

Defense Logistics Agency Energy

Spring 2016

ENERGY SOURCE



PEOPLE & CULTURE

from the commander

Brig. Gen. Mark McLeod, USAF Defense Logistics Agency Energy

At the bottom of every slide we make in DLA are five strategic goals. The first, as we all know, is ‘Warfighter First.’ By design, goal number two is People and Culture, because nothing a warfighter achieves is possible without the efforts each of us puts forward every day. We don’t always say it, and we don’t show it quite as often as we should, but we are a ‘People First, Mission Always’ command that succeeds only when our people succeed.

Every two years, we undertake a huge effort to focus on people and culture. The Denison Survey, this year in March and April, is our opportunity to address issues related to our organizational health and wellness. I encourage you, if you haven’t already, to share your thoughts with us. This is our most direct tool for identifying issues in this critical area.

Our 2014 survey saw broad declines from 2012; not surprising given the pressures we underwent during this time (convergence, sequestration, Enterprise Business System). Your feedback told us to look at how we were focusing on customers, communicating across the organization, empowering teams and developing our workforce. We took that directly to heart, creating a Culture Action Plan which led to the development of two key efforts which you can read about in this issue – our Rotation and Mentorship programs.

The Energy Rotation Program was established in response to your requests for more workforce development opportunities. It now gives all permanent, full-time civilian employees opportunities to participate in temporary developmental assignments. The program, which has grown by more than 200 percent since inception, provides functional, cross-functional leadership and skills development that expose participants to a broader perspective of DLA Energy.

Similarly, the Mentor program was developed to expand leadership development. The program consists of seven groups of ten employees mentored by directors, deputy directors and senior leaders. We also have a group of ‘protégés’ who gather in a monthly brown-bag discussion forum. We have literally taken this from ‘0 to over 100’ (employees) as a direct result of your ideas.

I can’t wait to see your great ideas to improve again this year.

Mark Michael McLeod



Energy Source

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Fueling Energy's Success

A meet and greet with Francine Hughes-Charter

What is your job title?

Executive Secretary to the Commander

How long have you worked at DLA Energy and how long have you worked for the federal government?

I worked for DLA for four years and have worked for DLA Energy 28 years.

Please describe your job.

I serve as the personal and confidential assistant to the DLA Energy commander. I ensure that the practice and procedures used by subordinate business units and offices are consistent with those of the commander's office. On my own initiative, I advise and recommend changes in administrative procedures and office policies to ensure their applicability to the changing needs or changes in administrative regulations. I respond to inquiries and administrative problems brought to the commander by members of the staff and field commanders, other federal agencies and congressional staff. I notify appropriate staff officials of the need for information or recommendations and follow up to ensure timely response by members of the staff. I coordinate as necessary with other organizational elements, assign work, outlining any special requirements and procedures and assure completion of assignments

in a timely manner. I provide administrative training as needed. I receive visitors and telephone calls from high-ranking military and civilian officials of the federal government, non-DoD agencies, staff members and field commanders. That is just a small portion of my overall job and responsibilities.

What made you come to work for DLA Energy?

I knew I wanted to be a secretary in the federal government since junior highschool and DLA happened to be close to where I lived at the time. I loved it so much, I never left.

What are some rewards from your job and working at DLA Energy?

Some of the extraordinary people I have met and relationships I have built during my career.

How have you evolved since being part of the DLA Energy team?

I started with DLA/DLA Energy as a GS-1 in 1983 making \$4.17 an hour using a typewriter to prepare all correspondence to include forms. Computers were not even in existence during this time. The technology world has changed tremendously since I started with DLA many years ago. I don't believe GS-1 positions even exist anymore.



Francine Hughes-Charter, the DLA Energy commander's executive secretary, answers the telephone in the command suite. Receiving telephone calls from high-ranking military and civilian officials is just one of her many responsibilities. Photo by Tanekwa Bournes

What's a project or duty you are especially proud of?

Upon the arrival of our current commander, I was tasked to come up with an electronic correspondence system that would route documents from the business units, regions, and staff offices to the command suite for coordination, approval or signature by the commander, deputy commander and chief of staff. This system is currently up and running and we at DLA Energy have gone paperless. In addition, the commander receives all read ahead material for meetings and briefings electronical .

What's a skill you've developed that you think is essential to your success?

How to adapt to different personalities and management styles in such a constantly changing environment. This is very essential in a position like mine in order to succeed and remain in the same position for so many years. Everyone is not built to take on this type of responsibility. It can be a bit overwhelming at times but I truly love what I do.

How do you define success?

Success to me is when you can look back over 32 years and have no regrets about the path you took in your career.

Tell us something that might surprise us about you.

When I started my career with the government as a clerk typist many years ago, my thought was to someday become the secretary to the commander/director for DLA Energy. I am currently in the position, and the first African American female to have held the position.

Anything you'd like to add?

My observation...when bringing in new employees, often times the procedures for having the tools needed is a process. Please remember that these individuals require the tools, resources, and training to be successful in their jobs. Often times they are expected to hit the ground running without any direction, guidance and/or grooming for the job. **ES**

CONTINUED EDUCATION

By Jonathan Stack

You might have a bachelor's degree, master's degree or even a doctorate, but that doesn't mean your potential to learn or grow as a Defense Logistics Agency Energy employee is done.

"[Employees] that might be thinking about the senior executive service or any role in senior leadership it's important to keep thinking ahead and learning new things," said George Atwood, DLA Energy deputy commander. "Think of the future."

Even when an employee becomes a SES, they have to keep learning and diversifying.

"No matter what grade you are, and you might be comfortable where you in your career, but don't let that stop you from keeping to strive to learn, train, broaden your perspective and broaden your net-

work," Atwood said.

Atwood said he wants to reinforce the importance of ongoing training.

"I would encourage employees to get with their supervisors to discuss different possibilities of training and further education that could help them in their careers," he said. "No matter what level you are, there are always different opportunities for further education."

Even as a SES, Atwood is finding ways to continue learning and growing as a federal employee and leader.

In 2015, he attended the Advanced Professional Executive Program, an executive orientation program to provide newly appointed SES members with practical and theoretical understandings of the Office of

the Secretary of Defense, combatant commands, the Joint Chiefs of Staff, and the military services.

The two-week program consists of a week in Washington, D.C., where participants meet with the senior leaders of the Defense Department, and a week visiting the COCOMs in the U.S., Atwood said.

"We received briefings from U.S. European Command, U.S. Pacific Command, the chiefs of staff of the Army and Air Force and the Joint Chiefs of Staff," he said. "We also had the secretary of defense speak to us about some big topics on the department's agenda."

The briefings gave the participants a good, broad perspective of different things going on in the department from a strategic level, Atwood added. It helped to prime them for what they need to think about within their respective roles as senior leaders.

Atwood said another good thing about this

course was it brings SESs from across the department together.

"So a part of the big piece is the network aspect of everything," he added. "We are meeting people that maybe day-to-day we don't really know or work with, but we learn from them and some of the experiences they're going through. In reality, most of the people I met I really had some things in common with and made some lasting contacts."

Atwood said it is important to develop a network people to help work through problems, solve things or just come up with ideas on how to handle certain situations.

"To me, that is one of the main things I took away from the course – those relationships and contacts," he said. "I think it broadens our knowledge and helps strengthen some of the decisions we are going to make or have to think about."



There were multiple things to take away from the program, and Atwood said one was everyone understanding their relevant military issuances, what authorities does their commands/agencies have and to be aware of them.

“That is important on how we operate to ensure we’re all working within our lanes,” he said.

Another thing Atwood took away from the program was a comment about how tactical events have strategic impacts.

“That talks about the importance of not losing sight of the day-to-day things going on because they do lead to things down the road that can cause either positive or negative outcomes and how we work through them,” he said.

Building networks and partnerships is something else Atwood said he stressed about the training opportunities.

“No matter what grade or position you have that’s important for us to think about,” he added.


It was a great opportunity to see and hear how DLA fits into the overall DoD perspective, Atwood said. Everything being done here at DLA and within DLA Energy is definitely in line with what senior leaders talked about

during the two weeks he visited and heard from them at the Pentagon and at the COCOMs.

“I think overall when went to the different sites and got to talk to the warfighters, the thing you take away when you walk around and see things is how do you make

things easier for them to their jobs, and what things can we do here to help,” Atwood said. “When you’re here in the building you don’t realize the true impact we have in making easier for our [servicemembers] to perform their mission.”

Atwood said talking to the warfighter made him think about the impact just the simple things, from a fuel perspective, has on them. On a ship they know the fuel is on specification, it is available when they need it and they have multiple options when at sea to get fuel – that is what employees should take away when they go out and see things.

“I think we all need to think about that when we come to work each day and know they know about DLA and the positive things we do for them, and how we are always striving to find ways to be more efficient so that money can go back to DoD and help with readiness ... that’s the thing I took away and one of the best parts of the program,” Atwood said. 

Rotating Positions

By Elizabeth Stoeckmann

The workforce spoke clearly in response to the 2014 culture climate survey that Defense Logistics Agency Energy should have more rotational programs to support workforce development and senior leadership listened.

Wheels were in motion for a new career development program when the DLA Energy Rotation Program policy was established in March.

“We’ve taken a big first step towards addressing the program objectives established in the policy,” said DLA Energy Commander Air Force Brig. Gen. Mark McLeod. “One thing I heard clearly from the workforce when I arrived last year was the need for more employee development opportunities. We responded ... and we have had some very clear victories.”

Gladys White is one of three DLA Energy employees to kick start the Defense Logistics Agency Energy’s Rotation Program.

In July, White set aside her administrative role in Direct Delivery Fuels to learn how to be a project management analyst in the Sustainment, Restoration and Modernization division.

“White did a phenomenal job for us during her rotation with the SRM division,” said DLA Energy SRM Army Branch Chief Jim Tyrrell. “We assigned her to one of our most dynamic programs, Recurring Maintenance and Minor Repair, and challenged her to help us streamline the process for receiving, processing and returning external customer requirements. During her tenure, we decreased the average processing time from an average of 15 days to under five.”

White’s supervisor said she was a large part of the SRM division’s success and the team’s experience with this program has been so positive that they have enthusiastically volunteered to welcome another rotation beginning in the second quarter of 2016.

“At the core of this rotation program, it’s really about finding a place where people thrive, because if they are thriving, the organization is thriving and that becomes the strength of the organization.”

– **Charnika Hayes**

Since the conception of the program in March, it’s become part of the organizational culture of workforce development to empower employees in a variety of competencies to promote long-term investment.

“The DLA Energy Rotation Program allows employees to see what other career opportunities are available in Energy while offering managers a first-hand look at potential employees,” said DLA Energy Manpower and Workforce Analysis Career Management Specialist Stan Jasiczek.

“So far the feedback from the employees who are in the program is very positive,” he said.

DLA Energy Administrative Specialist Barbara Burger, who started her rotation in November, is more than pleased with her new rotation role with the Command Administration Support.

“The rotation program has helped me widen my scope of DLA Energy’s roles and responsibilities,” Burger said. “I have a clear understanding of the skills to enhance my working knowledge and abilities.”

She said the program definitely allows her to develop and stay motivated to learn more each day.

Leadership has been very supportive in her new role and she’s grateful for the opportunity for career progression and learning, she said.

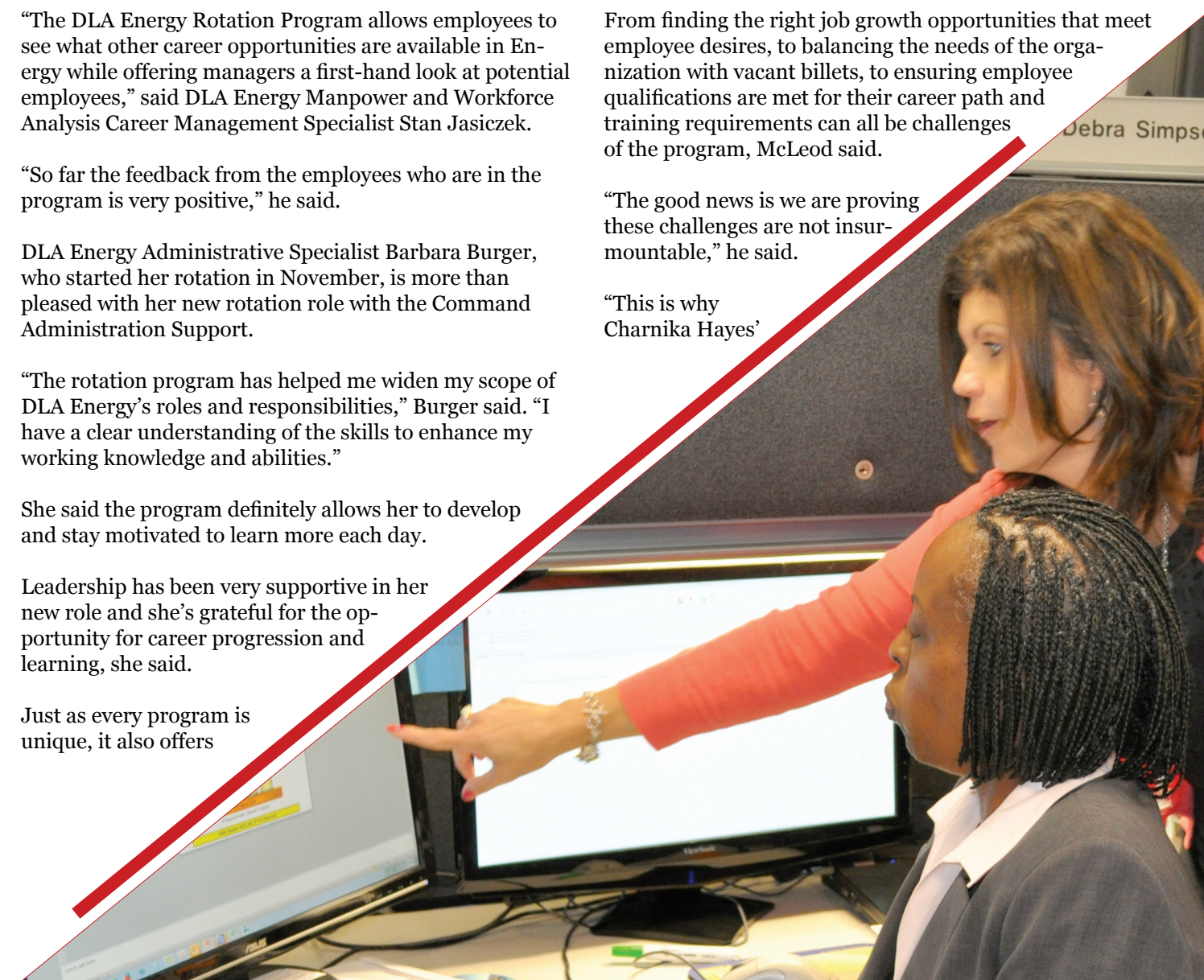
Just as every program is unique, it also offers

its own set of challenges.

From finding the right job growth opportunities that meet employee desires, to balancing the needs of the organization with vacant billets, to ensuring employee qualifications are met for their career path and training requirements can all be challenges of the program, McLeod said.

“The good news is we are proving these challenges are not insurmountable,” he said.

“This is why Charnika Hayes’



(Seated) DLA Energy Project Management Analyst Gladys White of Sustainment, Restoration and Modernization learns about her new role from her rotational supervisor DLA Energy Program Analyst and Master Planning Branch Chief Debra Simpson. White is the first DLA Energy employee to participate in the new program. Photos by Elizabeth Stoeckmann



DLA Equal Employment Opportunity Technician Charnika Hayes, center, discusses with her mentors DLA EEO Staff Director Janice Samuel, left, and DLA EEO Deputy Director Bridget Lanier, right, her new roles and responsibilities during the six-month rotation with DLA EEO.

rotation position with the DLA Equal Employment Office is another huge win for Energy,” McLeod said.

“Not only has she found a key position in another part of the business, she wants to be there, it’s consistent with her education background and she is looking to continue her career in this field,” he said.

When you marry these requirements together with

desires and opportunities that’s exactly what the program goals are designed to achieve, he added.

“At the core of this rotation program, it’s really about finding a place where people thrive, because if they are thriving, the organization is thriving and that becomes the strength of the organization,” said former Defense Logistics Agency Energy Command Administration Support Specialist Charnika Hayes.

responsibilities ... we’re very proud of their accomplishments,” McLeod said.

From an organizational perspective, the expanded participation in the program this year was a conscious effort to provide more rotational and career development efforts for DLA Energy employees, he said.

“I am looking forward to participating in the DLA rotation assignment in order to enhance my procurement skills and continue supporting the warfighter,” said DLA Energy Aerospace Energy Supplier Operations Division Contract Specialist Marcus Evans, who will join DLA Troop Support in Philadelphia as a procurement analyst in January.

According to the program policy, the board’s return-on-investment expectation is for individuals, in collaboration with the supervisor, to proactively seek opportunities to leverage the knowledge and skills learned in the workplace upon assignment completion.

Program coordinators said the program is designed as development that not only increases the participant’s technical knowledge and skills, but also broadens insight into the agency’s mission and functions, develops enterprise perspectives that improve the knowledge and capability of the DLA workforce, and develop skills that meet agency needs. Rotational assignments are considered long-term training and participants remain employees of the parent organization.

It doesn’t stop there though. Even bigger milestones are achievable for DLA Energy employees through the DLA Enterprise Rotation Program.

Teresa Arthur, Marcus Evans and Patricia Smith, all DLA Energy employees, were selected to spend 12 months delving into a new professional endeavor with a personal mentor and targeted training.

“It’s a milestone in their careers which recognizes their future potential for higher grades and

“There is still work to do to broaden the Energy rotation program to include developmental positions in other areas like contracting and acquisition and to increase cross flow between directorates, but we are making strides,” McLeod said.

“We’re up to 12 positions across Energy now, so ask me again in six months and we’ll see how much more progress we’ve made,” he added. **ES**

Acquisition Excellence

By Christopher Goulait

When building the acquisition, technology and logistics workforce needed to support the military's fuel and energy related needs, a strong foundation is needed.

For the Defense Logistics Agency Energy, at the core of that foundation is the Defense Acquisition Workforce Improvement Act.

Certification through the DAWIA in several DLA Energy career fields is a professional recognition of the education, training and experience employees need to perform their acquisition roles.

The acquisition community becomes stronger and builds its capacity to support the current and future

needs of the armed forces through certification, said Ditu Kasuyi, acting division chief of the Acquisition Workforce Development & Intern Center.

"The more educated an acquisition professional is, the better positioned DLA Energy is to meet its acquisition goals, such as boosting competition, controlling cost and incentivizing contractors to provide their best support to the warfighter," Kasuyi said.

Three levels of certification in 14

separate acquisition career fields across the Department of Defense are available. Energy's workforce can earn certifications at all three levels in four of those fields: contracting; production, quality and manufacturing; life cycle logistics; and industrial/contract property management.

Certifications for PQM and ICPM are mainly for people in the Defense Fuel Support Point Management directorate and DLA Energy's regional offices, Kasuyi explained. Life cycle logistics certifications are usually

in the Business Process Support and Customer Operations directorates. Contracting certifications are typically pursued by Procurement Process Support and Supplier Operations directorate employees.

Requirements may differ depending on what career field an employee pursues, but there are connections across the acquisition fields.

"All four of the acquisition career fields are similar in that they have three levels of certifications, require progressive experience in the career

“Taking DAWIA classes has enabled me to apply best practices when performing contracting work. When faced with a contracting problem, I often refer back to material and knowledge gained from some of the classes.”

– Juebiline Mbandi

field and have a combination of online and residential class requirements,” Kasuyi said. “The big difference between the career field certifications are the type of assignments in each job series, the number of classes required and the education requirements.”

For example, ICPM or contracting certifications require a Baccalaureate degree or at least 24 semester hours in specific subjects, while PQM and life cycle logistics certifications do not require any formal education, he said.

The other aspect of DAWIA certification, the certification level, ranges from Level I to Level III in each career field. The level of certification an employee needs to reach depends on their duties. While there is some variation in level requirements between the career fields, for the most part they follow a standard pattern.

“Level I certifications are the basic-level training standards designed to establish fundamental qualifications and expertise for someone new to a job series, functional area or 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,” Kasuyi said.

“Level II certification is the intermediate-level training standards designed to strengthen the qualifications and expertise of someone that already has foundational knowledge of their functional area and prepare them for future leadership opportunities,” he continued. “Level III certification is the senior-level training for acquisition personnel whose duties require a high level of knowledge, ability and skills to perform the acquisition duties.”

Dozens of Energy employees make their way through the DAWIA certification ranks every quarter and put their training to the test in their day-to-day work. Juebiline Mbandi, a contract specialist with Bulk Petroleum Products, is one such person who reached Level III certification in contracting.

Complying with rigorous standards for experience, education, ethics, training and knowledge, as well as traveling for classes or taking them in her free time to balance her regular duties is part of what Mbandi took on to become certified. But the cost was worth it, she said.

“There is no question in my mind that my DAWIA certification is invaluable,” Mbandi said. “It demonstrates knowledge essential to the practice of contract management within DoD and beyond. It only takes a few online job searches to realize how critical employers in the public and private sectors value this certification.”

She said there are no shortages of opportunities to apply what she learned through DAWIA certification.

“Taking DAWIA classes has enabled me to apply best practices when performing contracting work. When faced with a contracting problem, I often refer back to material and knowledge gained from some of the classes,” Mbandi said. “Furthermore, I have found that my customers and offerors trust my work, counsel and decision making. The latter is a direct reflection of the fact that certification symbolizes dedication to professionalism and innovation, and an ability to provide efficient contracting techniques so that DLA and its offerors achieve optimal outcomes.”

While the roots of the DAWIA can be traced back to a 1985 Department of Defense study and the National Defense Authorization Act in 1991 requiring certification, DAWIA is more relevant than ever with the focus on the Better Buying Power Program, as Kasuyi explained.

“Better Buying Power is the implementation of best practices to strengthen the DoD’s buying power, improve industry productivity and provide an affordable, value-added military capability to the warfighter,” Kasuyi said. “To achieve this, acquisition leaders are working to establish higher standards for key leadership positions; have stronger professional qualification requirements for all acquisition specialties; increase recognition of excellence



DLA Energy Deputy Commander George Atwood, left, poses for a photograph with a group of employees that completed their Defense Acquisition Workforce Improvement Act Level III certification in contracting during a ceremony at the McNamara Headquarters Complex, Fort Belvoir, Virginia, Jan. 20. Photo by Tanekwa Bournes

in acquisition management; and continue to increase the cost consciousness of the acquisition workforce.”

For employees looking to do their part for Better Buying Power and beyond through DAWIA certifications, a new tool may make the process easier.

The career development and workforce management tool called the Defense Acquisition Talent Management System rolled out Oct. 4, 2015, encompassing modules for DAWIA certification, continuous learning and career management, Kasuyi said.

“Combined, these modules aid the acquisition workforce in their mission for professional development,” he said. “DATMS is an easy-to-use online application that provides employees, supervisors and agency admin users with a

standardized view for tracking DAWIA certifications, continuous learning points, and [Defense Acquisition Corps] memberships, in addition to the newly created competency module known as career development.”

The new system will help with the agency’s goal of making sure that every Energy acquisition professional has the appropriate education, training and work experience from their DAWIA certification process to perform their duties with excellence, responsibility, integrity and accountability, Kasuyi said.

“Energy is doing a great job in meeting this goal, but we aren’t satisfied with just doing a great job,” he said. “We are working hard every day to find new ways to support the acquisition workforce.” **ES**

QAR Prep

By Tanekwa Bournes

Defense Logistics Agency Energy's quality assurance representatives train throughout the year to provide customers with the best product no matter where they are or the situation.

Over the past decade, QARs have assisted with natural disasters at home and abroad ranging from Hurricane Sandy to relief efforts in Haiti after the 2012 earthquake.

In order for QARs to assist in these crucial times, they must be qualified and up-to-date on training.

"For an individual to become a QAR, they

have to complete several courses," said Lee Oppenheim, deputy director for Quality Technical Support Office. "Training includes completing the Defense Acquisition Workforce Improvement Act certification up to level II and Petroleum Commodity training."

DAWIA certification takes approximately two years to attain level two and the petroleum classes are four weeks, if the courses are taken consecutively.

After the training, QARs are still not ready to take on the task of ensuring the quality of fuel from procurement to delivery alone and are paired with journeymen who have been on the job at least three years.

"DAWIA training, gives them a broad overview of the total quality process while the petroleum class is more job-specific," Oppenheim said.

Located throughout the world, there are approximately 110 QARs from diverse backgrounds, Oppenheim said. The majority of the QARs have a military background in the fuels field while others come from industry or were lab technicians.

"No matter the skill level, all potential QARs take the same courses. Courses include Petroleum Quality Assurance and Quality Assurance of Into-plane Servicing Contracts Course, taught by DLA Energy personnel," said Jim Fair, an Energy quality program manager. "The other mandatory course is Specification Testing of Propellants."

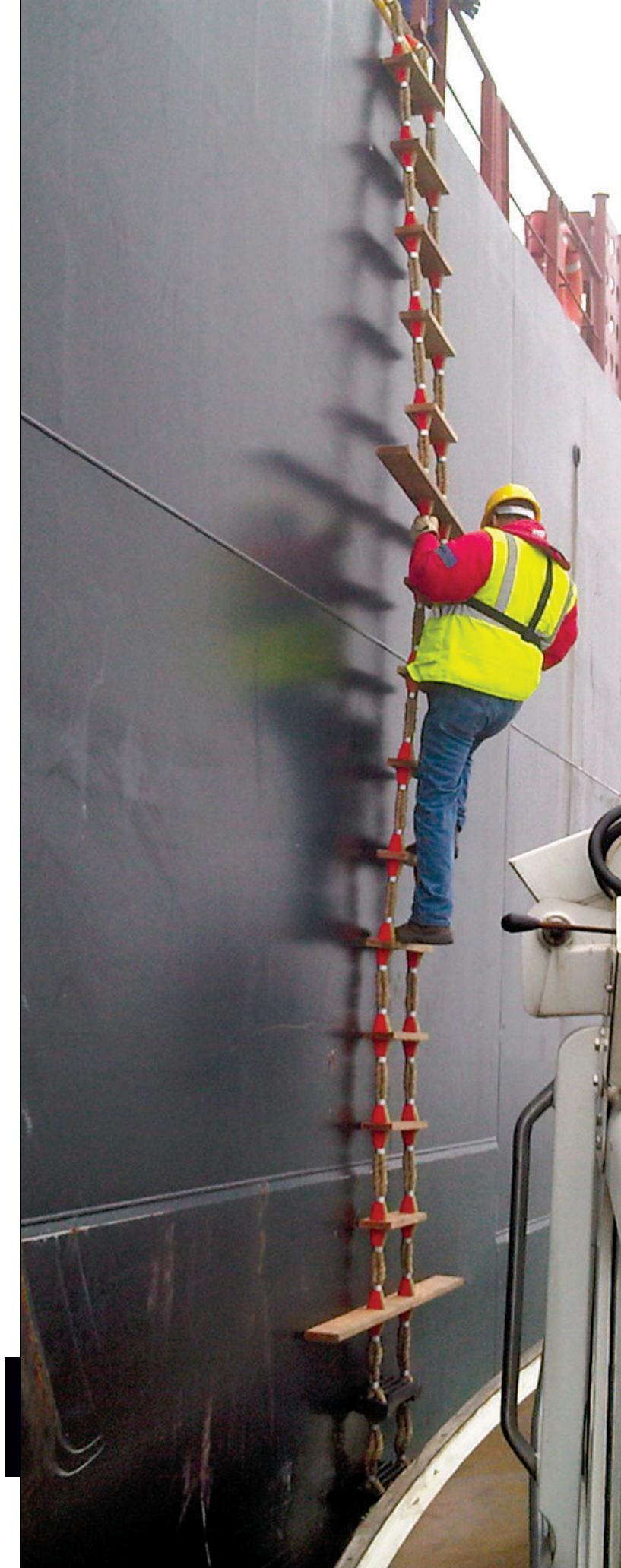
Students can also take Specification Testing of Aviator's Breathing Oxygen. Specification Testing of Propellants and Aviator's Breathing Oxygen courses are taught by the Air Force Petroleum Agency at Wright-Patterson Air Force Base, Ohio and Cape Canaveral Air Force Station, Florida."

"Specification Testing of Propellants and Aviator's Breathing Oxygen courses are general and give QARs basic knowledge of performing quality assurance on aviator's breathing oxygen and propellants contracts," said Jim Young, Energy's quality program manager for Aerospace Energy and course coordinator.

The Specification Testing of Propellants course is a three-day course instructing students on Aerospace Energy propellant products and additional lessons include application of approved test methods, interpreting test results, and general guidance on product handling and safety said Young.

Sometimes referred to as the cryogenics course, Specification Testing of Aviator's Breathing Oxygen course is a two-day course teaching students

A DLA Energy quality assurance representative boards a vessel to conduct tanker operations. QARs train throughout the year to provide customers with the best product. Courtesy photo



At the end of the day, the training helps QARs understand their various tasks and how to work with the customer to help them understand that “good fuel” is on the way.

– *Lee Oppenheim*

techniques for sampling, the equipment and test methods for analyzing bulk liquid and gaseous aviator’s breathing oxygen. In addition, they learn how to interpret test results, contractual testing requirements and safety hazards associated with breathing oxygen.

“Depending upon an individual’s duties, both courses are required for certification in the field,” Young said. “They’re also required for a QAR to work on a contract containing these commodities unsupervised.”

“The Quality Assurance of Into-plane Servicing Contracts course is an intense four-day course that teaches students about the various commercial continental U.S. and outside the continental U.S. standards that they will have to refer to in the field when conducting their audits,” said Ann Koury, course instructor and Energy quality assurance specialist. “They are not expected to remember all the standards word for word by the end of the course but will know where to find the information they are looking for and all must pass with 80 percent or better to move on.”

To prepare students for what they may see in the field, they go on a field trip to a DLA Energy Fixed Based Operator where they see a storage facility, an aircraft servicing refueling vehicle, and the receiving truck rack.

“At the site, students witness a QAR performing daily quality checks required by ATA 103: Standard for Jet Fuel Quality Control at Airports [publication,] which is one of the standards they learned in class, review the paperwork that is filled out during the checks; and if possible, see a truck receipt operation and the truck receipt paperwork,” Koury said. “We teach them that not all QARs will check for the same things because there’s no exact checklist but it gives them ideas of what they should look for at a site.”

During the Petroleum Quality Assurance course, students learn about DLA’s Quality Assurance and Surveillance programs and how they are applied to the

purchase programs for bulk petroleum products and storage contracts within the logistics system, Fair said, who is also the course coordinator. They will be able to conduct pre-award and post award surveys and conduct petroleum quality surveillance of DLA-owned products. The course is given twice a year either at Fort Lee, Virginia or Wright-Patterson Air Force Base.

“The added benefit to holding the courses at those military installations is that it provides students with hands-on training in flight-line and pipeline operations,” Fair added.

Due to the limited amount of jobs available, having these classes under their belt doesn’t mean they will automatically be a QAR. Fair said he is glad to say that most of the individuals he has taught are doing great things in the field.

Not only do DLA Energy personnel train QARs how to properly do their job in the field, they also developed a class for non-QARs at the headquarters as well as reserve units to learn about the field.

“The need for the class arose because reservists weren’t sure how to work with QARs in the field in order to assist them in completing their mission,” Fair said.

The Petroleum Quality Course-General is a week-long lecture-based class given three to four times a year at DLA. This course can be given where the units being deployed are located at their request.

“The great thing about all these courses is that they continue to evolve as standards and processes change and although the courses do not make the students’



A DLA Energy QAR conducts an internal inspection to determine suitability to load. In order for QARs to assist during crucial times, they must be qualified and up-to-date on training. Courtesy photo

experts, they help them become more informed about their jobs,” Koury said. “Becoming an expert will come as they work with more experienced QARs in the field.”

Once QARs have completed their initial training, they still take courses to keep abreast in their field.

“Every two years, QARs are required to do 80 hours of additional training,” Oppenheim said. “Each region has time set aside for training and is responsible for completing hazardous material training as well.”

Additional training unique to the QAR field is the Confined Space Entry Program. During the training, QARs learn how to make decisions that can save their lives while performing their jobs in confined spaces such as upright cylindrical storage tanks, barge tanks and ship tanks.

“The training which is in accordance with DLA policy is given biennially and ensures DLA Energy complies with Occupational Safety and Health Administration Regulation 29 CFR 1915.7,” said William Davenport, course coordinator and quality manager for DLA Energy Middle East.

Each region is responsible for completing this training, he added.

QARs learn how to examine the hazards, proper use of protective equipment, ability to calibrate and use testing equipment such as oxygen sensors and combustible gas indicators, and to accurately interpret test results.

At the end of the day, the training helps QARs understand their various tasks and how to work with the customer to help them understand that “good fuel” is on the way, Oppenheim said. **ES**

Mentor Success

By Elizabeth Stoeckmann

What is a mentor? Someone who teaches or gives help and advice to a less experienced and often younger person. How do you find a mentor? The chief of staff has an idea.

Defense Logistics Agency Energy Chief of Staff Navy Capt. Jason Bridges intends to expose as many different leadership styles possible to the workforce and let them decide who they want as their mentor, instead of being assigned.

“Let it be like a job interview so you can see about developing a personal relationship with someone,” Bridges said.

“Getting different viewpoints, management styles, organizational vision and goals, leadership perspectives ... all that stuff is important ... and if it’s

me that would be really interesting,” he said.

The small group mentoring program idea started in September after an email response from more than 70 employees indicated there was interest in a mentorship program.

Bridges said it was important to him to create a program that was not overburdened with rules.

“Basically, there aren’t any rules other than what the senior leader and employee make up,” he said.

Bridges explained the program consists of seven groups of ten employees representing varied career fields from headquarters and the regional offices; additionally the senior person of that group is the leader.

“Who are the mentors? The direc-

tors, deputy directors and senior leaders of the business units,” he said.

The senior leader of the group coordinates with the mentor once a month to set up a time to meet with the group via phone, video teleconference or online chat ... basically however they want to do it, Bridges said.

“Engaging with the senior leaders lets employees see who they want as a permanent mentor through their career in Energy,” he said. “Then the relationship builds from there ... for

as long as they want, because it all about building relationships for either a lifetime or a mere short three questions.”

Although the program is still in its infancy phase, feedback from senior leaders is very positive, Bridges said.

Employees like Irrainna Blackmon-Corbin, DLA Energy Equal Opportunity disability program coordinator, said it’s very rewarding both with the interaction with peers and potential mentors.

“As a group we are “round-robining” with various leaders in Energy and

talking with them regarding their experience and amongst ourselves in the group,” Blackmon-Corbin said. “My understanding is that after we’ve completed the cycle, we’ll request who we would like to mentor us from those leaders in the mentoring cycle.”

She said she hopes to learn what her leadership potential could be in the organization and learn more about how to grow in the federal government.

Bridges said this program is similar to the rotation program where employees get an opportunity to

understand other areas of the organization and engage with senior leaders.

“There are many paths to success ... don’t always listen to just one path,” he said.

Bridges said they will continue developing and improving the small group mentoring program. In addition, employees should look forward to a formal mentoring program, said Adrian Hines with DLA Energy Manpower and Workforce Analysis. The program is in development, and more information will be released as it becomes available. **ES**

TRAINING INSPIRE
ORGANIZATION
SOCIAL KNOWLEDGE IMPROVE
WORK
SUCCESS LEARN
MOTIVATE BUSINESS
RELATIONSHIP

MENTOR

ACQUISITION PROFESSIONALS

Video Series Available

By Irene Smith

Nine videos profiling Defense Logistics Agency acquisition professionals have been posted to the agency's YouTube site.

The acquisition videos were created in response to findings of the 2014 DLA Denison Culture Survey that demonstrated an apparent lack of communication of the full impact of acquisition initiatives on the DLA Acquisition workforce and customers.

DLA Energy Procurement Process Support Director Bruce Blank led the Strategic Communication Working Group comprised of primary-level field activity and DLA headquarters personnel.

"This concern came from an analysis and discussion of 2014 DLA culture survey results at a Quarterly Acquisition Career Program Board," Blank said. "Specifically, concerns were raised about low survey results in areas linking key initiatives to positive impacts on DLA business,

our customers, and the acquisition workforce."

The Strategic Communication Working Group's objective was to improve the strategic communications to the DLA Acquisition workforce by connecting the positive impact of all acquisition personnel types on the DLA Strategic Initiatives including Big Ideas, Better Business Process and Professional Development.

One initiative to do that in a creative, compelling way was the idea of creating the "I am an Acquisition Professional" video spots.

"The videos reinforce the messaging of DLA's commitment to a professional workforce – hire, develop and retain a high-performing, valued, resilient workforce that delivers sustained mission excellence," Blank said. "The objectives are to increase positive feelings and satisfaction about what it means to be a DLA acquisition specialist and increase recognition of the importance of education in the DLA acquisition community."

DLA Energy acting Division Chief for the Acquisition Workforce Development & Intern Center Ditu Kasuyi came up with the idea of creating videos to highlight different acquisition professionals throughout DLA and its PLFAs. He worked closely with DLA Video Producer Jim Miller to develop and expand the acquisition video concept and focus on the different acquisition careers.

"One of the primary missions of the team was to connect the work of acquisition professionals and to educate the acquisition community about the 14 different acquisition fields," Kasuyi said. "We were looking for a compelling, visual way to tell the story and we came up with the idea of creating "I am an Acquisition Professional" video spots."

"We hope to expand the thinking of what it means to be an acquisition professional in DLA," Kasuyi said. "We want people to stop thinking in silos and start collaborating. It is the collaborative thinking that will unlock new ideas and new ways to support the warfighter."

The working group went back to their respective field offices and identified a wide range of individuals – those new in their career, mid-career and senior acquisition members to profile. They looked at people with different levels of certifications and multiple specialties to show the cross section, diversity of people including gender, age and ethnic backgrounds.

The first acquisition video profiles DLA Human Resources Director Brad Bunn, DLA Logistics Operations Deputy Director Mike Scott and DLA Acquisition Deputy Director Roxanne Banks sharing their personal insights in becoming successful acquisition professionals in the video titled "Big A is Critical to Mission Support."


"The role of the acquisition professional is extremely important to the Department of Defense and unique to DLA," Bunn said. "These videos bring our core values to life. People respond better to stories and they respond better to stories from people they can identify with and can say 'I can do that or I am doing that.'"

Key messages contained in the videos are the importance of training and certification needed to succeed in the acquisition career fields.

"As director of Human Resources, my job is to hire, develop and retain high performing, skilled and resilient professionals," Bunn said. "We're committed to enabling all levels of our acquisition workforce to hone their skills and experience, and maximize their potential. Through education, training and the right professional and leadership development, you can be successful in your current job and prepare for advancement to senior level positions."

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"The objectives are to increase positive feelings and satisfaction about what it means to be a DLA acquisition specialist and increase recognition of the importance of education in the DLA acquisition community," he said.

The acquisition professionals videos can be viewed at DLA's YouTube page under the DLA Acquisition playlist located at <https://www.youtube.com/user/DODLogisticsAgency/playlists>. 

In Tune with Process Management

By Chris Erbe, DLA Public Affairs

The audience quiets as the concert is about to begin. The conductor makes his entrance, turns to the musicians of the orchestra and, with a gesture, starts the music.

The string section sweeps in with a stirring melody. The musicians then hand off the melody from one section to another, relying on their training and skill to make seamless transitions. The performers constantly and deliberately listen across the orchestra in order to perform their parts with finely tuned precision and expression.

The conductor, who oversees the entire process, is deeply respectful of the specialized knowledge and experience each musician brings to the performance. He also knows that, while everyone performs their specialty, they all focus with intensity on the same goal: to deliver to the customer – the audience – an exceptional performance.

The process of music making holds certain similarities to the Defense Logistics Agency's end-to-end business processes. DLA wants its employees to "read from the same sheet of music," listen and collaborate with one another and continuously fine tune their procedures so they can deliver exceptional service to DLA's main customer – the warfighter.

There are obvious differences, too – the most challenging being that DLA's processes take place in 48 states and 28 countries around the world and generate more than \$38 billion in sales and revenue.

With the signing of the agency's audit readiness assertion letter Sept. 30, 2015, DLA Director Air Force Lt. Gen. Andy Busch indicated DLA is ready for an audit in 2016. This was a huge step that involved years of hard work by DLA employees to establish standard operating procedures and tighten internal controls. While the audit readiness effort is by no means complete, planners are looking forward to the next phase in the agency's progression: fine tuning its end-to-end processes.

"Through audit readiness, we're to the point where we understand our processes, that they are well controlled, that we're being good stewards of taxpayer resources," said Simone Reba, deputy director of DLA Finance. "And by having our processes documented, now we can make them better."

DLA engages in many business processes, but at the core are procure-to-pay, order-to-cash, plan-to-stock and acquire-to retire. Each process touches specific functional areas, such as finance, procurement, planning, product technical and quality testing, order fulfillment and real property. Procure-to-pay, for example, starts with a purchase requirement and ends with the vendor paid and the

The Atlanta Symphony
Photo by Jeff Roffman

contract closed out. Along the way, the process touches the planning, procurement, order fulfillment, technical/quality and finance functional areas.

In a traditional business model, employees in functional areas do their work without knowing much about what comes before or after their involvement in the process. The result is a stovepipe, or silo effect, where employees aren't aware of how their actions affect other functional areas. End-to-end process management seeks to break down stovepipes by requiring communication and collaboration between functional areas.

"In an integrated, holistic end-to-end agency, we look at how processes relate to each other," said Kristin Kremer, Enterprise Process Management Branch chief in DLA Strategic Plans and Policy. "Are they talking to each other? How do they influence each other? Instead of stovepipes, we look at functions horizontally across an entire process instead of as individual elements."

Reba uses the procurement process as an example. "If procurement buys more of an item, they get a better price. But then we have to consider the cost of storing it and whether we have the space to store it – so that's how end-to-end comes into play. What's good for procurement may not be so good for distribution. What's good for one functional area has to be good all the way down the line," she said.

The handoffs, when one functional area passes work to the next area, are a source of concern in a traditional business process, said Stephen McClanahan, an analyst in DLA Strategic Plans and Policy. Traditionally, those in-between places outside the functional silos hold the potential for inefficiencies and errors.

"In traditional stovepipe processes, no one addresses the handoff issue," McClanahan said. "It's easy for employees to say, 'We did what we're supposed to do – it's not my problem!' Enterprise process management gets people in these functions thinking about how they can improve the handoffs. We call this 'thinking end-to-end.'"

Angela Evans, chief of the Enterprise Process Integration Division in DLA Strategic Plans and Policy adds that handoffs are about ensuring documentation is accurate and that each step is clear to everyone.

"When I get a transaction, product or email that I can't take action on, it creates a rework loop, which is a waste of time and money," she said. "In general, one day saved from process delays amounts to an increase in purchase power that could be used to support the warfighter."

Planners know that successful implementation of end-to-end process management will depend on continuous

process improvement. Those improvements will depend on the input of employees at every level, not just that of senior managers. Focusing on end-to-end processes will increase workers' understanding of how their activity contributes to the success of the overall goals, which will, hopefully, fuel their desire to improve the process.

To that end, DLA developed the Process Excellence Pipeline, a web-based process management tool that allows DLA employees to submit and track process-related improvement ideas. The purpose of the site is to assist those closest to the actual work activity to drive innovation within the agency.

"DLA is looking for the forklift driver to say, 'I think this process can be done better,' and then to make a proposal for a process change," Evans said. "DLA is carving paths for them through the Process Excellence Pipeline and through their chain of command to make improvements. We have these avenues today, but they are not as well-known as they will be."


DLA has established governance over the end-to-end processes in the form of the Supply Chain Integration Council, which will execute enterprise process management strategies and serve as the nerve center for process transformation. The council will be concerned with relationships and interconnectedness between functional areas. It is important to note that the Supply Chain Integration Council will not take the place of traditional managers of functional areas.

"Traditional managers will always be essential because of their deep knowledge of their functional areas," Kremer said. "It's not possible for end-to-end process managers to be experts in all of those functions."

Traditional managers will not have responsibilities taken away; instead, they will be asked to be more collaborative, Evans said.

DLA will also use metrics to help free itself from the stovepipe effect. While still valuing the traditional measurements for individual functional areas, DLA will establish overall metrics to measure the success and efficiency of an entire end-to-end process.

Like musicians in an orchestra, DLA employees can expect more communication, collaboration and coordination in their future daily work lives. DLA employees at all levels will be exposed to process education and training through social media messaging, town halls, internal website pages and online courses, Kremer said.

"Process excellence is about the entire agency working together toward perfecting the customer experience," she said. "It's about making sure the warfighter gets the right thing at the right place at the right time at the right cost." 

PURSUIT OF THE PERFECT ORDER

Kevin Scheetz and Chris Erbe

Even as DLA readies for an audit in 2016, its business of supporting the warfighter continues. DLA processes 100,000 requisitions and awards over 10,000 contract lines every day and, with every order, DLA employees strive for perfection—the right product to the right location at the right time and at the right cost.

To demonstrate just one of DLA's processes, we followed an actual order from end-to-end through an entire order-to-cash business cycle.

Who:

Forward deployed Navy Helicopter Mine Countermeasures Squadron 15, known as the HELMINERON 15 Detachment, whose mission includes patrolling waters to locate and destroy sea-based mines and mapping safe sea lanes of travel. This unit is home-based at Oceana Naval Air Station, Norfolk, Virginia.

What:

Filter element (fluid) needed for scheduled maintenance of a MH-53E Sea Dragon helicopter.

Where:

Forward deployed to Muharraq, Bahrain.

When:

Priority 02 (mission essential – required immediately).

Type of order:

DLA Direct, which means the customer ordered an item that DLA stocks in its inventory.

Manage Customer Profile:

Before the order was submitted, the customer established a customer master record through DLA Transaction Services using the DoD Activity Address Database, including addresses, points of contact, payment information and optimal delivery points. DLA imported the information into its Enterprise Business System, which supports DLA's supply chain and financial activities. For this order, DLA had the correct billing address (home base Norfolk); delivery location (forward base Bahrain); and the optimal distribution center (DLA Distribution Bahrain).

Capture Customer Order:

The customer submitted the order through the Navy Enterprise Resource Planning System, which routed the request to DLA Transaction Services, DLA's entry point, Dec. 9 at 6:41 a.m. (all times are Eastern Standard Time). Within seven minutes, DLA Transaction Services had entered the order into EBS for processing. EBS then took the order through 233 validations and edits without a hitch and created a sales order by 7:37 a.m.

Manage Customer Order:

This phase encompassed the steps between capturing the customer order and fulfilling the order, including checking asset availability, reserving and releasing items, resolving open orders, managing any changes to the order (not required here), and updating the customer on the status of the order. Because there were no modifications or errors found with this order, DLA moved it to the Fulfill Order process.

Fulfill Order:

Because it was DLA Direct, the order was entered into the Available to Promise software logic, which matched the order with assets from the best location. The ATP process is a comprehensive and flexible solution designed to provide optimal support based on Time Definite Delivery standards, transportation costs, distribution center capabilities and customer requirements. It also executes other steps to adhere to Military Standard Requisitioning and Issue Procedures practices. Once sourced to a depot, the system generated a Material Release Order to have the order filled. In this case, the ATP logic identified the product available at the customer's optimal delivering plant, DLA Distribution Bahrain. EBS generated the Material Release Order by 8:29 a.m., 1 hour and 48 minutes after the order was submitted.

Perform Distribution:

The Distribution Center received the Material Release Order and processed it for shipment. Once the item was shipped, a final shipment confirmation was provided back to DLA at 12:13 a.m. and a shipping status was sent to the customer. The customer received the shipment at 6:07 p.m. Dec. 10 and responded with a Material Receipt Acknowledgement to close out the sales order. Total time from when the customer submitted the order to when they received the shipment: 35 hours and 26 minutes.

Manage Accounts Receivable:

DLA generated the invoice upon receipt of the shipment confirmation and transmitted the final billing transaction Dec. 12.

Functional Area Touchpoints:

The Order Fulfillment and Finance functional areas were directly involved in completing this order. Although they are outside the Order-to-Cash process, the Planning, Technical and Quality and Procurement functional areas were responsible for procurement, quality testing and positioning of the correct item where it was needed at the time it was required.

RESILIENCY

Learn It • Practice It • Share It

By Joseph Yoswa, DLA PAO

The boss is asking again about the requirements you owe him. Grandma hasn't been feeling well for the last three weeks, and she's refusing to go to the doctor. It looks like the pending winter storms are no longer pending but will most likely close the office tomorrow, which doesn't help you get those requirements done.

How do you as a DLA employee deal with such problems? Will they overwhelm you, or can you work through them? Will you do just enough to deal with the immediate effects of each challenge, or will you find a way to deal with the stress each one brings? And how do you even begin to do all that?

A great place to start is to know about the variety of services available to you. Some may be in the community that you live in – but as a DLA employee,

you should know that there are resources available to you at your workplace that can help you handle life's challenges. Using these resources can improve your resiliency.

Resiliency — the ability to deal with pressure, ambiguous or emerging conditions and competing tasks while remaining optimistic, or at least productive and good-humored — is a DLA value.

To some degree, people instinctively deal with the stress and confusion of life. But some people handle adversity better than others. Is that an innate ability? An instinct? Or is it an acquired skill? The answer is probably somewhere in between, but we know that individuals have different levels of resiliency.

The uniformed services have been trying to make soldiers, sailors, airmen and Marines more resilient for a few years. And in 2016, De-

fense Logistics Agency will focus on encouraging our workforce to become more resilient. Throughout this year, you will hear how supervisors, managers and directors can coach and lead their teams to be a resilient workforce.

Fortifying workforce resiliency is part of Goal 2 of the DLA Strategic Plan 2015-2022: People and Culture. DLA leadership recognizes that the agency's success depends on the readiness of the workforce to meet evolving mission requirements. For DLA to achieve its mission of supporting the warfighter, both the overall workforce and each individual in it must be resilient.

"We must be ready to adapt to our changing environments, but we each respond to changes differently. As a workforce, we can leverage our differences and deliver more innovative and effective outcomes," said DLA Director Air Force Lt. Gen. Andy

Resiliency

DLA defines resiliency as how an individual deals effectively with pressure, ambiguous and emerging conditions, and multiple tasks; remains optimistic and persistent, even under adversity or uncertainty. Recovers quickly from setbacks. Anticipates changes and learns from mistakes.

DLA's resiliency model areas are:

Mental – The ability to effectively

cope with mental stressors and challenges. Pay attention to your needs and feelings.

Physical – The ability to adopt and sustain healthy behaviors with wellness and fitness programs and healthy eating opportunities.

Social – The ability to network and connect with others to further job skills and development.

Spiritual – The ability to adhere to beliefs, principles, or values needed to persevere and prevail in accomplishing missions.

Busch.

DLA employees at all levels can adapt to change not only by taking advantage of employee resources, but also by openly talking about strategies for being resilient, Busch said.

"Supervisors and their teams should continually find opportunities to talk about resiliency," he added. "I also encourage managers and employees to bring resiliency into their everyday discussions, so that we have an ongoing dialogue about how to deal with challenges we face."

There are several agency programs that fall under the resiliency umbrella, managed by organizations such as Human Resources; Morale, Welfare and Recreation; Equal Employment Opportunity; and the Chaplain's Office.

"Resiliency is a process, not an initiative," said Phil Dawson of the Resiliency Program Management Office. "This is a living, growing and expanding program. Resiliency is not a new idea, but DLA wants to ensure everyone knows what it means to them and where they can turn if they need resources to help improve."

He noted that programs to help employees with life-work challenges have been around for years. "Our mission is to help employees recognize there are

programs that will help them be more resilient and that we can help develop coaching materials and sometimes even new programs," Dawson said.

Many DLA employees are already participating in these programs.

The DLA Fitness Program allows workforce members three hours per week to engage in physical fitness activities, use the agency fitness centers and participate in fitness events.

DLA's Employee Assistance Program provides confidential assistance to help employees deal with personal issues that might impair their job performance, health or well-being.

DLA Life Connections helps DLA military and civilian employees manage important events in their lives while meeting the demands of work and home. The program is available at no cost, and assistance is available 24/7.

The Relocation Assistance Program helps authorized DoD civilian employees relocate between duty stations.

The Chaplain's Office provides religious logistical support and confidential pastoral services to DLA employees.


The Equal Employment Opportunity

Office is the Agency's lead on all EEO, affirmative employment and diversity matters and ensures agency-wide compliance with federal statutes, regulations and executive orders.

"Resiliency is not something someone does to you or gives to you," said Renee Roman, Ph.D., DLA's chief of staff. "It is something each of us does for themselves, to help weather the storms that may come at work or at home. We want our employees to know we recognize this is an important component of life. We are committed to providing the resources, programs and processes that support their personal efforts to become more resilient."

DLA will have four focus areas to help employees understand what resources are available to them: mental, physical, social and (if desired) spiritual.

"Dealing with stress and adversity in healthy and productive ways is really the cornerstone of what we mean by 'resiliency,' Brad Bunn, DLA Human Resources director, said. "Lt. Gen. Busch has committed to helping the DLA workforce strengthen its resiliency in the face of personal and professional stressors — not only because it's the right thing to do for our people, but also because a more resilient workforce is more engaged, productive, and high performing."

DLA will soon provide an online overview of what resiliency means to our workforce, as well as supervisor/manager training and coaching tools. 

Editor's note: Chris Born, DLA Public Affairs, contributed to this article.



DLA Energy at your fingertips

**Let the new version of DLA Energy's website help
you with energy solutions at www.dla.mil/energy**