

ENERGY SOURCE

Defense Logistics Agency Energy

Winter 2015



DLA ENERGY MIDDLE EAST

from the commander

Brig. Gen. Mark McLeod, USAF

Defense Logistics Agency Energy

If you've ever had the occasion to open DoD Directive 5101.8 (and who hasn't!), you quickly find the heart and soul of our business here in DLA Energy in the first two executive agency responsibilities:

- Supply Chain Management
- Improve support to the warfighter by ensuring peacetime efficient and wartime effective support

It's this second imperative that is once again the focus of this month's Energy Source. In her pages, you'll learn more about our ever-evolving support to the combatant commands; this time through the eyes of our Middle East office in Bahrain. What's it like living and working there? How do they support customers in the field? What is DLA Energy doing to build resilient capacity and capability in the region? All this and more waits inside.

What's interesting to contemplate after reading these articles is how all of us are now balancing efficient and effective to contribute towards improving warfighter capabilities around the world. For years, many believed these concepts couldn't coexist in the same space-time continuum. No longer, as supply chain management of the global commercial supply chain is revolutionizing our business. Our ongoing success supporting the Ebola mission in Africa is the latest example, building on our vast operational contract support resources to standup world-

class fuel support from literally nothing. Brilliant! We're now bringing similar capabilities to United States Pacific Command via long-term charters and contractor-owned, contractor-operated storage that grows capacity, replaces aging infrastructure, lowers environmental risk and substantially increases warfighter resilience. Same goes for United States Northern Command (Homeland Defense), United States European Command and United States Strategic Command. This is a great time to be in DLA Energy, as we bring lighter, leaner and more resilient capabilities to our global partners ... all while being the best stewards of resources through audit readiness. To reiterate, brilliant!

Expect to read all about these exciting initiatives in future editions of the Energy Source. Meantime, enjoy this month's edition, brought to you through the hard work of our crack DLA Energy Public Affairs office, along with the even harder work of Megan Crimmins, one of our absolutely indispensable management and program analysts in the Middle East office.



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Bahrain Life

By DLA Energy Middle East

In his book, "Me Talk Pretty One Day," David Sedaris writes, "Living in a foreign country is one of those things that everyone should try at least once. My understanding was that it completed a person, sanding down the rough provincial edges and transforming you into a citizen of the world."

Although it is only 293 square miles, or roughly 3.5 times the size of Washington, D.C., Bahrain is a tiny country that presents big opportunities for employees at the Defense Logistics Agency Energy Middle East's headquarters to transform into true citizens of the world.

"While the Middle East is often stigmatized as unsafe, unstable and unwelcoming to Americans, Bahrain proves that this is certainly not the case everywhere in the region," said Megan Crimmins, DLA Energy Middle East Management and Program analyst. "Ask any employee in Bahrain, and they will likely tell you about the hospitality they have felt, the culture they have experienced and the adventures that they have had since moving to Bahrain. Despite this, misperceptions still exist about what life while working at DLA Energy Middle East's headquarters entails."

Some may envision Bahrain as looking much like how war-torn Iraq is shown on the news – desolate, unbearably hot and unsafe, Crimmins said. With this image in their mind, it could be hard for some prospective employees to imagine moving to the Middle East, let alone bringing their family along with them.

"However, life in Bahrain is quiet, pleasant and safe," she said. "Bahrain's crime rate is low, and the island is well protected from outside threats. The [U.S. Naval Forces, U.S. 5th Fleet] is headquartered



A sunset in Bahrain. Photo by Megan Crimmins



A seaman launches a SeaBotix VLBV 300 remotely operated vehicle during the International Mine Countermeasures Exercise, which promotes maritime security and the free-flow of trade through mine countermeasure operations, maritime security operations, and maritime infrastructure protection in the U.S. 5th Fleet area of responsibility. U.S. 5th Fleet personnel's mission is to protect and secure within the unit's area of operation, which includes Bahrain. Photo by Navy Petty Officer 1st Class Blake Midnight

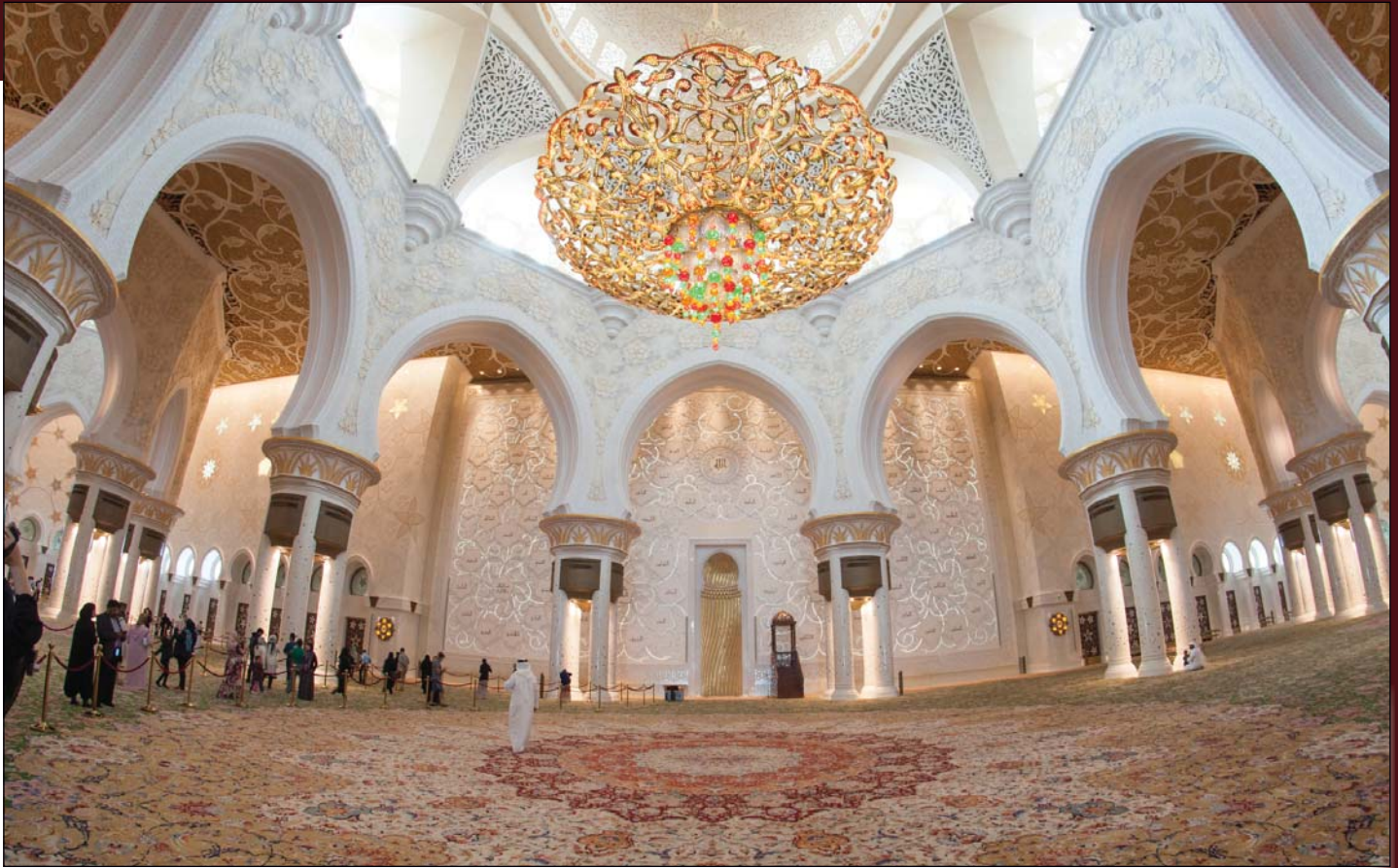
in Bahrain, so force protection measures are taken very seriously to ensure the safety of employees and family members living and working in the region."

In addition to safety concerns, some may worry that Bahrain, as an Islamic country, has strict and limiting rules with few opportunities for entertainment and the "creature comforts" of home, particularly for women, she said. As one of the most open countries in the region, women drive, own businesses, hold public office and participate as equals in society. The dress code is relaxed, and the shopping and entertainment options available are on par with big cities in the U.S.

While the summers are hot and humid in Bahrain, the fall, spring and winter offer temperate weather and ample sunshine. For roughly eight months out of the year, Bahrainis and expatriates alike are able to spend time outside enjoying the parks, beaches and outdoor markets in the country.

Another concern that's often cited when moving to Bahrain is the distance from family and friends in the U.S., Crimmins said. While it is roughly a 20 hour flight back to the East Coast of the U.S., it is easier to stay in touch with family and friends now more than ever. Voice over Internet Protocol technology allows employees to call home for free over the internet, and messaging applications on smart phones allow families to stay in nearly constant contact.

DLA Energy offers funded travel for employees taking orders to Bahrain, such as Renewal Agreement Travel and Funded Environmental and Morale Leave. These programs allow employees to



The Sheikh Zayed Grand Mosque in Abu Dhabi is the third largest mosque in the world. Abu Dhabi is one of the places DLA Energy Middle East personnel can visit during their tour. Courtesy photo

travel back to the U.S. at no cost to them in order to visit family and friends.

"Employees in Bahrain are also able to take advantage of 'Space A,' or space available, travel on military aircraft flying back weekly to Virginia, making trips home even easier," Crimmins said.

Many might also worry that taking a tour overseas can hurt their career or stunt their professional development, Crimmins said.

"This couldn't be farther from the truth," she explained. "Living in Bahrain and working at DLA Energy Middle East offers a tremendous opportunity for both professional and personal growth. As the region closest to combat action, DLA Energy Middle East employees are able to see the warfighter that DLA Energy is supporting, firsthand. Living and working so close to the fight, employees are afforded the opportunity to see the bigger picture and develop process improvements based on what is happening in the area of responsibility."

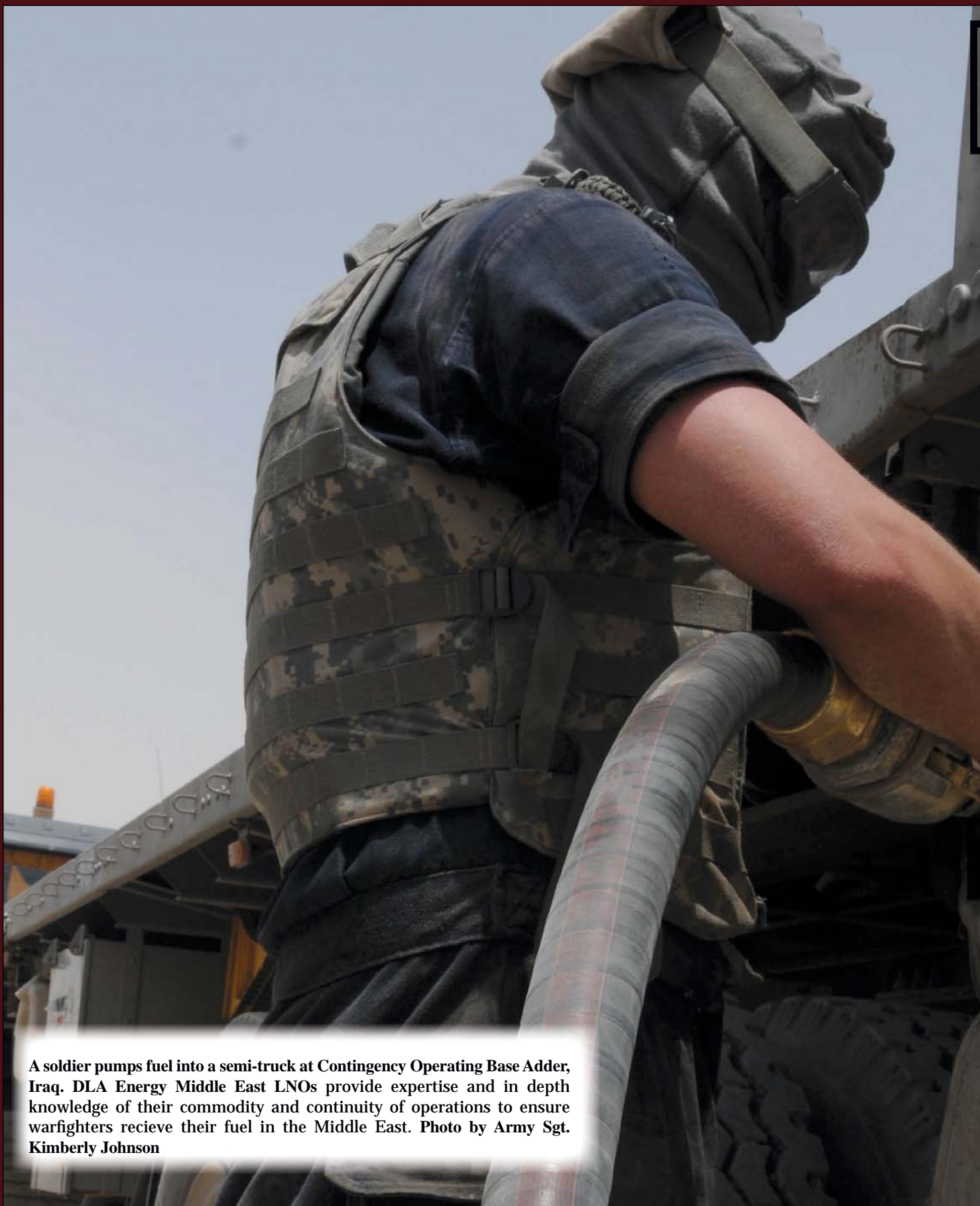
"Additionally, DLA Energy Middle East and DLA Energy are committed to formalizing the benefits of overseas tours when employees return and are seeking positions in the U.S.," she said.

On a personal growth level, not only are employees and family members afforded the opportunity to experience the culture of Bahrain, they are given the opportunity to travel easily throughout the entire region, Crimmins said.


"In my two and a half years with DLA Energy Middle East, I've traveled to Dubai and Abu Dhabi in the United Arab Emirates, and Muscat in Oman. I'm currently also planning trips to Petra, Jordan and Istanbul, Turkey. These are places that many people only dream of visiting, and they're a quick and easy flight from Bahrain," said Jomarquita Jett, a DLA Energy Middle East customer account specialist.

Should the opportunity present itself, employees should not hesitate to move Bahrain and experience all that the Middle East has to offer, Crimmins said.

"The professional and personal growth opportunities, coupled with the safe and enjoyable lifestyle, makes a tour at DLA Energy Middle East an unforgettable experience," she said. "While the work is often fast-paced and challenging at times, living in Bahrain ultimately affords employees and family members the opportunity to become true citizens of the world." **ES**



A soldier pumps fuel into a semi-truck at Contingency Operating Base Adder, Iraq. DLA Energy Middle East LNOs provide expertise and in depth knowledge of their commodity and continuity of operations to ensure warfighters receive their fuel in the Middle East. Photo by Army Sgt. Kimberly Johnson



Like No Other

By Charles Gross

Terrorist attacks on American soil Sept. 11, 2001, led President George W. Bush to declare a war against international terrorism.

U.S. Central Command soon afterward launched Operation Enduring Freedom to expel the Taliban government in Afghanistan, which was harboring Al Qaida terrorists, hosting terrorist training camps and repressing the Afghan population.

In the summer of 2002, following the 9/11 attacks, as fuel mission requirements worldwide grew increasingly complex, the Defense Energy Support Center, now known as Defense Logistics Agency Energy, formulated a plan to place technically knowledgeable energy liaison officers in various commands. One of the first postings was at CENTCOM headquarters at MacDill Air Force Base in Tampa, Florida, in early 2003.

"It didn't take long to realize just how important these positions would become," said Jim Sales, DLA Energy Middle East liaison officer to CENTCOM.

Within weeks of the first CENTCOM LNO arriving at his new job, the individual deployed to CENTCOM's forward headquarters in Qatar for three months in support of Operation Iraqi Freedom and Operation Enduring Freedom. He subsequently deployed again for six more months.

"The first, as well as the two LNOs who followed, all quickly earned a reputation as indispensable members of the CENTCOM J4 staff," Sales said.

DLA Energy LNOs are a key component of his staff, said Army Col. Todd A. Heussner, CENTCOM Logistics Operations division chief.

"They provide expertise and in depth

knowledge of their commodity and continuity of operations," he added. "They ensure DLA is an active partner in all CENTCOM fuel planning and operations, and are critical to our success on the battlefield."

By definition, a liaison officer or LNO is a person who liaises between two organizations to communicate and coordinate activities, although some LNOs prefer the other commonly used definition of LNO – Like No Other, Sales said.

LNOs are regularly used at command headquarters to achieve the best use of resources or services of one organization by another.

In the military, liaison officers may coordinate activities to achieve mutual understanding or unity of effort among disparate groups. Liaison officers provide technical or subject matter expertise of their parent organization.

Some recent examples of where DLA Energy LNOs played a crucial role in assisting CENTCOM planners and logisticians include helping to define a sustainable concept of fuel support for emerging requirements in Iraq and Syria, planning and implementing a drawdown schedule for bulk fuel in support of retrograde and closure of sites in Afghanistan.

"It was the DLA Energy LNOs who worked with the CENTCOM Joint Petroleum office to find a more efficient and effective way to support unique fuel requirements, such as aviation gasoline for unmanned aerial vehicles and ultralow freeze point jet fuel for special Navy requirements," Sales said.

DLA Energy LNOs at CENTCOM are involved in virtually every phase of fuel planning and execution, providing technical expertise and guidance to the Joint Petroleum Office and the CENTCOM Logistics directorate.

Two international contractors inspect a sample of JP8 jet fuel near Camp Arifjan, Kuwait. Each day, fuel trucks distribute millions of gallons of fuel to warfighters in the Central Command area of operations. DLA Energy Middle East liaison officers are versed on energy capabilities and advise military planners in determining consumption, resupply and sustainability of fuel in support of operational plans and contingency and exercise support.

Photo by Army Sgt. David Reardon



Warfighter Needs

By DLA Energy Middle East

In Kuwait, the Defense Logistics Agency Energy Middle East liaison team is an example of the added value of liaison officers in a specific geographical area with a high concentration of customers, suppliers, contractors and service component planners.

“The physical presence of our two-person LNO team allows DLA Energy Middle East to bring clarity to customers’ current and future requirements, convey support capacity, resolve fuel accountability issues promptly, ensure suppliers comply with fuel quality standards, and assist customer units with tactical and operational bulk fuel issues,” said Air Force Maj. Douglas Saab, DLA Energy Middle East Supplier Operations director.

“Like our DLA Energy Middle East in Afghanistan LNO counterparts, we work not only with the fuels contractors and the supporting units, but we also work with the service components to ensure that we always get the right product, at the right time and the right place to our

customers,” said Henry Ellis, DLA Energy Middle East LNO in Kuwait.

LNOs in Kuwait speak daily with agents from the trucking contracts to coordinate movement of fuel throughout the country and ensure supply of product goes uninterrupted. Daily telecommunications are held with the Al Jabber Air Force Fuels supervisor to discuss issues and determine solutions for the remote site. They interface daily with the 3rd Sustainment Brigade to ensure stocking objectives and quality standards are met.

DLA Energy Middle East Kuwait LNOs are currently responsible for assisting with and serving as a liaison for four active U.S. military sites, a Kuwaiti Naval base, two refineries, numerous transportation contractors and customs handling agents.

Additionally, along with the numerous daily tasks, they interact with U.S. Army Central Command, U.S. Air Forces Central Command, Theatre Support Command, the Army Quartermaster Petroleum Liaison Detach-



"Working alongside the military within the JPO and deploying to overseas locations when CENTCOM deployed; the LNOs are an important enhancement to the JPO," Sales said.

"The LNOs support our mission in many ways," said Army Chief Warrant Officer 3 Michael Nguyen, CENTCOM Joint Petroleum office chief. "They are able to bring a balance to our decision-making process as the combatant command makes decisions about strategic sources of supply."

Their real-world experience enables COCOM personnel to quickly grasp concepts that would otherwise take years of experience to understand, he added. The personnel view the DLA Energy LNOs as equal partners in the fuel support mission as they plan and coordinate the storage, receipt and distribution of fuel in the theater.

Planning is an integral part of the LNO responsibilities, Sales said. In a COCOM, especially in the CENTCOM area of responsibility, planning is dynamic and ever-changing.

"DLA Energy's LNOs are well-versed on energy capabilities and are key advisors to military planners in determining consumption, resupply and sustainability of fuel in support of operational plans and contingency and exercise support," he said.

They are presently involved in a flag-level directed theater-wide analysis designed to evaluate where, when and how to posture limited strategic fuel reserves in order to posture the CENTCOM AOR for continued success.

"LNOs at CENTCOM are an important conduit for information for the regional command in the Middle East and DLA Energy headquarters, and have played a critical role in the continued success of fuel support in the CENTCOM AOR," Sales said. "LNOs are well-poised to continue support as CENTCOM prepares for increased activity." **ES**

Editor's Note: Chuck Gross is a DLA Energy Middle East employee.

ment and the U.S. Air Force fuel management teams in order to assist them in getting fuel that is needed, and explaining how DLA Energy can help them meet mission requirements, Saab said.

The DLA Energy Middle East LNOs in Kuwait face a number of challenges daily.

"The No. 1 challenge we experience is helping the different services involved understand that before we can satisfy any fuel requirement, we must have that requirement vetted through the service component and validated by the Joint Petroleum office of U.S. Central Command," said Matthew Moshier, DLA Energy Middle East LNO in Kuwait. "Once that has been accomplished and approved, DLA contracting personnel can act on fulfilling the requirement."

Another task of DLA Energy Middle East LNOs in Kuwait is to be contracting officer representatives.

"As a COR, we must assist in the technical monitoring and administration of the contracts," Ellis said. "We monitor the transportation contractor for adherence to the contract, and also inspect trucks at the refinery fill stands, as well as at the discharge locations and when the contractor adds vehicles to his

inventory."

The work of the LNOs allows DLA Energy to be more responsive to the warfighter's current and future requirements, as well as reduce the likelihood of misunderstandings, lengthy negotiations and operational risks, he said.

In order to keep everyone informed, the LNOs coordinate daily with 1st TSC and ARCENT personnel.

"We attend a daily synchronization meeting with the logistics representatives from the Army units and capture all possible fuel requirements, and we explain the proper procedures and the way DLA Energy can support their requirements," Ellis said.

The LNOs in Kuwait then make sure that the requirements are properly coordinated with the validating authority, the contracting officers and the region.

"Overall, this is a very challenging job that enables you to see results firsthand," Ellis said. "Those results may not come as quickly as you like; however, knowing you had a direct impact on coalition aircraft taking off or watching containers with additives or AVGAS being unloaded can be very satisfying." **ES**

Into-Plane

By DLA Energy Middle East

Department of Defense regulations mandate all of its components use Defense Logistics Agency Energy available contracts at commercial airports when government owned fuel at installations and Defense Fuel

Support Points are not available.

The contracts are awarded with airport refueling companies throughout the world. These contracts are administered by DLA Energy Direct Delivery Fuels at Fort Belvoir, Virginia.



Contracts



A Hammond injector and fuel storage bag are being set up at the Erbil International Airport. DLA Energy has maintained Into-Plane contracts in the Middle East Region at numerous locations for the past decade and the Erbil International Airport is one of those locations. Photo courtesy of DLA Energy Middle East



Stuart Jones, ambassador to Iraq, walks with Secretary of Defense Chuck Hagel as he arrives at the Baghdad International Airport, Iraq, during a visit Dec. 9, 2014. DLA Energy uses three established contract locations in Iraq within and around airports in Erbil, Baghdad and Basra to provide fuel to military and U.S. government assets. Photo by Army Master Sgt. Adrian Cadiz

“When DoD and the U.S. State Department turned to DLA Energy to meet emerging non-airport fuel requirements in Iraq, the solution was to operationalize the existing Into-Plane contracts, expanding their capability to include Into-Bag, Into-Truck and limited transportation deliveries,” said DLA Energy Middle East Supply Operations Commander Air Force Maj. Douglas Saab. “DLA Energy is supplying fuel via Into-Plane contracts in support of Operation Inherent Resolve.”

DLA Energy has maintained Into-Plane contracts in the Middle East region at numerous locations for the

past decade, and recent demand starting in September 2014 has demonstrated the need to maintain this program and even expand the capabilities where required, Saab said.

“Into-Truck delivery is an additional delivery capability provided to meet warfighter requirements,” said DLA Energy Middle East Acquisition Specialist William Martin. “They add to a supply chain with built-in redundancy using multiple methods of supply.”

“Due to diverse locations selected by operation planners, the Into-Truck option allows our contractor to



deliver jet fuel to where it is needed,” said DLA Energy Middle East Supplier Operations Deputy Director Art Hebert. “Given tactical necessity, force protection requirements and freedom of operational movement, our forces demand flexibility and capabilities provided under this type of contract.”

“The criticality of warfighter requirements is not solely based on large-volume bulk fuel products supporting major combat systems, but includes smaller volume, sporadic-demand prod-

uct in support of smaller systems,” Hebert said. “These requirements often require a greater level of management based on all the supply chain management considerations and the operational constraints and limitations.”

“The U.S. government Into-Plane program is a program that provides DoD military services and federal civilian agencies a means to procure aviation fuel, fuel-related supplies and approved ground services worldwide at both DLA Energy-contract locations and commercial airports,” Martin said. “Into-Plane contracts located throughout the Middle East support military aircraft performing various missions where refueling at a military base is not feasible or practical.”

Into-Plane contracts are needed to maintain support and product flowing at the region’s airports. If needed, the contracted amounts could be adjusted in order to support emerging requirements, Hebert said.

The DLA Energy Middle East region is supporting the Into-Plane contracts with quality assurance oversight and daily monitoring of fuel quantities available at each location.

“We keep in close contact with the fuel contractor, the U.S. Embassy and military planners to monitor current and future fuel quantities to meet the anticipated combatant needs,” Hebert said.

DLA Energy used three established contract locations in Iraq to add Into-Truck capabilities within and around airports in Erbil, Baghdad and Basra.


To support Operation Inherent Resolve, DLA Energy established truck support at Erbil where Jet A-1 fuel is available via an Into-Plane contract so that fuel can be provided to military and U.S. government assets.

From Jan. 1 to Oct. 31, DLA Energy contractors have supplied more than 880,000 gallons of Jet A-1 or JP8 fuel valued at \$3.7 million directly into military and government assets in Iraq, along with 2 million gallons of Jet A-1 fuel valued at \$8.44 million trucked into off-site storage tanks for U.S. Embassy usage.

Three Into-Plane contracts for aircraft refueling have been established in Iraq since 2003.

“DLA Energy is working with its vendors to adjust supplier capability to meet mission needs,” Hebert said. “We are moving forward to obtain these quantities so if the requirements increase; we’re ready to meet the mission.”

DLA Energy is responsive to the warfighter’s current and future requirements and poised to eliminate lengthy lead times and operational risk, Hebert added.

“The quality of support provided by the DLA Energy Middle East region will remain unchanged as we move forward with Operation Inherent Resolve and all other missions that may develop in the Middle East,” he said. “The region has the quality, inventory, operations, planning and contracting expertise needed to perform all missions within the region without failure. Our number one goal is to never fail the warfighter.” 



Workers work on crossover structure linking jetty pipeline to marine loading arms, a device consisting of articulated steel pipes that connect a tankship such as an oil tanker or chemical tanker to a cargo terminal. The construction is being done at a defense fuel support point in the Port of Salalah in Oman. Photo courtesy of DLA Energy Middle East.

DFSP Salalah

By Arthur Hebert

The U.S. Navy operational activities cover a broad geographical range around the United States Central Command area of responsibility, and officials have been in search of additional refueling options to increase flexibility to refuel outside the Gulf.

Navy leaders identified the Port of Salalah in Oman as an area of interest that requires greater bulk fuel support from Defense Logistics Agency Energy and DLA Energy Middle East.

“Opening a defense fuel support point in the Port of Salalah provides operational requirements for the Navy and logistical support outside the Gulf,” said DLA Energy Middle East International Agreements Specialist Stephen Porter. “The DFSP bulk fuel project is a tangible sign of the commitment of the United States to an enduring partnership with Oman.”

The successful operation of the DFSP Salalah is a precondition of future DFSPs in Oman, such as at Duqm, and other possible DLA projects in Oman.

“This project builds upon the long-standing relationship between Oman and the United States,” said DLA Energy Middle East Supplier Operations Commander Air Force Maj. Doug Saab. “Routine U.S. Navy ship visits to the Port of Salalah have supported counter-piracy operations in the Arabian Sea, Gulf of Aden and the Gulf of Oman. Historically, support provided by the Port of Salalah has greatly enhanced the operational capability of our forces engaged in regional contingency operations.”

The U.S. Navy’s interest is owed to the Port of Salalah being the largest port in Oman, he said.

The Port of Salalah is a world-class transshipment hub in the West Central Asia region, situated right at the major East-West shipping lanes. It has an attractive strategic location in the heart of the Indian Ocean Rim and caters to some of the world’s largest ocean-going vessels, according to the Port of Salalah website.

Located in the Dhofar Governorate of Oman, on the Arabian Sea in the northern part of the Indian Ocean, the Port of Salalah is also one of the most vital ports on the peninsula connecting Africa, the Middle East and



Asia, Saab said.

"It will allow the U.S. Navy to operate outside the Gulf and Strait of Hormus if availability of either ever becomes degraded," Saab said. "The Salalah bulk fuel project will significantly reduce the U.S. Navy's reliance on Jebel Ali, Fujairah and Djibouti. Additionally, it offers enhanced operational capability of our forces engaged in regional contingency operations."

"The DFSP at the Port of Salalah makes future port calls by U.S. Navy ships a certainty, and will lead to increased throughput of the port," Saab said.

DLA Energy has a U.S. Navy requirement to provide storage services in the Port of Salalah for 470,000 barrels, or 19.7 million gallons, of JP5, which is a Navy-specification of jet fuel, and 600,000 barrels, or 25.2 million gallons, of F76, which is marine diesel.

"New storage facilities are essential to accommodate the [CENTCOM] component service requirements," Porter said. "The transformation of the Port of Salalah into a leading regional liquid products hub, anchored around the DLA DFSP business, will represent the same growth story as it did at the start of the Fujairah and Jebel Ali DFSPs in the United Arab Emirates."

Porter said, they anticipate an important partnership with the Omani sultanate, and have had numerous key leader engagements to ensure this.

"They began with U.S. Ambassador [Greta] Holtz and Sultan Qaboos [bin Said Al Said], and have continued with a long list of engagements from the CENTCOM

commander, [U.S. Naval Forces Central Command] commander, DLA director and DLA Energy commander as recently as the second week of October during his visit to Muscat and the Port of Salalah," Porter said.

Six hectares of underdeveloped and unusable land were leveled off, and a custom-built state-of-the-art liquid fuel products terminal facility is being constructed, which equates to an investment of approximately \$10 million, he said.

"This project will ultimately accelerate the development of a pipeline corridor and the entire connecting infrastructure between the DFSP and the newly built-liquid fuel jetty of the Port of Salalah," he added.

Ultimately, this project is instrumental in providing the U.S. Navy with the required geographical range and strategic functionality they were seeking at the beginning of the project, said DLA Energy Middle East Commander Army Col. Marc Thoreson. It will aid the economic development of the Port of Salalah area, and further solidify the commitment for a peaceful partnership with Oman.

"For the DLA Energy Middle East team, the satisfaction of being able to meet the warfighter needs, further enhance our nation's diplomatic ties in the region and work as a team with vendors, suppliers, [DLA] headquarters and the Department of State personnel in Muscat translates into the joy of accomplishing our duty," Thoreson said. **ES**

Editor's Note: Arthur Hebert is a DLA Energy Middle East employee.

Culture

By Sarah Moore, DLA HQ PAO

Defense Logistics Agency employees took advantage of the opportunity to help improve the agency's performance by participating in the 2014 DLA Culture Survey.

Their feedback reveals a slight decline in overall culture scores, but a workforce confident in its leaders and connected to the agency's main initiatives.

The survey was conducted in May and measured organizational culture as well as employee opinions on topics like job satisfaction, accountability, diversity and telework. Almost 16,000 employees, or 61 percent of the workforce, participated in this year's survey, said Laurie Hall, the DLA Culture Survey program manager. This represents a decline from the 71 percent participation rate in the 2012 Culture Survey, she said, but still constitutes a healthy response.

"The more employees that choose to take the survey, the more complete the culture picture becomes," Hall said. "Each member of the DLA workforce has an equally important perspective."

As part of the culture survey, DLA's results are measured against the Denison Culture Model database, which includes more than 1,000 organizations across a variety of industries and countries, including 40 Fortune 500 companies. The 2014 results place DLA higher than 46 percent of these organizations, Hall said.

DLA's overall culture score dropped two percentile points in 2014, Hall said, with the steepest declines in the areas of strategic direction and intent, vision and creating change. In the areas of strategic direction and intent and vision, employees indicated a decreasing understanding of the agency's direction and vision and difficulty balancing short-term projects

Check

with long-term vision. In the area of creating change, employees indicated that attempts to innovate and change were often met with resistance. DLA leaders are evaluating the detailed results, including written comments, to identify the root causes of the declines and ways to improve, Hall said.

"It's important to not just look at the overall score, but to drill down and see exactly what's driving the needle up or down within and across activities," she said.

Then-DLA Director Navy Vice Adm. Mark Harnitchek, speaking at the September Director's Call, said the budget uncertainty, furloughs and government shutdown that happened in 2013 and 2014 contributed to the drop in scores. DLA leaders are committed to evaluating all the results and finding areas for improvement, he said.

"The bottom line is we're diving through all this data, all the comments, and at the next all-hands, we'll talk about what it is we're going to be doing about it in terms of improving those scores," the admiral said.

DLA's scores improved in three areas: empowerment, team orientation and core values, Hall said. DLA also saw positive improvements on the climate portion of the survey, she said, with notable improvements on questions about performance management, trust in supervisors, and use of telework to maintain productivity in the event of an emergency. Almost 85 percent of employees surveyed said they are held accountable for achieving results, up from 81 percent in 2012. In addition, 54 percent said awards in their units depend on how well they do their jobs, up from 50 percent in 2012.

In this survey, 67 percent of those surveyed said they have trust and confidence in their supervisor, up from 64 percent in 2012, and a big improvement was seen in the area of telework readiness, with almost 83 percent saying they are prepared to use telework to maintain productivity in the event of an emergency, up from 61 percent in 2012. A majority of respondents also rated DLA's Audit Readiness initiative highly and indicated a desire to be part of the director's "Big Ideas" initiative, along with an understanding of how they contribute to the goals behind that initiative, she said.

One program that was not rated in 2012 because it had not been implemented was the DLA Fitness and Wellness Program. On this year's survey, 94.8 percent of


employees surveyed said they feel an improved sense of wellbeing or overall wellness as a result of participating in the program. At the Director's Call, Harnitchek noted that the fitness program was implemented as a result of write-in suggestions on the 2012 survey and that it has been a major success story.

The 2014 Culture Survey also included a healthy response from employees in the write-in comments section, with about 18,000 comments submitted, Hall said. Many focused on recommendations for improvement, she said, with the most prevalent themes being communication, human resources and personnel management, leadership, and employee treatment.

DLA has used the Denison Culture Model since 2003. The Denison model measures four traits of culture and leadership: mission, adaptability, involvement and consistency. Each trait has three indices to measure behavior for that trait. In 2003, the agency's overall score was 34 percent, meaning DLA scored higher than 34 percent of organizations surveyed via Denison. That score rose steadily until 2010, when it reached 52 percent. In the 2012 survey, the overall score was 48 percent; this year's score dropped slightly to 46 percent.

Culture survey results are broken down by directorate, field activity and work unit and are released incrementally. Each unit has a designated culture "champion" that helps leaders evaluate the results, identify root causes of issues and develop action plans. DLA Human Resources hosted an action planning workshop in August for culture champions to give them guidance on their roles in developing action plans and helping to improve agency culture, Hall said. In addition, DLA Human Resources posted the overall results for DLA and its major activities on an internal website for all employees to view, she said.

"The DLA Culture Survey is important because it provides the workforce a confidential way to share its perspectives on both DLA culture and specific DLA initiatives," Hall said. "And that's just the beginning. The survey results then become a springboard for DLA employees and leaders to have thoughtful, data-driven discussions that lead to culture improvement actions. As positive culture correlates to high performance, improving our culture is ultimately about making DLA stronger in service to the warfighter."

This is the seventh time the DLA Culture Survey has been administered since 2003, when the Denison model was first adopted, Hall said. Following the pattern of administering a survey every 18-24 months, the next survey is planned for fiscal year 2016. 



An airman conducts a daily inspection of a nozzle on the emergency aviation gasoline equipment at Al Udeid Air Base, Qatar. DLA Energy has supported aviation gasoline, known as AVGAS, in the Middle East for the past decade. Photo by Air Force Senior Airman Hannah Landeros

Increased Capability

By Christopher Goulait

A second aviation gasoline hub now supports the increased need of the product in the U.S. Central Command area of responsibility to fuel U.S. forces' operations in the Middle East.

The Defense Logistics Agency Energy has supported aviation gasoline, known as AVGAS, in the region at one location for the past decade until increasing demand in July 2014 drove the need for a second hub.

"AVGAS support has shifted from a single AOR hub with storage limitations, a lengthy customs process and the lack of drummed product to two hubs capable of supporting any requirement on short notice at any established or remote location within the 22 countries in the CENTCOM AOR," said Air Force Maj. Doug Saab, commander of Supplier Operations with DLA Energy Middle East.

This is a shift from a supply chain relying on a single small capitalized site to meet warfighter requirements to a supply chain with built-in redundancy using two sites located in two countries, Saab said.

The need for this shift can be tied to some of the distinct qualities of the fuel and its supply chain, compared to those of standard jet fuel, said Dave Peterson, director of DLA Energy Direct Delivery Fuels.

"AVGAS is harder to get than regular jet fuel," Peterson said. "There are fewer refineries around the world that produce it. For example, we're using AVGAS in the Middle East that we're shipping from the U.S., but we're also lucky enough to have a supplier out of Europe as well."

"It's an important and unique product, and supports a unique mission in terms of intelligence and other related missions," he said. "There's different properties in the fuel that allows it to fly at higher altitudes."

While AVGAS isn't the fuel most used in the region by volume, it is still important, Saab said.

"The criticality of warfighter requirements is not solely based on large-volume bulk fuel products supporting major combat systems, but includes smaller volume, sporadic-demand product in support of smaller systems," Saab said. "These requirements often require

a greater level of management based on all the supply chain management considerations and the operational constraints and limitations."

When the needs of the region changed, support capabilities needed to change to suit the mission.

"When [the Islamic State group] appeared, there was a surge in the use of AVGAS," Peterson said. "The quantities of the product on hand depleted very quickly, and we couldn't get the quantities needed there quick enough."

Spot buys of AVGAS were needed to keep the product flowing for several months at the region's only hub until the contracted amounts could be adjusted and a second hub could be opened, Peterson said.

"If you go from only using, say, 500 gallons a day to 1000 gallons a day, you can suddenly go from having enough fuel for a month to running out," Peterson said.

A sudden increase in demand is just one of the reasons Saab outlined as being a driver for a second hub.

AVGAS demand can be characterized as sporadic and erratic, with low order quantities relative to other bulk petroleum products, and with no visibility on future demand, Saab explained. For example, in July 2014 the consumption of AVGAS increased by 300 percent within 30 days and continues to increase in the region.

"The second hub also allows DLA Energy's supplier to deliver the AVGAS at one of the major points of consumption, which reduces last-tactical mile transportation costs while decreasing time between customer order and product delivery," Saab said.

"Thirdly, the second hub creates supply chain flexibility in allowing AVGAS shipments to be diverted as necessary from one hub to the other to reduce the customs bottleneck and account for space limitations at the respective storage locations," he added.

An additional hub in the region also allows DLA Energy to manage stocks with more flexibility and redundancy in the event of a logistical or administrative challenge affecting either hub site, Saab said. Two sites reduce the shipping time in some cases, as well as reduce the amount of double-handling of the fuel by delivering it directly to where it would be consumed.



An airman records that all equipment is operational after the daily inspection of the emergency aviation gasoline equipment at Al Udeid Air Base, Qatar. A second aviation gasoline hub now supports the increased need of the product in the U.S. Central Command area of responsibility to fuel U.S. forces' operations in the Middle East. Photo by Air Force Senior Airman Hannah Landeros

DLA Energy Headquarters and DLA Energy Middle East both had a role in establishing the hub.

This was just a modification to the current AVGAS contract, Peterson said. It was fairly simple, but DLA Energy Middle East Commander Army Col. Marc Thoreson had to get the buy-in from U.S. Air Forces Central Command to allow them to deliver to that location.

Thoreson asked for an additional line item to be included in DLA Energy's AVGAS contracts supporting the first hub to also allow for deliveries to the second hub.

"We established the line item on our contracts, so now our AVGAS suppliers can deliver to both locations," Peterson said. "Col. Thoreson will work with the customer, and depending on where their AVGAS needs are, they'll place the orders and tell them which location to deliver to."

Customer coordination is where the Middle East office's efforts centered.

"We had to coordinate with the service component hosting the site to make sure their fuels management team had the right equipment and personnel to handle this requirement," Saab said. "The DLA Energy liaison officer on the ground coordinated with the hosting

site in order to arrange for customs, transportation agents permits to gain access to the base, and with local authorities for customs waivers. In the meantime, we were tracking completion of tasks and movement of product and doing the reporting to all the interested parties."

As a result, DLA Energy will always be able to support the customer, Peterson said.

"The likelihood of running out of product will be a lot less than it was with one location," he said. "We can better meet a surge by having two locations, versus only having one. I think that we can support anything that could come up."

DLA Energy can be more responsive to the warfighter's current and future requirements, as well as reduce the likelihood of higher-cost spot buys, lengthy lead times and operational risk, Saab added.

"There is always great satisfaction in being able to meet the warfighter requirements and working as a team to accomplish the necessary procurement actions and delivery efforts," Saab said. "It was a whole-team effort that highlighted the selfless dedication of our contractors and uniformed and civilian DLA Energy employees." **ES**

One Face

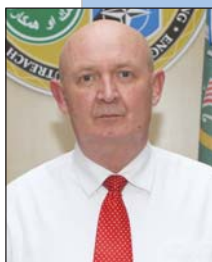
The face of Defense Logistics Agency Energy ...



What is a memorable mission while you've been at DLA Energy Middle East?



Phillip Adams, customer account specialist: Doing on-the-ground customer assistance/site survey/contracting officers representative visits to many of our supported forward operating bases in Afghanistan, which resulted in improved two-way communication and support to our customers. These visits also allowed us to better understand some of the issues and challenges our customers were experiencing in receiving, storing, issuing, and accounting for fuel. We were able to make recommendations and provide assistance to our customers that we weren't able to do before.



Ray Gulledge, liaison officer: Being involved in the planning then execution of an Afghanistan mission gearing up in 2009/2010 to historical troop levels and consequentially increased fuel requirements, and now executing the drawdown has been extremely exciting. Afghanistan is considered by many to be the most challenging environment to provide logistical support, but every challenge has been overcome through the diligence and perseverance of the military and supporting entities.



Sandra Hamilton, management specialist: Once upon a time DLA Energy Middle East did not take part in the rest & relaxation program for civilians. When I raised the issue with the commander, he instructed me to research it. I did and found that civilians were authorized to take part in the program. As a result, I wrote a standard operating procedure on the R&R program for the organization and from that point until now, civilians at DLA Energy have been participating in the program.



Jack Whitaker, supply planners and resolution specialists supervisor: Some of obstacles overcome by drivers to make deliveries – two come to mind. One is the driver who made a delivery after his truck was attacked and crashed into the side of a mountain. He still made scheduled delivery to Bagram. The other was shot at repeatedly, with bullet holes all over the tanker. The driver plugged all the holes with sticks and glue and made the delivery. "Whatever it takes" definitely describes these deliveries.



Keith Mills, quality assurance specialist: My most memorable mission was last year while in Afghanistan conducting a pre-award contract audit for a new contractor; the main roads had been compromised and were deemed unsafe for travel. This gave me a better understanding of what the warfighter had to deal with on a day-to-day basis.



Feedback

Defense Logistics Agency Energy

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