY**

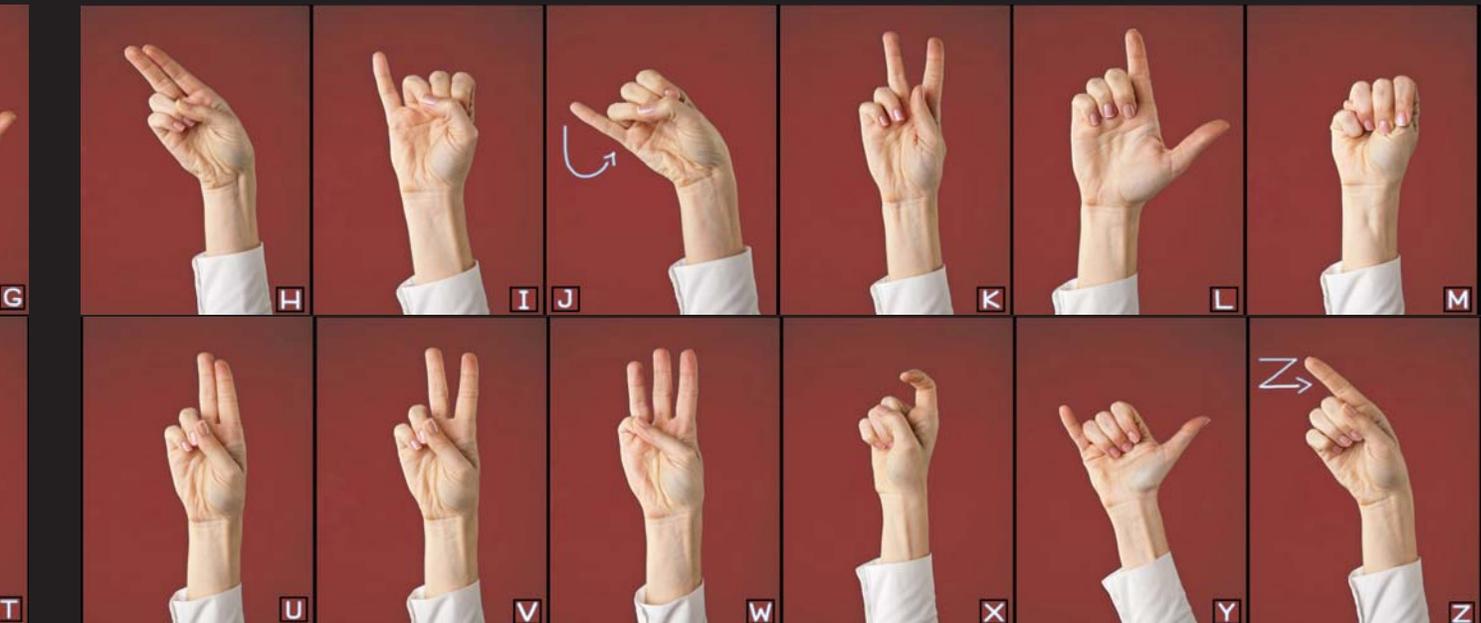
Schreiner, Rachel DLA CIV ENERGY

12:57 PM  
 Is there a memorable story involving communication between you and your team?

1:00 PM  
 There was one day when my co-worker had a meeting with deaf client. An interpreter wasn't present and the only way they could communicate was by using a pen or paper method. After realizing it would take too much time, I was called into the office and asked if I could interpret for them as I can lip-read and sign at the same time. It was effective and the meeting went as smoothly as it could.

One reason why it was so memorable was because it showed that there are so many different ways to communicate and that we cannot afford to assume that because a person is deaf, they all communicate the same way. It was also memorable because it was a team effort. The client, my co-worker and I had to work to make sure that we all understood each other and were on the same page. I think that made the difference, our willingness to address the current situation and willingness to work together to achieve the overall goal of the meeting.

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# Workforce Development

# VETS to FEDS

By Susan Lowe

Photos by Teodora Mocanu

**D**efense Logistics Agency Energy is partnered with DLA Acquisition to support the Vets to Feds Career Development for Student Trainee Program sponsored by the Interagency Council on Veteran's Employment.

The program is designed to recruit and support the development of our nation's student veterans for careers with the federal government.

"More specifically, the program offers veterans the opportunity to pursue valuable experience related to the contracting career field while pursuing their education," said then-DLA Energy Acquisition Workforce Development & Intern Center Chief Erin Ralph.

Trainees who complete the program will transition into federal contract specialist positions – one of the government's most mission critical positions, according to the Office of Personnel Management website.

"We've been working with and hiring our nation's veterans for a long time, so when this program was introduced...we were immediately on board and knew it would be successful," Ralph said.

Those chosen for the program were hired under the Student Career Experience Program, which provides work experience

directly related to the veteran's academic program and career goals.

The program includes formal and informal training in contracting, and allows the student veterans to work directly with customers while teaching them how to write basic requests for proposals and evaluate bids or proposals. The trainees also learn how to assist with purchases and monitor contracts, according to OPM's website.

The program has helped fill contracting vacancies, Ralph said, and it's a great way to introduce veterans to civil service. Once the student veteran has completed the SCEP requirements, he or she may be converted to a contract specialist and complete the program under the DLA Corporate Intern Program, she explained.

"DLA Energy has always provided tremendous support to service members on active duty. Hiring vets is another way to show our support; we love providing this opportunity to the folks who have served our country," Ralph said. 







# Energy

# Energy for LESS

By Terry Shawn and Susan Lowe

**Defense Logistics Agency Energy** is building cost-cutting strategies into its primary mission to provide comprehensive energy solutions to the Defense Department and other federal agencies. The primary-level field activity is helping to do its part in meeting DLA Director Navy Vice Adm. Mark Harnitchek's broader goal for the agency to save \$10 billion over five years.

DLA Energy already has programs and initiatives in place to perform its mission with more cost effectiveness in mind, officials said.

"DLA Energy has pushed the initiative to convert from JP8 to commercial grade Jet A aviation turbine fuel in the continental U.S. as a cost-saving initiative for several years," said Lee Oppenheim, deputy director of DLA Energy Americas at San Pedro, Calif.

Working with service control points and engineering support activities, DLA Energy assisted in obtaining approval for military aircraft to

unconditionally use Jet A, he explained. Air Force testing shows almost no issues with this change, and the service authorized DLA to procure Jet A for many of its locations.

DLA Energy Americas is moving forward with a plan to convert current customers in the continental U.S. using JP8 to commercial Jet A fuel. Within the DLA Energy Americas at San Pedro region, several employees foresaw this change and implemented changes within the infrastructure to accommodate Jet A use.

Robert Short, then-chief of bulk fuel distribution; Bowdoin Swenson, chief of the distribution division; and Michael Koury, chief of the quality division, began modifying defense fuel support points to accommodate commercial-style filtration and providing the sites with the capability to inject military-required additives.

"With that accomplished, implementation within the region will not require long lead times to retrofit the terminals before converting to Jet A," Oppenheim said. "Almost all Air Force weapon systems have been approved to use Jet A as an equal with the military-specification JP8."

Army and Navy organizations are in the process of considering Jet A as an equal fuel, he said.

The Air Force, Navy and Army represent DLA Energy's top three customers, with sales of more than \$18 billion.

The first shipment of commercial

Jet A with additives was loaded at DFSP Vancouver in Vancouver, Wash., and delivered to Air National Guard Kingsley Field in Oregon July 16. DFSP Vancouver had received 200,000 barrels of Jet A July 11 and the entire fuel storage at the Nu Star-operated facility was converted from JP8 to Jet A in three days.

"The basic goal is to allow suppliers to maintain a single aviation turbine fuel stock at production and within the supply chain until DLA Energy purchases it," Oppenheim said. "By eliminating separate production, storage and transportation for military-specification product, DLA and the warfighter will reap the benefits of eliminating suppliers' additional expense. Jet A customers anticipate a savings, once fully implemented in three years, of 2 to 3 cents per gallon."

According to the most recent figures available, DLA Energy had net sales of 1.25 billion gallons of JP8 within the continental United States in fiscal 2011. A 2- to 3-cent savings per gallon would realize a total savings of between \$25 million and \$37.5 million.

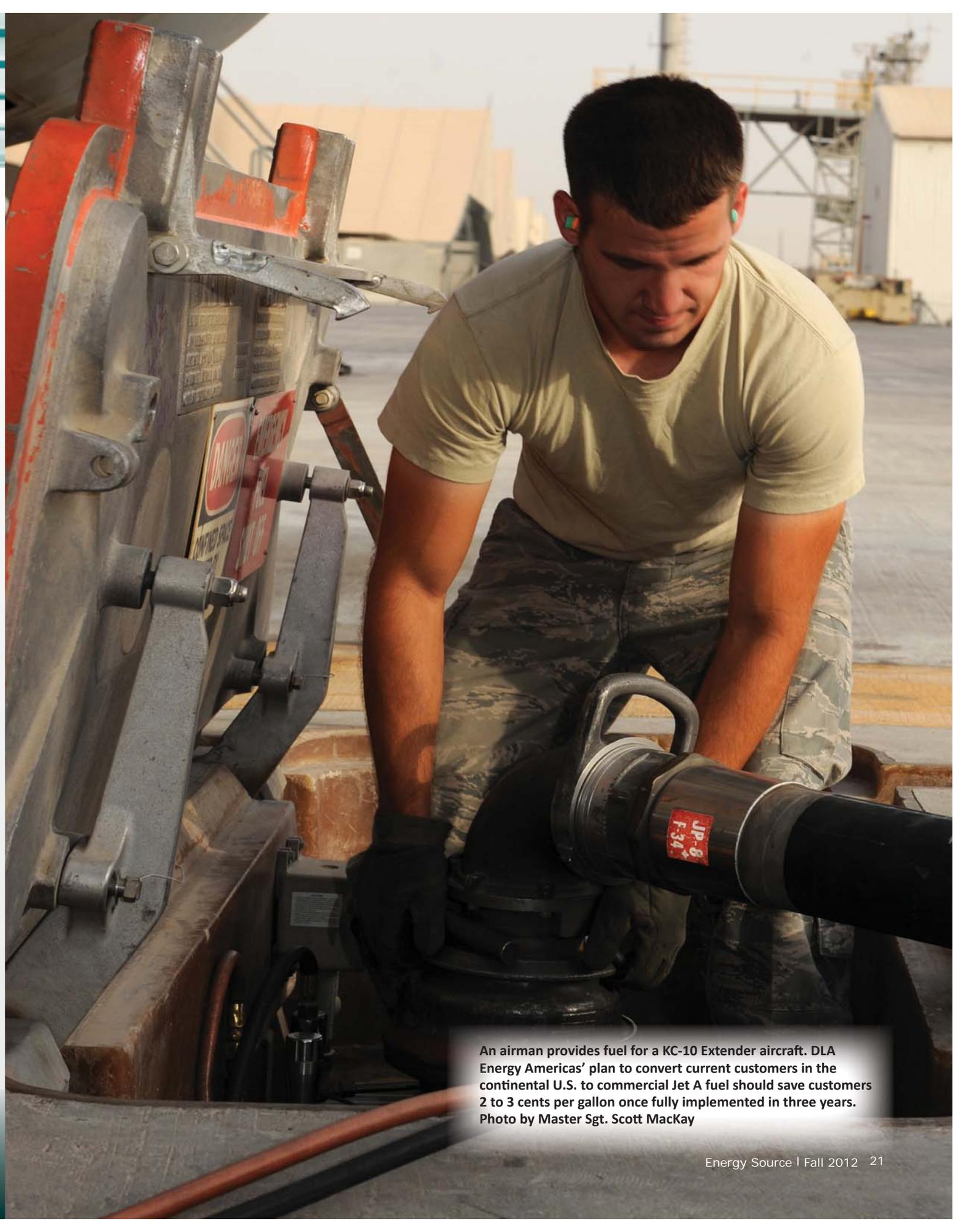
## ***Natural Gas Program Proves to be Cost Effective***

Another program in place that has cost effectiveness in mind is DLA Energy's Natural Gas Program.

The DLA Energy Installation Energy program provides coal, natural gas, electricity, renewable energy and energy-conservation measures for DoD facilities.

The program focuses on providing cost-effective, reliable energy solutions in support of the DoD mission.

"The DLA Energy Natural Gas Program was established in 1990



An airman provides fuel for a KC-10 Extender aircraft. DLA Energy America's plan to convert current customers in the continental U.S. to commercial Jet A fuel should save customers 2 to 3 cents per gallon once fully implemented in three years. Photo by Master Sgt. Scott MacKay



# Energy



**An ash puller clears a furnace at the Eielson Air Force Base, Alaska, Central Heat and Power Plant. DLA Energy Installation Energy provides Defense Department facilities with coal through its Natural Gas Program. Photo by Air Force Staff Sgt. Jim Araos**

for the purpose of competitively acquiring direct supply natural gas for military services,” DLA Energy Installation Energy Director Pam Griffith said.

The Defense Department requires that the natural gas program be cost effective and have the same degree of supply reliability as other practical alternative energy sources, Griffith said.

Since the program’s inception, DLA Energy has netted participating customers more than \$850 million in cost avoidance when compared to local utility rates.

On average, this represents an 8 to 15 percent savings beyond what customers would otherwise pay their local utility, she said.

“In the past three years, we’ve improved our cost avoidance for customers to more than 20 percent through various process improvement initiatives aimed at ensuring our contracts were representative of best commercial practices, properly balancing risks and streamlining of our processes,” she added.

The total DoD cost avoidance for fiscal 1991-2011 has exceeded

\$656 million, according to DLA Energy’s Fact Book.

Griffith explained that DLA Energy, as DoD’s central procurement agency for direct supply natural gas, is actively managing multiyear contracts valued in excess of \$500 million for the supply of more than 110 million dekatherms, a form of measurement for energy.

DoD requirements, which come from about 140 military installations, represent more than 75 percent of the overall contract quantity. The remaining contracts support federal civilian agencies,

including the Bureau of Prisons, NASA, and the departments of Energy, Agriculture, Homeland Security, and Health and Human Services, Griffith said.

"Inclusion of the federal civilian agencies helps balance our load profiles and improve our buying power, enabling us to negotiate better deals for our DoD customers," Griffith said.

### ***Demand Response Program Net Millions in Energy Savings***

Another cost-savings program in DLA Energy is its Electricity Demand Response Program.

The program is designed to enable customers to contribute to energy-load reduction during times of peak demand.

"Our mission is to provide federal agencies with comprehensive energy solutions that are effective and efficient, and demand-response services go a long way in helping us meet that goal," said Larry Fratis, chief of the DLA Energy Electricity and Renewables Division.

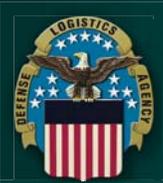
In exchange for an installation reducing its electricity load, the independent system operator or the utility distribution company provides financial incentives to participating customers in the form of credits to their utility bills, he explained. These credits have the effect of reducing the price the government pays for a kilowatt of electricity.

"DLA Energy's customer participation in the various demand-response programs has grown exponentially and netted customers millions of dollars in energy costs savings," Fratis said.

The Electricity Demand-Response Program is a cost-saving, energy-management initiative that can help customers save money on their utility bills, Griffith said. The DLA Energy program has supported customer participation in various demand-reduction programs available across the U.S., in both regulated and



**A U.S. Air Force F-16C Fighting Falcon from the 77th Fighter Squadron, Shaw Air Force Base, S.C., moves into position to receive fuel. DLA Energy Americas is moving forward with a plan to convert current customers in the continental U.S. using JP8 to commercial Jet A fuel. Photo by Air Force Tech. Sgt. Michael Holzworth**



# Energy

de-regulated market areas, netting customers more than \$10 million in financial credits on their utility bills from the program's inception in fiscal 2008.

## *Contracts Produce Savings and Reduce Environmental Impact*

Energy savings performance contracts are another energy-savings vehicle used by DLA Energy.

ESPCs are alternatively financed contracts that leverage private-sector capital and expertise, allowing the government to achieve mandated energy- and water-conservation goals without up-front capital costs, Griffith said.

She explained that under ESPCs, contractors are paid from energy cost savings that result from energy conservation measures implemented by the contractor.

The Energy Independence and Security Act of 2007 and Executive Order 13423 set new federal energy intensity goals that are implemented by ESPCs, she said.

EISA and E.O. 13423 require DoD to cut energy use, compared to 2003, by 3 percent per year from 2007 to 2015, according to information available on the Department of Energy's website.

Defense Reform Initiative Directive 21, dated January 1998, directed DLA to assist the military services in using tools such as ESPC contracts to decrease energy demand.

DLA Energy has been procuring and administering ESPC contracts since 1999 and has awarded contracts with a total value of \$430 million, Griffith said.

Part of DoD's core strategy when it comes to facility energy is to reduce demand through energy efficiency and conservation measures, Griffith said. Officials have seen a significant increase in customer energy conservation requirements over the past 12 months, particularly given the president's directive to achieve \$2 billion in investment in these efforts by December 2013.

Facility energy is important to DoD when it comes to mission assurance, cost and environmental impact, Griffith said.

"Our goal at DLA Energy is to ensure reliable energy supplies are delivered to our installations in the most cost-effective manner and to implement energy-reduction measures," she added.

The cost savings realized under DLA Energy programs can then be reallocated by customer to support mission priorities, and the energy savings help reduce the department's impact on the environment, she said. 



Each day, this Eielson Air Force Base, Alaska, locomotive transports up to 1,000 tons of coal to the power plant that provides the base with a major source of heat and power. Coal is one of the resources the DLA Energy Installation Energy program helps provide for Defense Department facilities. Photo by Air Force Senior Airman Willard E. Grande II



# Energy



The photos are of the construction of the first power plant in Alaska to use methane gas produced by decomposing waste in a landfill to produce electric power. DLA Energy's Utility Services business unit awarded the contract allowing the facility to be built. The power plant is designed to use both landfill gas and commercial natural gas. Courtesy photos

# Waste to Energy

By Susan Lowe

**Defense Logistics Agency Energy's** Utility Services business unit awarded a contract to build the first power plant in Alaska to use methane gas produced by decomposing waste in a landfill to produce electric power.

The 50-year utility privatization contract, with an Alaskan utility company, was awarded in 2007 to provide utility services on Joint Base Elmendorf Richardson, Anchorage, Alaska.

"The contractor is encouraged to propose projects to the government that will increase overall efficiency of the utility systems it owns and operates. This landfill gas project... meets that requirement," said DLA Energy Utility Services Director Jacob Moser.

The electricity produced by the power plant will provide approximately 23 percent of the general operating demand and can support all emergency power needs of JBER, according to an Anchorage mayor's office press release.

"This is a great example of how utility privatization contracts work," Moser said. "The contractor is required to provide safe and reliable utility services and, in this case, they built the power plant and the gas pipeline that will transfer the gas from the landfill to the installation."

Normally, the methane gas is vented to the atmosphere. The gas, instead of being burned off,

will be diverted to a scrubber facility located at the landfill. It will then be piped to the power generating plant at JBER, according to the release.

"It comes in, we reduce it down to one and a half pounds, it goes into the turbo charger, goes into the engine, it burns the gas, drives the generator and makes electricity," said Marvin Riddle, project manager for the utility company.



Moser also pointed out the utility company is responsible to operate and maintain the utility system in accordance with commercial standards.

The federal government will obtain electricity at a lower cost with an estimated savings of \$32 million over the period. And JBER will exceed its federally mandated goals for renewable energy. This is the first methane gas power plant in Alaska and joins more than 650 operational plants similar to it in 45 other states, according to a release in the Anchorage Daily News.

The power plant is designed to use both landfill gas and commercial natural gas.

DLA Energy employees, who were meeting with Alaskan customers, attended the ribbon cutting ceremony at the Anchorage Regional Landfill, Anchorage, Alaska, July 31, which officially opened the power plant. 





# We Are DLA

## *DLA Energy Middle East*

# A Changing Organization

By DLA Energy Middle East

As operations wind down in Iraq and continue in Afghanistan, Defense Logistics Agency Energy Middle East employees have seen their organization change the past few years.

DLA Energy Middle East has offices in Bahrain, Kuwait and Tampa, Fla., and is the smallest of the four regional commands in terms of geography and personnel strength.

"The DLA Energy Middle East office has transformed in order to better support continued diplomatic and training missions in Iraq, ongoing combat operations in Afghanistan, anti-piracy operations in the Arabian Sea and Indian Ocean and other U.S. military and federal civilian activities in the [area of responsibility], as well as collateral support to adjacent theaters," said Ketty Fizer, DLA Energy Middle East management and program analyst.

In fall 2009, a select group of DLA Energy Middle East key members worked on the required transformation plan and provided a concept presentation to the DLA Energy headquarters' staff in February 2010.

"The main impetus of the reorganizational effort was to improve the effectiveness, efficiency and support capacity of a forward

regional operation," Fizer said.

The most significant change would be the number of employees hired within the last year and a half, said Adreina Fludd-Bennett, DLA Energy Middle East inventory management specialist.

Bennett said the change is significant because it provides the command with the ability to distribute the workload evenly, provides some employees an opportunity for growth and helps seasoned employees realize DLA Energy Middle East is unable to function effectively and efficiently without the help of everyone.

The group recommended establishing DLA Energy Middle East sub-regions to complement the combatant command's geographical sub-regions.

"The DLA Energy Middle East region knew that an adaptive command structure would be paramount to enable the regional commander to maintain operational and planning flexibility to fulfill the requirements of the ever-changing U.S. Central Command AOR environment," Fizer said.

CENTCOM had already divided their AOR into



Pallets of food, water and fuel are air dropped from a U.S. Air Force C-17 Globemaster III in Afghanistan. DLA Energy Middle East supports ongoing combat operations in Afghanistan. Photo by Air Force Sgt. Jonathan Snyder



# We Are DLA

three distinct sub-regions – Levant Basin, Central and South Asian States and Cooperation Council for the Arab States of the Gulf.

The key members of the group determined that by establishing sub-regional commands and diversifying the functional elements of inventory management, quality assurance and operations by sub-region, it would decentralize operations and decision-making. Ultimately, it would afford the regional commander more time to focus on the big picture, including staff development, process improvement and contingency planning and foresight.

“In essence, a strategic oversight would result in sub-regional experts able to focus on specific geography, customers and suppliers, allowing more precise understanding and proactive engagement to address issues before they became problems,” Fizer said.

She said adding logistics management specialists to the sub-regions provided operational oversight and direct linkage to the region’s operations section, the central conduit for reporting and database/information management.

“Creation of the sub-regions allowed us more opportunities to fine-tune our processes,” said George Treloar, DLA Energy Middle East quality assurance representative. “Prior to creation of the sub-regions, the focus was placed on the most important issue of the day, putting out the biggest fire, which left little time to work on day-to-day improvements.”

The end-state would be sub-regions providing decentralized command and control through a subordinate military commander, allowing logistics management specialists, inventory managers and quality assurance representatives to focus on their assigned sub-region.

The restructuring also addressed the need to provide the regional commander access to a contract specialist, an international agreements specialist, a quality manager, an inventory program manager and an operational energy specialist.

A Program Management division was also developed, headed by a program manager who oversees contract coordination and expertise and provides expert advice concerning supplier engagement for both contract and international agreement vehicles.



**A soldier finishes rigging pallets of fresh fruits, water and fuel for a resupply mission at a remote location in Afghanistan. In order to better support the warfighter, DLA Energy Middle East has transformed to more effective and efficient. Photo by Air Force Sgt. Jonathan Snyder**

“The reorganization of DLA Energy Middle East staff has been very successful in making our organization more efficient,” said Brenda Brown, DLA Energy Middle East contract management analyst.

Since the reorganization occurred, it improved communication and eliminated the duplication of efforts that occurred in the past, she said. 

The face of the  
Defense Logistics  
Agency Energy...

# One Face



**Name:** Stanton Olsen Jr.

**Job:** I am currently the acting chief of operations for DLA Energy Middle East, running a seven day a week Operations Center with a great group of professionals stationed in Bahrain.

I assist, coordinate, plan, advise and monitor support to our customers throughout the U.S. Central Command area of responsibility. I take care of people and many other duties, but that's the meat and potatoes.

**Energy experience:** My experience with DLA Energy started when I was on active duty as an operations officer and as a sub-region commander in the Middle East.

**Challenges and rewards of the job:** Some of the challenges are trying to create predictability into your mission planning and support. Also, identifying requirements and trying to align active capabilities early and often seem to be challenging. What is rewarding is analyzing situations to ensure potential shortfalls in support efforts by focusing on productive solutions. I enjoy working on short and long term planning strategies, but try to remain flexible and agile enough to implement a mitigation fix when necessary to ensure the overall plan is supported.

**A memorable mission:** A few years ago, I helped develop, implement and execute a plan to support plan for a multi-modal operation that delivered certain types of vehicles to support warfighters in theater. And just last week one of those same vehicles was actually protecting me in theater. Who would have thought?

**Future Plans:** I would like to continue my career within DLA Energy supporting operations around the world. Never a dull moment!

*Stanton Olsen Jr.*

DEFENSE LOGISTICS AGENCY ENERGY  
OFFICE OF SMALL BUSINESS PROGRAMS



**small business...**

***Providing Energy  
Solutions Worldwide***

Our services are offered to small business, veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business. If you are interested in doing business with DLA Energy, call us toll free at (800-523-2601) or check our website at [www.energy.dla.mil](http://www.energy.dla.mil).

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- Renewable Energy Solutions