

# LOGGLINES



**REACHING OUT**  
TRAINING DLA CUSTOMERS



from the  
**DIRECTOR**

**Navy Vice Adm. Mark Harnitchek  
Director, Defense Logistics Agency**

**C**ustomer service is the key to our success. Customers are the reason we exist, and our job is to delight the customer every day. So what's the secret to good customer service? How do organizations take themselves from being good to great?

To deliver effective and efficient logistics support, we need to understand our customers and their needs like nobody else. You've heard me say that nobody knows this stuff like us, so start acting like it.

That means anticipating, engaging and delivering support without waiting for someone to give us a requirement – that's delighting the customer. During World War II, Chief of Naval Operations Fleet Adm. E.J. King said, "I don't know what the hell this 'logistics' is that [Army Chief of Staff Gen. George] Marshall is always talking about, but I want some of it." That's how I want our customers to feel about DLA. ... They don't need to worry

about the "logistics" that DLA is always talking about, but they know that they want DLA to deliver it.

So how do we get to this level of outstanding customer service? We need to engage our customers, fully understanding their needs and working to figure out how we can satisfy those needs. This edition of Loglines is dedicated to our customers. Through engagements with them, we will strengthen our understanding of their needs and requirements and keep them informed about the incredible capabilities we have.

You all do so many things – and do them well – that it can be a little overwhelming for our customers the first time they need us. We reach out to them in a variety of ways: online, face-to-face meetings, site visits and more. Each time we reach out to our customers, we should delight them with some of that "logistics" that is our forte ... delivering world-class support.

Everyone in DLA has a role in delighting our customers, whether you're a warfighter support representative connecting a Marine in Afghanistan with the right supply chain or a senior leader speaking to students

at the Industrial College of the Armed Forces. The logisticians who work with us need the right stuff at the right place at the right time, and we owe it to them that DLA delivers.

DLA meets with senior leaders from the military services and federal agencies to discuss customers' priorities and how DLA can help. In my travels, I hear about the great stuff we do and how pleased our customers are with DLA support. That happens due to the fantastic job you do every day.

So this issue of Loglines is focused on our customers. They are the most important folks in our world, and they deserve everything we've got.

So keep doing what you're doing, and give 'em all you've got. Thanks. +



# LOGLINES

Official Flagship Publication of the Defense Logistics Agency

**DLA Director**  
Navy Vice Adm. Mark Harnitchek

**DLA Vice Director**  
Ted Case

**Chief of Staff**  
Renee L. Roman

**Director, Public Affairs**  
Joseph M. Yoswa

**Deputy Director, Public Affairs**  
Jack Hooper

**Loglines** is the authorized publication for the Defense Logistics Agency's workforce of federal civilians, active-duty military and Joint Reserve Force augmentees at agency activities worldwide and industry customers of DLA. Contents of this publication are not necessarily the official views of, or endorsed by, the U.S. government, the Department of Defense or the Defense Logistics Agency.

### LOGLINES STAFF

Managing Editor: Kathleen T. Rhem  
Editor: Jacob Boyer  
Layout/Design: Paul Henry Crank  
Navy Petty Officer 1st Class Daniel Garas

Writers: Beth Reece  
Sara Moore  
Amanda Neumann  
Navy Petty Officer 1st Class Daniel Garas

**Loglines** is prepared electronically, using desktop publishing applications; no commercial typesetting costs are involved. Photos not credited are courtesy of agency sources. Submissions and correspondence may be sent to the address below:

# CONTENTS



## DLA on the Web



[www.dla.mil](http://www.dla.mil)



[www.twitter.com/dlamil](http://www.twitter.com/dlamil)



[www.facebook.com/dla.mil](http://www.facebook.com/dla.mil)



[www.youtube.com/dodlogisticsagency](http://www.youtube.com/dodlogisticsagency)

## DEFENSE LOGISTICS AGENCY

# REACHING OUT TRAINING DLA CUSTOMERS

**On-Site Expertise** 2  
DLA warfighter and customer support representatives work side by side with the agency's customers, teaching them what they need to know to get what they're looking for.

**Class is in Session** 6  
The DLA Training Center sends representatives to school houses and operational units to teach tools, systems and techniques to help logisticians learn about the agency.

**Tools of the Trade** 12  
DLA produces a variety of digital and print resources that give customers the information they need wherever they are.

**Lessons from the Top** 14  
DLA Director Navy Vice Adm. Mark Harnitchek, and other agency senior leaders speak at classes and events to give military logisticians a look at where the agency is going.

**Student Visits** 16  
Uniformed and civilian logisticians from the U.S. and elsewhere get a chance to visit DLA sites for a peek behind the curtain of the agency's operations.

**Classroom Training** 22  
DLA puts instructors in the military services' classrooms to ensure customers know the agency's role throughout their careers.

**International Partnerships** 28  
DLA Logistics Operations' Foreign Visit Program enables the agency to build strategic relationships with foreign nations through face-to-face interaction.

## DEPARTMENTS

A Conversation with ...	20
LogPoints	27
I am DLA	Back Cover

# On-Site EXPERTISE

A soldier in a helmet and flight suit is shown in profile, looking at a computer screen in a cockpit. The screen displays a blue interface with various data points and graphs. The soldier is wearing a white helmet with a night vision device and a flight suit. The background is dark, suggesting an indoor or nighttime setting.

Story by Beth Reece

**W**arfighters think of him as a logistics guru, but Bob Cox believes anyone should be able to navigate the Defense Logistics Agency's ordering systems. As a warfighter support representative for the Army's 1st Infantry Division, he teaches Soldiers how to use Web-based platforms such as DoD EMALL to do more than just order parts. "When I teach units and warfighters how to find the information they need in our wholesale systems, it means fewer questions they're asking me and fewer queries going forward to DLA. It reduces their workload, DLA's workload and makes us all more effective," he said.

Warfighters' knowledge of DLA and their understanding of how to get supplies and services from the agency have grown because customer support representatives and warfighter support representatives like Cox are co-located at major service commands. While they're there to answer questions and serve as liaisons between units and DLA's supply chains, most have created elaborate, hands-on training programs that enable service logisticians

Army Chief Warrant Officer 2 Francisco Cervantes, a CH-47F Chinook helicopter pilot with the 2nd Battalion, 82nd Combat Aviation Brigade, inspects a helicopter at Forward Operating Base Fenty, Afghanistan. DLA warfighter support representatives train units on how to use the agency's ordering systems to get critical repair parts for systems such as aircraft before they deploy.

— Photo by Army Spc. Cody Barber



to proactively tackle logistics readiness on their own.

After watching a unit train for a deployment to Afghanistan in February 2012, Bill Lederer, DLA's customer support representative for U.S. Army Forces Command, realized that some service members had no idea what DLA could do for them.

"That stuck in my craw, so I began targeting sustainment unit commanders and told them, 'Look, I'll put together a pre-deployment training package that is tailored toward your people, that shows how we can help you be successful when you're on the ground,'" Lederer said.

The result was a weeklong training program in which subject matter experts from throughout DLA provide information on the current logistics environment in Afghanistan. DLA Troop Support representatives in Kaiserslautern, Germany, who manage the prime vendor contract for food in Afghanistan, show dining facility managers how to use the Subsistence Total Order and Receipt Electronic System to order food, add or remove delivery locations, and get menu changes.

Units also learn how fuel is distributed and how to use DLA Disposition Services' website to receive or turn in equipment while they are deployed. And during the training, Soldiers dial into weekly conference calls in which warfighters in the

U.S. Central Command area of operations discuss emerging sustainment issues.

"We call in just so the Soldiers can hear what's going on. They don't have any input, but they're able to hear some of the issues and not get blindsided when they arrived in country," Lederer said.

A recently returned DLA support team commander also participates in the training to describe how Soldiers can get help from DLA employees located downrange. DLA support teams consist of experts from various DLA supply chains who are deployed to give immediate attention to warfighters' needs and put them in touch with appropriate DLA representatives in the United States if necessary.

"The goal is to set them up for success. We aren't going to train these guys and then just wash our hands of them. We hand them over to the guys that are going to be taking care of them in theater," Lederer added.

*"So I pulled about a dozen or so [lieutenants] into a classroom one day and basically gave them a crash Supply 101 course."*

*— Trevor Boyd*

Army Staff Sgt. Ramon Perveyra, with Company A, 173rd Brigade Support Battalion, 173rd Airborne Brigade Combat Team, guides a forklift driver moving a pallet of supplies during a training exercise at the Joint Multinational Readiness Center in Hohenfels, Germany. DLA employees often participate in training exercises to ensure warfighters are aware of the services and supplies DLA can provide.

Unit commanders are so intent on getting the training that they're willing to pay for it.

"The beauty of it is it didn't cost DLA a penny. The reserves, in particular, were starving for data and said, 'We will pay. Just come help us,'" Lederer said.

Trevor Boyd, DLA's customer support representative at Rock Island Arsenal, Ill., provided similar training right on the battlefield. Deployed to Iraq in 2010 and 2011 with the 25th Infantry Division's 2nd Battalion, 11th Field Artillery Regiment, Boyd saw lieutenants getting chewed out by their battalion's executive officer for not having enough information on logistics issues during maintenance meetings.

"So I pulled about a dozen or so of them into a classroom one day and basically gave them a crash Supply 101 course. Then I made them understand the tools that were available and taught them how to find answers they needed," he said.

Boyd said his drive to teach warfighters how to find things like stock availability on their own is a result of the

12 years he spent chasing supplies in the active-duty Army.

“I often wish I knew then what I know now. It would have made my life so much easier, and I could’ve been a much more valuable asset to the maintenance officers I dealt with,” he said.

Military logistics training typically focuses on retail-level instruction

specific to each service, which leads to a “tremendous lack of knowledge” on wholesale-level logistics, Cox added. He closes the gap by providing hands-on training in which units use their own requisition data in DLA’s ordering systems to explore such things as stock availability and estimated delivery dates.

“We look our way through DoD

EMALL, all the various elements and information that the system provides. If it says there’s zero stock for a part they’ve ordered, for example, we talk about whether they should be worried about that. They inevitably think they should be worried, so I explain to them that if it’s on direct-vendor delivery, they won’t see stock on hand,” he said.

John Latour, DLA’s customer support representative to U.S. Marine Corps Forces Reserve in New Orleans, also uses units’ data to personalize their training because he said it helps show Marines how DLA can benefit them in the future.

“In most cases, the only thing Marines know about DoD EMALL is the buying portion, how to buy stuff. But it provides numerous statuses, shows them what our stock levels look like and who they’re competing against with their requisitions, all things that can help them plan,” he said. “To a certain degree, they can control their destiny by better understanding our systems.”

The fact that he served 22 years in the Marine Corps makes the training he provides even more beneficial to his customers, Latour added.

“Marines speak a little bit different language than everybody else, and I can communicate on their level. They know I’m still one of them, even though I work for DLA now,” he continued.

At Joint Base Langley-Eustis, Va., DLA customer support representative Phillip Mitchell offers what he calls “continuous education” to expand upon formal training provided there up to twice a year by the DLA Training Center. It includes tools like cheat sheets and reminders that help Airmen make the most of DLA’s support.

Mitchell also looks for trends that indicate a need for additional training.

Marine Corps Sgt. Joseph Massengale (left) and Lance Cpl. Camille Smith, both airframe mechanics with Marine Light Attack Helicopter Squadron 167, replace rivets on a AH-1W Super Cobra helicopter at Camp Bastion, Afghanistan. A DLA support team made up of experts from various DLA supply chains is deployed alongside warfighters to provide emergency support.



Marine Sgt. Gabriela Garcia



For example, he recognized that when some units needed a DLA-managed item, they submitted a request to DLA for a direct buy from the manufacturer.

“But that’s supposed to be the absolute last resort; they’re supposed to give the DLA people who are here the opportunity to research the part first,” he said. “When they follow this process, good things can happen. For example, if we can find surplus, they’ll get the item much quicker and absolutely cheaper.”

One of the biggest challenges of keeping warfighters trained on DLA systems and processes is their constant movement.

“There’s so much transition among the military that as soon as you get guys trained up, they change jobs and new people come in,” Cox said.

And while operations in U.S. Central Command accelerated the need for savvy, well-trained logisticians, training will get a new twist as troops leave Afghanistan. Lederer will offer the last pre-deployment training session in August to the 13th Sustainment Command. Then in November, he will begin training units according to which combatant command they’re aligned with.

“Instead of training unit after unit for deployment, we’ll be getting into multi-unit, multi-echelon training exercises that involve the active duty, reserves, National

Guard and special operations all at once,” Lederer said. “Before our classes may have had 30 to 40 people. Now they could be in excess of 100, so in the future more people are going to understand what DLA is capable of doing for them.”

DLA representatives will also continue to work at major service commands as liaisons between units and DLA’s field activities.

“I think if you have somebody that warfighters can put a name and a face to, it makes them feel pretty good. And in my view, a warfighter support representative should have one foot in the organization they support and one foot in the DLA camp. They’ve made me a part of the team here; they invite me to their potluck luncheons and other functions. But still, I’m here to represent DLA,” Cox added.

Most warfighter support representatives and customer support representatives have the expertise to solve service members’ logistics problems in far less time than it takes to train them to do it themselves, but customers like John Ford, chief of support operations at the 407th Army Field Support Battalion at Fort Riley,

An MH-60 Sea Hawk delivers supplies to the flight deck of the USS Bataan. DLA warfighter support representatives can help service members tap into the agency’s support no matter which branch of the service they are in.

John Latour (left), DLA customer support representative for Marine Forces Reserve, shows a Marine how to find information such as the availability and location of supplies in DoD’s Log Port.

Kan., prefer the mentorship approach.

“Bob identifies the supply problems that vex logisticians and tackles them by sharing his knowledge and wisdom with Soldiers and leaders and providing them with the tools and expertise to overcome them,” Ford said, adding that Cox puts steady pressure on Soldiers to enhance their skills and take ownership of the readiness of their equipment and units.

Those who received the pre-deployment training that Lederer facilitated are equally appreciative and have sent dozens of emails thanking him for his “infectious” training. But actually seeing the fruits of his labor is what motivates him, Lederer added.

“I love what I do,” he said. “We get paid to do our jobs no matter what, but when you see the results and see people succeed because you set them up for that, it feels good. It makes what we do relevant.”

Navy Petty Officer 3rd Class Mark Hays



# Class is IN SESSION

Story by Amanda Neumann

**R**obert Finney tells all his students that he can make them heroes. As instructor and course manager for the Defense Logistics Agency's Customer Assistance Logistics Course since 2008, Finney knows exactly what information his customers, DLA's external customers, are looking for from DLA.

"For most, they want to know just a few things," he said. "How do I find out where my stuff is?" and, 'If I don't have my

stuff, when am I going to see my stuff?' 'How do I sift through all this background data [online] and figure out when I'm going to see mine?' Step-by-step, we show them all that in this class. Quite frankly, I can make you the hero because you'll know what's going on."

As one of the most popular courses offered by DLA Human Resources Services' DLA Training section, CALC teaches DLA's customers how to use both DLA and Defense Department Web tools

and systems to find the real-time status of retail and wholesale supply chain items, Finney said.

"We have what's called the '5 percent solution,'" he said. "Because no matter what you manage, 5 percent of it is going to give you problems, and you'll have to spend time on it. So what can

Pat Calhoun, an instructor from DLA Training in Columbus, Ohio, teaches military students about Web-based tools during a Customer Assistance Logistics Course.



Photo courtesy Pat Calhoun



they do? Where can they locate it? Is it coming? If not, who do they call? And how do they get help from DLA? This class is tailored to meet those needs, whether it's an executive overview at a major headquarters or an in-depth look at specific DLA tools, such as the Web Virtual Logistics Information Processing System or DoD Electronic Mall. We try to help them solve their problems before they happen."

The DLA Customer Assistance Logistics Course was established in 2003 and combined two earlier courses – Logistics Exchange and Customer Assistance Logistics – into one course managed by DLA Logistics Operations, explained Sue Carter, program manager in DLA Logistics Operations. DLA Logistics Operations, known as J3, oversees program management for the course, with DLA Training delivering the classes.

"Customer requirements are solicited and vetted through J3 service teams and forwarded to DLA Training for scheduling and execution," Carter said. "Through

teamwork, J3 and DLA Training have developed a close working relationship to best support our customers."

CALC is taught at two venues: military service schools and operational military units preparing for deployment, Finney said.

"We're in the military service school houses to augment the training they're already receiving from the services," he said. "For example, if you're at the Army school house, you're going to teach a

DLA Disposition's property disposal specialist instructor Kathleen Schulz, previously part of a Navy expeditionary disposal remediation team in Afghanistan, and a teammate pose with items to be demilitarized from Forward Operating Base Sharana in Paktika province, Afghanistan.

spend the day, and say, 'OK now let me show you this.' And then we show them how to look up documents in WebVLIPS or how to use EMALL to figure out the status of national stock numbers."

By engaging with military service school houses and military logisticians early in their careers, DLA Training's intent is to open customers' eyes to the kind of tools and information DLA can provide, like those that allow users to retrieve information from the Federal Logistics Information System, said Mike Beasley, DLA Training's supply branch chief.

"If you're in FEDLOG or if you're on your own [military] system, they may only update once a week or month," he said. "[In WebVLIPS,] DLA's information updates every 15 minutes. Every new sales order that comes in, the customer can have visibility on it almost immediately. We tell the students, you can use any system you want. But why do

**SOURCE CATALOGS**

**Operational Customer Assistance Logistics Course, DLA Disposition Services Contingency Operations and Materiel Management Contingency Training:**  
<http://www.hr.dla.mil/downloads/trn/courses/CEW.pdf>

**All Logistics Courses:**  
<http://www.hr.dla.mil/downloads/trn/courses/logistics.pdf>

person how to use Army systems, and that only makes sense. Our systems are there, but you may or may not touch on them. So when we teach at the school house, whether it's for junior and senior enlisted supply personnel or maintenance and supply warrant officers, we come in,

DLA Disposition Services property disposal specialist instructor Kathleen Schulz, previously part of a Navy expeditionary disposal remediation team in Afghanistan, poses with teammates at Camp Leatherneck, Afghanistan.

you want to use WebVLIPS? Because [the information is] the most current.”

Operational CALC, mainly taught in eight- or 12-hour sessions, targets active duty, National Guard and reserve tactical units, as well as service industrial activities, said Patrick Calhoun, a DLA CALC instructor with DLA Training.

“Our focus initially is with the school house,” he said. “Then once they leave the school house, that’s when we reach them operationally, right before they get ready to go out on an exercise or deployment. We travel to their location, use their live issues and illustrate how DLA supports their requirements by using Web tools designed for self-help. We cover all tasks, ranging from obtaining status and stock positioning to tracking shipments or researching technical data, no matter the commodity. Most of us are retired military, so we can really talk back and forth about the issues the services face.”

In the operational course, students gain a complete understanding of the logistics relationships between their military components and DLA and receive an overview of the functions of DLA’s supply centers, DLA Disposition Services and DLA Distribution, Calhoun said.



Navy Lt. Marquita Fortner

“There’s no perfect tool out there or a perfect system,” he said. “We’re giving them more than one venue to arrive at a solution. In austere times, there are less and less things the customer can put on the shelf, so with CALC, we actually show them the systems and Web tools they can use to become more self sufficient.”

For DLA CALC instructor Dale

Brown, real-life situations and problems often pop up during class discussions and provide him with the best teaching examples. One student at Fort Lee, Va., had an issue ordering parts for a John Deere Gator, a lightweight, commercial vehicle.

“An Army ordnance warrant officer said his unit used John Deere Gators for transport around

their airfields,” he said. “He needed a new engine for one of his Gators, but only had the commercial part number.

He had submitted several requisitions using the commercial part number, but they had been stymied. He provided the part number to me during a class break, and I used it as a class example and showed how the Web Federal Logistics Information System could be used to translate that commercial part number into a national stock number. Once we had the NSN, we found it was a DLA-managed item and we had stock on hand.”

Although CALC has primarily been focused on the military services, the DLA CALC Program Team is working to further the training to promote DLA’s other essential missions during times of crisis or humanitarian relief efforts.

“As the war draws down and comes to an end, there are still other entities out there that require the services of DLA every day, especially in disaster services management,” Beasley said. “We work with [agencies like] FEMA to find out, ‘If there are hundreds of blankets and tents that we would need in a disaster, how can we use the tools to find out where they are and how we would access them?’ We can offer that through the venue of CALC, and we can tailor it to a four-hour overview of DLA’s capability at the agencies’ request.”

With more than 120 classes conducted a year, CALC’s four-hour class format is currently being developed as instructor-led video teleconference training and may



## Additional Resources

**DLA Human Resources Services, DLA Training’s Materiel Management Contingency Training website:**  
<http://www.hr.dla.mil/training/coursedeliv/courses/MMCTdownloads.asp>

**Materiel Management Contingency Training video:**  
<http://dlavideoprograms.hq.dla.mil/videos/MMCT.wmv>

**Customer Assistance Logistics Course’s YouTube video:**  
<http://www.youtube.com/watch?v=Vsm3h1AJ2Ho&feature=youtube>

**DLA’s Customer Self-Help Tools website:**  
<http://www.dla.mil/pages/customers.aspx>

be offered in this format to customers as early as fiscal 2015.

## MATERIEL MANAGEMENT CONTINGENCY TRAINING

Another class that Calhoun delivers quarterly is Materiel Management Contingency Training for DLA's Joint Logistics Operations Center. A mandatory class for DLA support team members prior to deploying into active combat theaters, the two-week course is an intensive version of the CALC training, Calhoun said.

"If they're deploying into a combat theater in a war zone like Afghanistan, that's where MMCT comes in," he said. "We train our internal folks who are going into those same theaters of operations how to support the customer and interact with them. It's a multifaceted approach in order to provide better assistance to the customer."

Held at the Joint Forces Training

# CALC by the Numbers

134 Total Classes  
(101 school house, 33 operational)  
2,178 Total Students  
(1,755 school house, 423 operational)

FY12

123 Total Classes  
(74 school house, 49 operational)  
2,409 Total Students  
(1,579 school house, 830 operational)

FY13

49 Total Classes  
(21 school house, 28 operational)  
965 Total Students  
(410 school house, 555 operational)

FY14\*

\*Stats through the second quarter

Base in Los Alamitos, Calif., the class also trains emergency-essential employees, Civilian Expeditionary Workforce volunteers, and active-duty and reserve-component service members on expediting commodities in the logistics pipeline, Calhoun said. Although the bulk of instruction deals with how DLA provides repair parts, the course also covers all supply items managed and

delivered by DLA, including clothing, medical supplies, subsistence and fuel. Helping the agency's customers be more self-sufficient falls in line with DLA Director Navy Vice Adm. Mark Harnitchek's "Big Idea" to improve customer service, he said.

Students listen to a lecture in the two-week contingency operations course provided by DLA Disposition Services.

Don Zimmerman



# Contingency Operations Course

4 Classes

91 Attendees

FY12

5 Classes

130 Attendees

FY13

3 Classes

76 Attendees

FY14\*

\*Stats through the second quarter

“All of this basically allows our customers to be more efficient,” he said. “By them now knowing what they can do themselves, it’s going to reduce calls to the [DLA Customer Interaction Center], it’s going to minimize the need for emergency buys, and it’s going to save the agency more money. That’s the net result when we have this combined overarching strategy to support the customer at all three levels.”

## CONTINGENCY OPERATIONS

Another critical life cycle course, Contingency Operations, is delivered by DLA Training instructors Susan Guerrero and Kathleen Schulz at the DLA Disposition Services Training and Operations Simulation Center in Battle Creek, Mich.

The course provides a basic overview of DLA Disposition Services’ disposal and demilitarization operations as they apply in theater, Guerrero said. Taught prior to a deployment, the course is designed for DLA Disposition Services personnel and the expeditionary disposal remediation teams that accompany units in combat zones.

“The first week encompasses learning what DLA Disposition Services is all

about, what they do, and how they provide their services as far as receiving property, issuing property and the removal of scrap being generated from the war,” she said. “In addition, we have several guest speakers that come in and share their

Dale Brown, a Customer Assistance Logistics Course instructor with DLA Training, poses with students from the Aviation Maintenance Class at Fort Eustis, Va.



Pat Calhoun



experiences of what they've encountered and done over there."

Guerrero, a property disposal specialist, teaches everything from cataloging and commodity acquisition to stockpile management and disposal actions since most of her students haven't been trained for a particular mission.

"Most of the EDRTs that come from their units are coming from the civilian workforce, and many haven't worked for DLA Disposition Services, so they don't know the nuts and bolts of disposal operations," she said. "Often, they have no concept of what kind of an environment they're walking into or what their mission is going to be, so this gives them a heads-up."

The second week of the course focuses almost entirely on the Defense Department's

demilitarization and mutilation policies, Guerrero said. Held in the TOSC's 6,000-square-foot warehouse, the class uses more than 300 items selected for their unique characteristics as training aids.

"The demilitarization course is a 32-hour class where students get their hands-on experience," she said. "This is immensely important for them, because

they learn it in the classroom and then go out and actually apply the processes we taught them. [The TOSC] is a simulated warehouse, so they actually go out, touch and feel the property to see how it's put onto the accountable record and issued off the accountable record. And DLA Disposition Services actually has a hands-on lesson in torch cutting for the types of things they're going to be doing overseas, like cutting up Mine Resistant Ambush Protected vehicles."

For fellow instructor Schulz, her Contingency Operations duties actually

carry over into her second job as a Navy reservist, where she serves as training officer for her military unit.

"Not only am I an instructor, but I'm also a chief petty officer in a [disposal remediation team] unit out of Columbus, Ohio," she said. "I've had four military deployments [in Iraq and Afghanistan], so I see the importance of getting hands-on training before going

Pat Calhoun, an instructor with DLA Training, conducts outreach about Web-based tools during a Customer Assistance Logistics Course.

into theater. An EDRT's role in theater has greatly increased, and we have much more of a role in the disposal process than we did in the beginning when I went to Iraq. So when I have a new [reservist], this class is the first thing I want to get them into."

With DLA Disposition Services increasing its presence in Afghanistan as military forces draw down, the request for additional Contingency Operations training sessions has also increased, Schulz said.

"Where other units are downsizing, we actually increase when we're closing an area of operations," she said. "While I

was deployed, I saw the growth, the demand, in having more of these classes, because our numbers went up quite a bit. Our primary audience is the military members. Because there is such a demand for this course, we've put a priority on people who are deploying right now, mainly military members from DRTs. They are already on the schedule to leave within the year." 🗳️



## DLA Training's Contact Information

DLA Human Resources Services, DLA Training: 1-800-458-7903  
<http://www.hr.dla.mil/dtc/>  
 For inquiries on the Customer Assistance Logistics Course:  
[DLACALC@dla.mil](mailto:DLACALC@dla.mil)

# Tools of the Trade

Story by  
Navy Petty Officer 1st Class Daniel Garas

**W**ith organizations and personnel in 48 states and 28 countries, the Defense Logistics Agency's supply chains can be a challenge to navigate. Keeping a tradition of excellent customer support, DLA provides several digital and printed tools that help train its customers.

These tools are vital to maximizing customer interaction, said Sue Carter, a program manager in DLA Logistics Operations who specializes in joint customer support projects.

"They're resources that encourage customers to help themselves," Carter said. "Our hope and goal with these products is to give customers some information in order to assist them in doing business with DLA."

Digital resources like the Web-based portal that helps DLA Logistics Operations customer account action officers like Alexander Morton Sr. and John Sarnosky communicate with and train customers are essential.

"We serve as a touch point between the customers and DLA," Sarnosky said "We have to be able to work with customers' logistical issues at the strategic and tactical level."

One of the most important digital training resources for DLA customers is a Web portal called Log Port, available at <https://www.dtc.dla.mil/logport/>. The portal lists the names, links and descriptions of 18 different webpages for use by DLA staff members and their customers.

"Not only do we use it for customer education, but when we deploy, we use

the Log Port Web portal for training," Morton said. "We can access key information from it."

Two of Log Port's most useful links are to the DoD Electronic Mall, or EMALL, and its shipping program, the Web Visual Logistics Information Processing System, or WEBVLIPS.

DoD EMALL is an Internet ordering platform that allows customers to choose from more than 65 million off-the-shelf, finished goods and services from the commercial marketplace. Using the website, customers can look up their items, get full descriptions, track online orders and check inventories.

"Our hope and goal with these products is to give customers some information in order to assist them in doing business with DLA."

— Sue Carter

"It's a one-stop shop for customers to engage DLA and acquire information," Morton said.

Once an item is ordered, its progress is digitally tracked through WEBVLIPS, an online, access-controlled system that lets customers track requisitions throughout the supply system.

"I can use it to see if we have something on hand and tell our customers where it's located," Sarnosky said. "Then, I can use WEBVLIPS to show me exactly where a product is in the pipeline."

When customers ordered items in

the past, they may have relied on several different supply centers to provide the vendors with shipping information. Today, they rely on a DLA program known as the Vendor Shipment Module.

VSM is another Web-based system that taps into DLA's Distribution Standard System for addressing and routing information. The module provides vendors with the necessary transportation documents and shipping labels. The program also reduces transportation costs by making use of government rates.

"Customers and vendors had to go to multiple places to get their transportation information, so creating one system made it a huge benefit," Sherri Troupe, a supervisory traffic management specialist with DLA Distribution, said.

Previously, vendors arranged their own transportation for higher rates than what the government could supply; now the government can take control of freight at the vendor dock through the Vendor Shipment Model. Troup said the advantage of VSM for customers is giving them real-time addressing and the ability to provide in-transit visibility.

With operations worldwide, DLA prides itself on providing customer assistance down to the warfighter level, even if that warfighter lacks access to the Internet. That's where DLA uses traditional print publications.

In terms of printed media, the DLA Customer Assistance Handbook is the primary source for training customers. Updated and published every two years, the handbook is an initiative to educate

# DLA SELF-HELP TOOLS FOR CUSTOMERS

## LOG PORT LOGISTICS PORTAL



**WHAT:** Web portal with links to 18 dla customer support websites.

**INSIDE:** Information on EMALL, WEBVLIPS, DLA depots and a digital version of the Customer Assistance Handbook.

**FEATURES:** Simple list organizes website names, direct links and a brief description.

## VENDOR SHIPMENT MODULE



**WHAT:** Real-time shipping information for DLA customers.

**INSIDE:** Website provides vendors with the necessary shipping labels and transportation documents at government rates.

**FEATURES:** Real-time addressing allowing customers to see in-transit status.

## CUSTOMER ASSISTANCE HANDBOOK



**WHAT:** Biennial handbook serves as the complete guide to DLA.

**INSIDE:** Self-help resources, points of contact, logistics programs, customer information and supply codes.

**FEATURES:** A complete list of supply codes, considered to be the most valuable resource of the guide.

## SELF-HELP TOOLS FLIPBOOK



**WHAT:** A pocket-sized flipbook full of links to DLA websites.

**INSIDE:** Links in the flipbook are arranged by a series of tabs. The tabs are organized by frequently asked questions.

**FEATURES:** Mobile codes inside let customers use their smartphones to access websites.

customers and help them help themselves. Carter said the manual improves with each update and is in its 19th edition. Aside from a list of frequently asked questions, the manual includes specific points of contact, supply codes, explanations, descriptions of logistics programs, and other self-help resources. The handbook is also available online, and DLA encourages customers seeking the most current information to refer to the online version, which is updated between print publications.

Daniel Nugent, a systems analyst for audit readiness in DLA Logistics Operations and a former customer service representative, said he still refers to the manual. He called it essential for customer education.

"The biggest benefit is that it can be used as a teaching tool to explain supply-related questions to customers," Nugent said. "It's just a handy reference that anyone can use."

Nugent said he can recall numerous occasions when customers would be in the process of ordering supplies but did not fully comprehend the stocking codes. By going through the handbook with them, he was able to help the customers understand how the DLA's system of stocking codes works.

"People would call me asking, 'What does this code mean?'" Nugent said. "By showing them in the manual, I was able to help them expedite future requests."

Nugent said the manual was designed for customers and is ideal for the military. The small, compact size is handy for deployed customers because it is packed full of information and designed to fit inside a service member's cargo pocket, he said.

Carter agreed that the manual is ideal for the military because it can be used anywhere.

"This was meant for supply clerks and warehouse personnel who don't have a computer in front of them," Carter said. "It's one of the main reasons why we still print hard copies."

DLA also produces a simpler pocket-sized flip book titled, "Self Help Tools." Previously, CSRs needed to sift through vast amounts of information to guide customers in the right direction.

"It's a convenient little flip book full of useful websites," Nugent said. "From there, people can use the websites provided to get what they need."

The flip book helps speed up the search process by organizing numerous

links under frequently asked questions via color-coded tabs.

Both publications also contain mobile tagging codes that can be scanned by an application on a mobile device. Scanning the codes allows customers to access the electronic version of the products as well as other customer information that can be found on the DLA customer website. The site, <http://www.dla.mil/Pages/Customers.aspx>, is the entry point for customers when doing business with DLA.

"Now customers can scan the link to get them directly to a reference or website if they need it," Carter said.

Morton said that arming customers with proper resources and training is a big part of answering DLA Director Navy Vice Adm. Mark Harnitchek's "Big Idea" to improve customer service.

"It's up to DLA employees to know what sort of tools are out there to pass on to our customers," Morton said. "You need to educate the customer on what's available."

Carter echoed Morton's statements, saying that better educated and independent customers leads to better support.

"We try to help our customers become more self-sufficient," Carter said. "We do everything that we can to support them." 📱

# Lessons from the Top

Story by Sara Moore

**A**lthough he has responsibility for a worldwide logistics network of almost 27,000 people that does more than \$40 billion of business a year, the director of the Defense Logistics Agency still makes time to speak to military students and logisticians at schools and conferences around the country, highlighting the agency's commitment to customer engagement.

Navy Vice Adm. Mark Harnitchek and other DLA senior leaders travel to talk with these students and professionals about DLA's support and educate customers about doing business with the agency.

"We have a customer engagement strategy in place, and part of that strategy is to meet with our customers

at the schoolhouses and at industry conferences," said Army Maj. Gen. Kenneth Dowd, the former director of DLA Logistics Operations who retired in April. "It's critical that we remain in touch with our customers, both at the senior strategic level and with those in the trenches who order the repair parts and ensure our troops have enough food to eat or fuel to operate aircraft or [Mine Resistant Ambush Protected vehicles]."

Harnitchek participates in a handful of speaking engagements at schools and conferences each year, as do other senior leaders from DLA Headquarters. Commanders and other principal leaders from the agency's primary-level field activities also travel to these types of engagements to provide specialized information about their commands and supply chains.

"A benefit of these events is having someone representing the name of DLA out there speaking to current and potential customers," said Navy Capt. William Terry, director of customer operations for DLA Troop Support. "A lot of our customers, regardless of their level, don't realize that DLA has so many different supply chains and offers different services."

Defense Logistics Agency Director Navy Vice Adm. Mark Harnitchek addresses attendees at the 66th Annual National Defense Transportation Agency Logistics and Transportation Forum and Exposition in Anchorage, Alaska, in 2012.

DLA Troop Support Commander Army Brig. Gen. Steven Shapiro and his senior executives speak at schools or conferences about 10 to 15 times a year, Terry said. In addition, a team of DLA Troop Support customer outreach representatives led by Garth McBride, chief of functional customer engagement, travels to different sites to speak about DLA and interact with students and customers.

"As important as it is for us to reach the senior leaders, it's just as important for us to reach the midlevel managers, the guys that really do the ordering and have the most changeover of supply support," McBride said. "We're working to do a better job of being in the schoolhouses and increasing awareness at key customer locations."

One of the military schools that DLA leaders interact with regularly is the Dwight D. Eisenhower School for National Security and Resource Strategy, which is part of the National Defense University at Fort McNair, in Washington, D.C. Kelly Morris, the DLA Chair at the Eisenhower School, advocates for DLA at the school and brings senior leaders to speak to the students, including senior military and civilian personnel from the U.S. and abroad and industry representatives.

"It's important for them to have a broad background of everything that



Alberto Betancourt



encompasses the government,” Morris said of the Eisenhower School students, who come to the school as senior officers and civilians and often go on to command or senior executive roles. “Part of the school’s responsibility is not only teaching students how to develop strategy, but also how to resource it. And part of resourcing strategy is understanding where you get your stuff from, how you pay for your stuff, and how you contract for it.”

Harnitchek spoke at the Eisenhower School in November 2013, when he addressed more than 300 students about the importance of improving logistics performance while looking for ways to cut costs in an uncertain fiscal environment.

Morris said she takes full advantage of Harnitchek’s and other leader’s visits, enlisting them to have lunch with the students or participate in interviews for research projects. She also brings students to DLA Headquarters and DLA Energy sites to let them experience the agency’s work firsthand and interact with leaders and employees.

“Certainly the benefit of these events to DLA is well-educated customers in the end,” she said. “So the warfighter who may have never heard of DLA because they’ve been out in the field and don’t realize where their stuff comes from can now connect all that support to DLA.”

In addition to the Eisenhower School, Harnitchek has traveled to the Army Logistics University at Fort Lee, Va.; the Defense Logistics Conference in Arlington, Va.; the National Defense Transportation Agency Logistics and Transportation Forum and Exposition in Anchorage, Alaska; and the Association of the United States Army’s Institute of Land Warfare Sustainment Symposium in Richmond, Va., among other places. DLA field activity commanders have visited customer sites in Europe and the U.S., military conferences and symposiums, and some of the same schools the agency’s senior leaders visit.

Even as budgets have tightened and travel has been pared down, there is still value in engaging with customers face to face at these speaking engagements

Defense Logistics Agency Director Navy Vice Adm. Mark Harnitchek thanks Army Chief Warrant Officer 5 Joseph Jimenez and Air Force Master Sgt. Wilhelm Neshelaar during his visit to Fort Lee’s Aerial Delivery and Field Services Department at the U.S. Army Quartermaster School.

and conferences, said DLA Energy Commander Air Force Brig. Gen. Giovanni Tuck, who participates in such events a few times each year. Not only does it allow him to advocate for the quality work DLA does, he said, it also helps him build a network of professionals who can help when needs arise in the future.

“If I can go do these things, [then] in a time of crisis, I can pick up the phone and make something happen with the relationship that I’ve garnered at one of these events that I might not otherwise have,” he said.

In this way, Tuck said, speeches and conferences complement all the other areas of customer engagement for DLA, with the end result being a stronger collaborative relationship with informed, proactive customers. ☺

# Student Visits

Story by Amanda Neumann

**T**he Defense Logistics Agency is expanding its educational outreach to not only customers' classrooms, but also to customers who visit from military service schools. Several times a year, students in service schools visit DLA installations around the country as part of their logistics curriculum.

Offering up-close looks inside the agency allows DLA to develop lasting relationships with the services and the students, many of whom will eventually work in joint logistics commands, said Stacy Umstead, public affairs officer for DLA Distribution in New Cumberland, Pa.

"Often we see these ... officers coming through and becoming part of DLA," she said. "So it not only educates them on who we are, but it also provides information for possible career opportunities they may have not been aware of."

In 2011, Army Chief Warrant Officer 4 Chuck Fishe` was frustrated. As the division chief and senior logistics trainer of the Warrant Officer Training Division at Fort Eustis, Va., part of his job was to instruct students on DLA. But he knew few details about the agency.

"Here I was teaching what DLA does but not really knowing it myself," he said.

Looking for answers, Fishe` called up one of his previous commanders, who happened to work at DLA, and explained his predicament.

"He said, 'If you can bring your students up here for half a day, I can introduce them to a [weapon system support manager], and all of you can get a better understanding of DLA,'" he said. "And so it began. Now, DLA routinely invites the in-house Warrant Officer Advanced Course students from [Fort] Eustis for a one-day visit."

Now an aviation maintenance officer assigned to DLA Aviation's Army Customer Operations Division in Richmond, Va., Fishe` oversees and coordinates visits from mid-level warrant officers enrolled in the nine-week course. The visits occur quarterly and typically include 10-16 student maintenance officers.

"The students visit for a day and are given an overview of DLA Aviation and briefings by subject matter experts, as well as a guest speaker from DLA Disposition Services," he said. "The students are then split into smaller groups and visit personnel on the floor, such as contracting

Foreign military officers from the Navy Supply Corps School's International Logistics Executive Advanced Development program tour DLA Distribution's walk-and-pick area at the agency's Susquehanna, Pa., distribution center, the largest distribution facility in the Department of Defense.



Jessica Roman



specialists, customer account specialists and engineering support specialists, for a desk-side interactive discussion on what various subject matter experts do.”

By visiting DLA, the students, who will eventually fill duty positions within combat aviation brigades, learn about the complexity of the organization as well as the scope of DLA’s support, Fische` said.

“[Eventually], they will directly affect the manner in which Army aviation organizations manage their maintenance and logistics operations,” he said. “So part of it for them is understanding the difference between wholesale operations and retail. Why isn’t wholesale as flexible and responsive as retail? And in getting an understanding of what the goal is and then putting that together with the personnel that are components in it, then you’ll understand, if I get a bad DLA part, why? And what do I think happened versus what actually happened.”

“We want them to pay attention and understand how their input makes the agency react, because DLA is demand responsive and they have a hand in that [as well.] So these visits really bring that home.”

— Army Chief Warrant Officer 4 Chuck Fische`

Used as a method to both engage and educate DLA’s customer base, the site visits have been beneficial to customers and employees alike, Fische` said.

“Not only are we educating our customer base, but we’re getting feedback as to what some of our problems are,” he said. “They’re surprised that not all parts for aviation come from DLA Aviation. That’s almost counterintuitive. And usually their assumption is we just write a contract [for parts] and walk it through. They think, ‘How hard is that?’ So this is one of their first

interactions to understand what actually goes into that. And we want them to pay attention and understand how their input makes the agency react, because DLA is demand responsive and they have a hand in that. So these visits really bring that home.”

Conducted three times a year, the Air Force’s Advanced Logistics Readiness Officer Course at Joint Base McGuire-Dix-Lakehurst in New Jersey is a com-petitive class for top-performing officers, said Air Force Maj. Joe Servidio, ALROC course director.

“ALROC is really the premier logistics training in the Air Force for logistic officers,” he said. “All of the students are hand selected by a board, so the overall intent for the graduates is they’re going to be the [Air Force’s] future logistics leaders. Being an ALROC grad makes an individual more competitive for selection for joint assignments.”

Composed of captains, the course gives the student officers a comprehensive overview in the application of expeditionary logistics, Servidio said.

Air Force Advanced Logistics Readiness Officer Course participants receive a briefing on DLA Troop Support capabilities by a representative of the construction and equipment supply chain in Philadelphia.

“We focus strictly on supply chain management, transportation, fuels, and contingency and logistics planning,” he said. “All of that gets put together under a logistics readiness officer, who attends this course. We teach them that when they get to the operational strategic level, it’s more than just how things operate at a base level. There’s outside agencies, combatant commands, all of the folks that you deal with both inside and outside your base. And one of those would be DLA.”

The students, who generally have five to nine years of commissioned service, receive briefs on the agency’s supply chains at DLA Troop Support in Philadelphia as part of the intensive eight-week course, Servidio said.

“When we arrive, we get an overview of DLA and its mission brief, and then we go to the different directorates,” he said. “We go through all the classes of supply that DLA Troop Support is responsible for, [like] clothing and textiles, construction and equipment, and subsistence. It’s a full supply chain view, from who is supplying it all the way through who your final customer is. It gives them a good overview of where these things come from and how it gets to us in the Air Force.”



Jacqueline Girard

Instructors and students with the Combined Logistics Captains Career Course at the Army Logistics University in Fort Lee, Va., pose during a tour of Defense Logistics Agency Aviation's Richmond, Va., headquarters.

During the one-day visit, the 16 students receive several hands-on lessons on how DLA sustains and supports the Air Force, something that is useful for their future assignments in logistics planning, Servidio said.

“For us, one of the highlights of the course is being able to actually go out, visit one of the outside agencies, like DLA, and understand how it impacts the Air Force,” he said. “It’s more of a sustainment piece on how we get support from DLA and how important that is to a logistics operation in the Air Force. This is all stuff that our students understand, [but they need to know] how all those things are important when they’re planning or sustaining an operation. They know that they need those things, but as far as getting required items, and understanding the distribution process and who’s in charge of getting requests to us, those are things they walk out of a visit with a better understanding of.”

Even before visiting DLA, students in the ALROC sometimes get a chance to explore the agency even further because of required research papers, said Air Force Lt. Col. Scott Hopper, former deputy Air Force national account

manager in DLA Logistics Operations.

“As part of the curriculum, ALROC students complete a research paper,” he said. “A student in each of the last two classes has done their research on DLA topics.”

Capt. Wes Ekwall, assigned to the 823rd RED HORSE Squadron at Florida’s Hurlburt Field, chose DLA as the subject for his ALROC assignment. “RED HORSE” stands for Rapid Engineer Deployable Heavy Operational Repair Squadron Engineers. Ekwall said talking with DLA personnel was essential in conducting research for his assignment and provided him with a perspective he wouldn’t otherwise have, he said.

“The intent of Air Force officer development is to prepare yourself to understand how things work at the retail level, so that when you get to the enterprise level, you have the right perspective when you’re making those decisions that go beyond the individual bases,” he said. “Working with DLA now gives me those perspectives on who’s out there putting a lot of time and effort into trying to make sure that the people on the ground are getting their stuff. It’s given me a lot of confidence that there’s

somebody out there really supporting the Department of Defense.”

Certain students at the Marine Corps Command and Staff College in Quantico, Va., also visit DLA Headquarters as part of their course curriculum.

During the most recent visit of a group from this school, 16 students spent a day at Fort Belvoir in January to learn about the agency’s capabilities as a strategic logistics provider. Hosted by DLA Logistics Operations, the seminar was part of the students’ Joint Logistics elective and featured organizational overviews about DLA’s warfighter support and customer engagements from a DLA panel of representatives.

The students were welcomed by now-retired Army Maj. Gen. Kenneth Dowd, then director of DLA Logistics Operations.

“It’s great to see the joint teams here,” Dowd said. “Last week, we had an Army team here from Fort Lee, Va. The joint environment is the way of the future.”

During the morning sessions, students received a tour of the Joint Logistics Operations Center and briefings from DLA Energy and the Joint Contingency Acquisition Support Office. The afternoon sessions included briefs on DLA Pacific at Camp Smith, Hawaii, and several of DLA’s field activities, along with discussions on DLA support to contingency operations, humanitarian assistance and disaster relief operations in the Pacific theater.

“This was a long day, but we learned a lot of very valuable information about DLA’s capabilities,” Marine Lt. Col. Tim Bryant, warfighting department head at the Command and Staff College, said. “I worked at [U.S. Central Command] and gained a huge appreciation for what DLA can do for you. DLA will be there for you when you need them.”

Also in attendance was retired Army Lt. Gen. Claude “Chris” Christianson, director of the Center for Joint and Strategic Logistics and the former director of logistics for the Joint Staff, who echoed Bryant’s comments.

“DLA was my Amazon.com. They are a global supplier and will get you what you need with one phone call,” he said.

The students later used information from the seminar to build upon their capstone project, developing a logistics concept of support that was briefed to a panel of senior leaders.

Visits aren’t limited to just the American military either. The Navy Supply Corps School in Newport, R.I., currently offers three courses for foreign military officers, said Timothy Korte, acting director of executive and international training at the school.

The school’s seven-week International Logistics Executive Advanced Development Program for senior foreign officers provides an understanding of the leadership and management challenges that are faced by U.S. logistics leaders, including those at DLA, Korte said.

“As part of our first week’s briefing, I give them a separate block on DLA, including its operations, how DLA fits within the supply chain and how important DLA is to the overall supply chain,” he said. “Then they learn how they interact with that. This [course] doesn’t teach them how to fill out a requisition form; instead, it teaches them how to manage the people that work within their supply chains and order parts on their countries’ behalf.”

During the last three weeks of the course, the students, generally at the commander, captain and rear admiral ranks within their respective countries’

Students from the Army Logistics University in Fort Lee, Va., receive a brief from Air Force Brig. Gen. Mark Johnson, commander of Defense Logistics Agency Aviation, during a December 2013 visit to DLA Aviation’s Richmond, Va., headquarters.

“DLA was my Amazon.com. They are a global supplier and will get you what you need with one phone call.”

—Army Lt. Gen. Claude “Chris” Christianson

militaries, visit Navy commands in Norfolk, Va., Philadelphia and Boston, as well as DLA Headquarters at Fort Belvoir, Va., and DLA Distribution’s Eastern Distribution Center in New Cumberland, Pa., Korte said.

“The site visits to DLA have been a fairly recent addition; this is only our fourth year visiting,” he said. “But the fact that we’re able to take the ILEAD class to DLA Headquarters is nice. DLA, of course, is a major part of supply management on behalf of all the services. Some of the students are familiar with DLA; some of them only know that when they order parts, it comes from one of the U.S. military organizations. So the site visits are a huge aspect.”

But the once-a-year senior officer course isn’t the only class from the Navy Supply Corps School that visits DLA, Korte said.

“We also have our [junior-level] nine-week International Officers Supply Course,” he said. “Those are the ensigns to the lieutenant commanders. They deal

with the whole logistics supply chain, from how the [Foreign Military Sales] process works to how to find DLA stock. We bring them to Susquehanna [Pa.] to receive a walking tour of the facilities there, including a one-hour brief on the warehouse operations, which is big deal to the students.”

Since 1954, more than 630 senior foreign officers and 1,600 junior foreign officers have taken ILEAD and IOSCO respectively, Korte said, adding that the courses continue to gain popularity as word spreads.

“Since 2011 alone, we’ve had almost 30 students representing 11 countries attend the ILEAD class,” he said. “And in July, we have 18 students scheduled for IOSCO, our largest class ever. From the international standpoint, we have more allies now so anything we can do to foster a positive relationship between nations is a positive thing for us and them.”

Christine Born, DLA Public Affairs, contributed to this article.

Jacqueline Girard



# A Conversation with . . .

# Michael Brletich

The deputy division chief of DLA Logistics Operations' Military Service Support Division talks about the agency's efforts to teach its customers to make the best use of DLA assets.

## **What are some of the different types of training DLA provides its customers?**

DLA offers many programs to train its customers. The Military Service Support Division within DLA Logistics Operations manages the DLA Customer Assistance Logistics Course, a formal training program that provides training on DLA systems and various self-help tools to military service schoolhouses and other federal agency customers. Since October 2007, the DLA CALC has been taught to over 8,600 military personnel in 65 schoolhouse courses and 2,760 military personnel from operational units across the services.

In addition to providing DLA CALC in service schoolhouses, DLA overview and stakeholder briefings are also presented to students attending the schools. DLA representatives present the briefings in formal school settings such as the Joint Logistics Course, Advanced Logistics Readiness Officers Course, and the Joint and Combined Logistics Course. DLA also has a customer support representative co-located with the Army Logistics University at Fort Lee, Va., who provides DLA-direct support and training.

DLA CSRs and other customer-facing personnel are co-located with customers around the globe, and training is just one of their many responsibilities. Our CSRs provide

on-site, over-the-shoulder training essentially anytime the customer needs it. The training itself covers virtually all aspects of the logistics process, from registering an order to checking its status to final disposition.

Several of DLA's primary-level field activities have robust training programs as well. The training provided by the PLFAs is typically specialized training on individual systems or programs commonly used by the customer. DoD EMALL, [the Web Visual Logistics Information

Processing System], and [the Web Federal Logistics Information System] are a few examples of systems that DLA Logistics Information Services provides training on. Likewise, DLA Troop Support offers training on [the Support Planning Integrated Data Enterprise Readiness System], which hosts DLA's Deployment Tool Book, an incredibly valuable resource for personnel – military and civilian – who are deployed or preparing for deployment. DLA Distribution also offers storage and distribution-specific training.



Michael Brletich, deputy division chief of the Military Service Support Division in DLA Logistics Operations.

Navy Petty Officer 1st Class Daniel Garas

### ***Why is this important?***

Training and educating our customers helps them as much as it helps us. It helps them better understand how DLA is organized, the types of support we provide, and how to obtain that support. The training also helps improve their experience when interacting with DLA. DLA has an immense reach logistically, and teaching our customers about the various systems and tools available for their use helps them get what they need when they need it. Very simply, the more we educate our customers, the better we can support them. Likewise, a well-educated customer also means fewer calls to the DLA Customer Interaction Center and other DLA customer-facing personnel, which is beneficial for DLA. DLA can then focus on solving other, more complicated, and oftentimes real-world customer issues or concerns.

### ***How does DLA know what customers need training? And what type of training?***

DLA relies on customer feedback and interaction to know which customers need training and in what areas. Daily calls to the DLA CIC are also captured in SAP's Customer Relationship Management system. Extracting and analyzing metrics by customer Department of Defense Activity Address Code and type of question has proven effective in identifying the type of training our customers need.

Another tool we use to assist with identifying customer training needs is the DLA Customer Satisfaction Survey. Survey results identify target areas of concern that may require additional attention. Training can be an effective solution to resolve these issues, and better educating our customers helps them understand their role and ours in the logistics pipeline.

Our quarterly Partnership

Agreement Council meetings with the military services and other customer engagements are yet another great opportunity to get direct feedback from customers and determine requirements. The key is for DLA to understand what training is needed and work together with the services – a partnership – to execute.

### ***How are the various training methods and topics integrated among DLA Headquarters, the field activities, and DLA Training?***

Regular and ongoing communication between DLA Headquarters and the PLFAs is a vitally important ingredient in all of our customer support efforts, including training. SAP CRM and the Customer Engagement Strategy initiative help integrate customer interactions and activities across the enterprise by establishing common processes and procedures. Information sharing helps the many facets of DLA work together and avoids duplication of effort. We continue to work toward developing a shared calendar that will capture customer engagements across the enterprise for better visibility and collaboration.

Collaboration between J3 and DLA Training in support of the DLA CALC program is imperative to its success. Together, we've developed a close working relationship and use the feedback obtained during DLA classes to refine the training provided to meet customer needs.

### ***How does providing training to customers support DLA Director Navy Vice Adm. Mark Harnitchek's "Big Ideas" initiative?***

The goal of customer training is to ultimately improve customer service, which is one of the DLA director's strategic goals. We strive to "delight the customer" by improving their DLA experience through ongoing training and education; educating them on what DLA can provide and training

them on how to do business with DLA. As I mentioned earlier, the more we can educate the customer, the better we can support them.

### ***How has technology changed customer training?***

Like with other forms of communication, technology has provided a faster and more efficient means to provide training to our customers. Virtual training through video conferencing and Defense Connect Online has improved greatly with technological advances. The connections are faster and more reliable, and training can be provided to a broader audience and is not limited by shrinking travel budgets.

Improved technology also means that we can develop various training formats that customers can choose from. Although in-person training is the preferred method, automated tutorials, short video clips, and other computer-based training aids can reinforce and influence training outcomes and provide additional guidance as needed.

### ***What changes do you see in the future?***

We strive to continuously improve our customer training and education programs based on customer requirements and the changing fiscal environment. Given the improvements in VTC capability and virtual classrooms, delivery of training is likely to continue to move in that direction. More electronic tutorials and computer-based training aids that can be viewed on handheld devices and target specific processes and systems will probably become the norm. As DLA continues to refine and consolidate its training efforts, more efficient use of resources will allow a greater number of customers to be trained at less cost. ☺

The full interview with Michael Breltich can be found in the online version of Loglines at <http://www.dla.mil>.

# Classroom Training

Story by Amanda Neumann

**D**efense Logistics Agency Director Navy Vice Adm. Mark Harnitchek has made improving customer service a major priority for DLA team members. Often, that initiative starts in the classroom.

A major challenge DLA faces in the classroom is simply making students aware educational opportunities through DLA exist, said Brittany Sikes, one of two Army major command representatives for DLA Disposition Services.

As a guest lecturer at the Army Logistics University at Fort Lee, Va., and the Joint Forces Staff College in Norfolk, Va., Sikes and fellow lecturer Gary Sandiford often tag-team topics relating to DLA when they step into courses, which can be composed of Army, joint or foreign students.

“With DLA, a lot of times the things that we do are behind the scenes for the customers, so the customer doesn’t deal with us directly,” she said. “The majority

of students know of DLA, but they don’t really know a lot. They might know bits and pieces, but by briefing them in these courses, we give them a more in-depth understanding of DLA and all the different ways we support them.

“Anybody working with supply in

Joseph Lukasiewicz, team lead for platform instruction in DLA Logistics Information Services, teaches the Department of Defense Electronic Mall Web-based tool at the Junior Reserve Officers’ Training Corps’ annual conference held at Fort Knox, Ky.



Thomas Kik



Ann Koury, DLA Energy quality assurance instructor, shows students a particulate assessment rating guide used to determine the cleanliness of fuel after filtering. During DLA Energy's two-week Petroleum Quality Assurance Course, held at Fort Lee, Va., students learn about the daily duties of quality assurance representatives and spend a day in a hands-on training lab.

any of the services is going to touch DLA at some point," she added. "So Gary teaches them the broad DLA overview, all the product life cycles, the primary-level field activities, and all the different organizations within DLA. And I brief specifically on DLA Disposition Services and what we do. At ALU, we were requested to teach specifically on disposal since the students are predominantly logisticians, and in a lot of cases, they're going to be dealing with us directly on property disposal. At the joint college, because we have foreign students, it's a more general brief on disposal, but I'll also discuss Foreign Military Sales."

In fiscal 2013, Sikes taught more than 900 students in courses such as ALU's Warrant Officer Advanced Course, the Combined Logistics Captains Career Course and the Army's Sustainment Pre-Command Course.

"When you get into these courses at ALU, you really connect the pieces for the students on who we are, what we're responsible for, where we're located, what you need to do if you have issues, and how you define those resources," she said.

In addition to teaching in the Army

schools, Sikes was recently assigned as the Navy's major command representative and has also been assisting the Marine Corps with its audit readiness training initiatives.

"Now that the Marines have started having me come and teach [DLA] Disposition Services systems and tools for customers, I see that our capacity is growing," she said. "Now we're getting more training requests from other services to go out and train, so it's not just in the classroom anymore."

In addition to lecturing, Sandiford, a DLA customer support representative assigned to the Combined Arms Support Command's headquarters at Fort Lee, Va., also helps the Army incorporate DLA-specific information into its formal training doctrine.

"This is about teaching more than logistics," he said. "The whole point of these classes is to broaden the students' knowledge. These are not basic courses; you go to ALU to expand your universe. It's the next level up of learning their craft to prepare them to work in a joint environment. My job is to take them out of their comfort zones and get them into areas that they don't understand or those they think they don't have to worry about. What I tell them in class about DLA is that everybody needs something, and almost

everything they need comes from DLA. It's my job to teach them how to work with DLA to get what they need, when they need it."

In Texas, Customer Support Representative Mike Carroll is helping DLA partner with the Air Force by briefing Air Force logistics readiness officer students.

"These are mainly second lieutenants coming out of the Air Force Academy, the Reserve Officers' Training Corps or Officer Training School, as well as some international officers," he said. "Bottom line, they're all new to logistics. They're learning how to become a supply officer as well as a fuels officer. So when I brief, I give them the wholesale concept from a DLA perspective and explain to them how we interface with the Air Force and what we can do to assist them."

As part of the Air Force National Account Manager Team in DLA Logistics Operations, Carroll is assigned to support students of both Air Force Space Command and Air Education and Training Command at Joint Base San Antonio-Randolph, Texas.

"Some of these students have been at their base for a couple of months, so they have a good understanding of what's going on, but they just don't know the big picture



## Additional Resources

**DLA Energy Government Fuel Card Program Management Office:**  
[www.energy.dla.mil/govt\\_fuel\\_cards/Pages/default.aspx](http://www.energy.dla.mil/govt_fuel_cards/Pages/default.aspx)

**DLA Energy Government Fuel Card Program Management Office Contacts:**

**AIR and SEA Card Program Manager: 703-767-9738**  
[AIRCard@dlamail.mil](mailto:AIRCard@dlamail.mil) and [SEACard@dlamail.mil](mailto:SEACard@dlamail.mil)

**FLEET and Swipe SEA Card Program Manager: 703-767-8142**  
[dodfleetcard@dlamail.mil](mailto:dodfleetcard@dlamail.mil) and [DLAenergySwipeSeacardProgram@dlamail.mil](mailto:DLAenergySwipeSeacardProgram@dlamail.mil)

**U.S. Army: 703-767-3422**  
**U.S. Air Force: 703-767-0673**  
**U.S. Navy/Marine Corps: 703-767-9552**  
**All others (including non-DoD): 703-767-0689**

**DLA Logistics Information Services:**  
[www.logisticsinformationservice.dla.mil](http://www.logisticsinformationservice.dla.mil)  
[dlamail.tng@dlamail.mil](mailto:dlamail.tng@dlamail.mil)

yet,” he said. “As I brief, we start talking about DLA and the different primary-level field activities. That then leads to a whole series of questions the students have, because a quarter of the students don’t know DLA. So the brief really allows us to get the word out about DLA and what our entire enterprise can do to make their jobs easier.”

While most education efforts are centered on the agency as a whole, DLA Energy is hard at work teaching its own seminars and training for customers, said Regina Gray, deputy director of the Strategic Programs and Initiatives Directorate in DLA Energy.

“[DLA Energy is] truly end-to-end,” she said. “In terms of the logistics distribution process, we depend on our customers to be part of the team in more ways than one. They just don’t receive [the product] and say thank you. We’re partners, so we need to make sure they are properly trained. We recently took it upon ourselves to do a study. We looked broadly and found out that we needed to be doing a lot more [outreach] than what we’re

Jake Logan, a maintenance employee from the U.S. Army Corps of Engineers’ Greers Ferry Project Office in Arkansas, swipes his vehicle’s Defense Department-issued fleet card (example right) at a commercial service station before refueling. Mandatory yearly training on the government’s Fleet, AIR and SEA card programs is managed by DLA Energy.

doing. So now, if we’re having a training opportunity and we have space, we invite the military to come in and participate in our seminars.”

For DLA Energy, training and support for its customers comes in a variety of classes, including courses on fuel cards, environmental waste cleanup, and quality control and assurance.

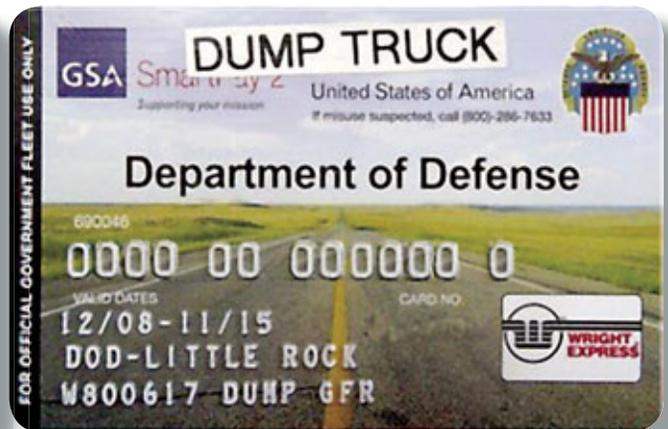
With more than 20,000 AIR, or Aviation Into-plane Reimbursement,

Cards and 28,000 Fleet Cards, which service logisticians use to purchase fuel, DLA Energy’s fuel card training program offers three types of training for its military and federal civilian agency customers: quarterly, webinar, or hands on if the customer requests it, said Deborah Van Kleef, deputy director of the Government Fuel Card Program Management Office in DLA Energy.

“Typically, the [military] services will arrange a training day just for their service,” she said. “Because it’s hands-on training, we can answer questions, go over the online system, tell them what they do to order new cards, etc. Sometimes we’ll ask our contractor to be present to have their online system available for us and they’ll bring a beta example so everybody can practice. And sometimes we just conduct it on our own if there are people out there that need to be walked through the training.”

With new functionalities being rolled out for the SEA, or Ships’ Easy Acquisition, Card and AIR Card systems this year, new training will also be rolled out, Van Kleef said.

“We’re deploying a new electronic system for our AIR and SEA card programs, so we’re implementing new training,” she said. “The SEA Card system, which went online April 1, is very similar to the old [one], but the AIR Card system,



Stacey Smead

# DLA Logistics Information Services Training

"In terms of the logistics distribution process, we depend on our customers to be part of the team in more ways than one. They just don't receive [the product] and say thank you. We're partners, so we need to make sure they are properly trained."

— Regina Gray

scheduled for Sept. 1, is going to be vastly different. Everything will be online with the new AIR Card electronic access system. Everything that they purchased will be shown on the invoice, so that if something were [inputted incorrectly], they can get that corrected by contacting us or disputing it right online."

In response to Alaska's Exxon Valdez oil spill in 1989, the federal government enacted the Oil Pollution Act of 1990, requiring annual training for government facilities that manage fuel points. Since then, DLA Energy has provided yearly OPA 90 training at more than 70 military installations worldwide that store fuel appropriated for DLA Energy, said Carmela Spasojevich, a DLA Installation Support for Energy environmental protection specialist.

"Sites that are required to have the training are designated 'substantial harm facilities,'" she said. "Several key things that can trigger the required training. For example, if a site has a million gallon [fuel] capacity. It's not how much they store, it's what they are capable of storing. Or regardless of the capacity, if they were to have a [fuel] release and it's likely to hit a waterway, that might also trigger it. But it has to be a site where we have DLA-

In addition to the military services, Defense Logistics Agency Logistics Information Services' customers include NATO forces, federal civilian agencies, and even contractors supporting specific weapon systems or programs, said Joseph Lukasiewicz, team lead for platform instruction in DLA Logistics Information Services.

"DoD EMALL tends to be our most popular subject area of late, because we're helping the services comply with a [federal] mandate to use EMALL to procure office supplies, toner cartridges, pens and paper, etc.," he said. "In late 2013, the Air Force in particular came down with their [service-specific] mandate, so in the course of the past year, we've held weekly webinars designed specifically for Air Force purchase card holders. Over the past eight or nine months, 2,900 Air Force personnel have participated in our webinars, and we have requests to provide face-to-face instruction for up to 200 more Air Force personnel in the coming year."

One unique aspect of the DLA Logistics Information Services training is that the team receives information from customer contacts with DLA's Customer Interaction Center. By tracking high-volume contacts as identified by Department of Defense Activity Address Codes, the team members know where to focus attention for follow-up training, Lukasiewicz said.

"The data allows us take a proactive stance to better understand where training is needed," he said. "If it's something that can be addressed through training, it comes our way. About 80 percent of CIC contacts are about what's going on with a specific item of supply. And most of those questions can be addressed through a webinar or with the self-help tools that DLA provides. We then pursue that by tracking down a point-of-contact at that [organization] and try to address that issue through video-conferences from here or, if necessary, with face-to-face instruction."

With the constant rotation of troops, it's almost a never-ending task of education, said Chris Nozicka, course director and instructor of several DLA Logistics Information

Services' logistics data courses in Battle Creek, Mich.

"We offer many products, systems and services," he said. "Our biggest product is the logistics information itself, the national stock number and associated data stored in the Federal Logistics Information System. During our Logistics Data Interpretation Course, we teach cataloguers, logisticians, engineers, equipment specialists and new interns how to understand and use this data."

"NSN data is a common language that everyone in the [Defense Department] supply chain is exposed to," Nozicka continued. "We've been to DLA, Army, Marine Corps, Navy and Air Force locations to provide this course, as it spans a vast amount of areas that affect the warfighter."

The 24-hour logistics data course is intensive, but designed to walk customers through what a cataloger would experience, Nozicka said.

"Because a lot of our customers want a [national stock number], for example, they have to supply us with a certain amount of data before we can produce that NSN," he said. "We walk our students through how you would actually assign an NSN and how this is done from the government perspective."

Team members also emphasize to their customers how this data impacts warfighters and how they can better use it in their jobs, Nozicka said, adding that the courses can be customized based on customer requirements.

"Last year, we had a request from NASA, who wanted to learn about logistics data," he said. "We couldn't go to their 13 locations because we didn't have the funding, so we set up a VTC linked up to 13 of their satellite locations and taught the course from here. We also taught about 100 people in Mechanicsburg, [Pa.], and Philadelphia for the Navy last year. And this year, we're going to two Marine Corps, two Air Force and six DLA locations to teach approximately 325 students. In fact, the Marine Corps found this course so important they added it to their certification curriculum for their equipment specialists, and we're trying to work with other services to do the same."

— Amanda Neumann

funded employees, where we have fuel managed by DLA, and we're paying for people to manage the site."

The training, which breaks down the roles and responsibilities for everyone on

the installation should a fuel spill occur, is conducted based on three categories, Spasojevich said.

"Year 1 training is for small spills; Year 2 is medium spills, and Year 3 is

worst-case scenarios,” she said. “Each installation has a site-specific facility response plan, and employees are required to know what that plan says and what they are required to do in an emergency. We need them to know that in case of an incident, time is of the essence; you need to engage right away to mitigate the impact of the spill. You don’t need to be trying to figure out what you’re supposed to be doing once the incident has happened.”

The two-day course, consisting of an administrative side, a classroom side and two exercises, is open to DLA employees and military personnel as well as contractors and base personnel, Spasojevič said.

“Because you’re engaging the stakeholders in the training, especially in Year 3, we strongly encourage any stakeholder – the fire department, any emergency response individuals whether they work for the base or they work for DLA – to attend,” she said.

For military customers working fuel officer assignments, DLA Energy offers several quality control courses aimed at personnel stationed at service control points, said Lee Oppenheim, chief of the Quality Operations Division in DLA Energy.

“The course they take really depends on the role they’re in and what they’re likely to encounter,” he said. “In the basic sense, quality assurance is cradle-to-grave, from development to consumption. Initially, the main things our service people do is base control testing and refuel customers. That’s what they know for the first few years. But here, we show them what happens in the development of a specification, how we get it into solicitation, how contracts are awarded, how we buy the product, move it, it goes to the depot system, and you get it. Now, they see that big picture.”

Held at Wright-Patterson Air Force Base, Ohio, or Fort Lee, Va., the Petroleum Quality Assurance Course,

known as J20, is a two-week class that teaches about the daily duties of quality assurance representatives, quality measurement practices, and test characteristic significance, something valuable for customers destined for a joint petroleum office, he said.

“There’s some classroom training on what the daily job of a QAR is and what the test methods are, then they go into the lab ... so they can be familiar with the testing protocol,” he said. “QARs have to assure that the testing is performed properly so we can have confidence in the results. Since QARs accept product on behalf of the Department of Defense,

“The briefings allow for open discussions that share experiences, initiatives and challenges in the joint petroleum environment. The intent is to expand their professional petroleum knowledge.”

— Doug Thomas

quantity measurement policy, procedures to validate the accepted quantity, and inventory control responsibilities in the depot system are emphasized. For people who are not going to be performing quality work, J10 is the J20 [class] cut down for non-technical people. That gives them an overview of the quality group and how we do cradle-to-grave, both here at Fort Belvoir and in the field.”

These DLA classes are open to personnel from service control points or any of DLA’s partners, Oppenheim said.

Another way DLA Energy trains its customers is through the annual Joint Petroleum Seminar. At the most recent seminar, held in January, a group of military and civilian petroleum officers spent the day at DLA Energy headquarters

at Fort Belvoir to learn and network. Joint fuels officers, military service fuel staff and representatives from DLA Energy field offices attended the seminar, which included information on international agreements, responding to disasters and humanitarian needs, how the service control points perform their fuel missions, improving supply chain efficiency, and managing defense fuel support points. Guest speakers also briefed the group on the areas of their expertise.

“The Joint Petroleum Seminar is designed to gather joint petroleum officers throughout the Department of Defense, both incoming and incumbent, and expose them to several high-level briefings,” said Doug Thomas, the event’s training program manager. “The briefings allow for open discussions that share experiences, initiatives and challenges in the joint petroleum environment. The intent is to expand their professional petroleum knowledge.”

There’s a little bit of everything, said Navy Capt. Ed Bogdanowicz, director of the Strategic Programs and Initiatives directorate responsible for the DLA Energy portion of the organizing efforts.

“We’re trying to indoctrinate people who are new to the community on practices, who’s who, and how we do business,” he said. “There are a lot of folks around who have been doing these for a while and are looking for some of the richer content.”

While the basics of the petroleum field, delivered in “Petroleum 101-style” briefings, are beneficial to newcomers to the subject, there were still plenty of opportunities to learn something new, participant Air Force Lt. Col. Bruce Bartholomew said.

“Certainly there were aspects that I’ve heard before, but there are definitely folks who have not heard it,” he said. “There’s value in us old salts being here to flavor the discussion that we’re having so that the younger folks can understand the perspective that we bring to the fight.” 🇺🇸

## QUOTABLES

“We take on huge challenges. We don’t complain about them. We just figure out how we’re going to get to the end state, and we work hard to make it happen. That’s the way DLA does business. As a consumer of the products over there, you’d never know the difference [in support], which is exactly the way it’s supposed to be.”

— DLA Director Navy Vice Adm. Mark Harnitchek speaking to employees of DLA Troop Support’s subsistence supply chain March 27 about their role in transitioning prime vendor food support in Afghanistan.

“[Information technology management] is an area where you all can help us, where we already have certain licenses and certain applications in house that we’re not fully using. We need you to help us see where we’re not taking full advantage of existing resources.”

— DLA Chief Information Officer Kathy Cutler speaking to IT industry representatives at a “Captains of Industry” meeting at DLA Headquarters April 9.

“For the young leaders coming up today, don’t be afraid to take risk. I would always encourage a young leader to keep building relationships with warfighters. Understand their needs and deliver before they even ask. And when you sit at the table with warfighters, represent the ‘log nation’ proudly.”

— Former DLA Logistics Operations Director Army Maj.Gen. Kenneth Dowd speaking at his retirement ceremony April 4.

“I bring you greetings from President Obama, who said to thank all of you for what you’re doing, and tell you how much he appreciates, like all Americans, what you’re doing out here. I know it’s not easy to be a long way from home, but many of you have your families here, and we’re happy about that, and I know your families make a lot of sacrifices for our country, so please give them my regards and my thanks as well.”

— Defense Secretary Chuck Hagel speaking to American service members at Yokota Air Base, Japan, April 5.

## BY THE NUMBERS

### **\$42 MILLION:**

Estimated amount of savings in one year using national contracts for DLA Troop Support’s pharmaceutical program.

### **2,409:**

Students who received training through the DLA Customer Assistance Logistics Course in fiscal 2013.

### **13:**

NASA locations that participated in a DLA Logistics Information Services data information course via video teleconference in 2013.

### **114:**

Computers donated to Drummond, Okla., public schools through DLA Disposition Services’ Computers for Learning program.

# INTERNATIONAL PARTNERSHIPS

Story by Jacob Boyer

**I**n addition to its role as America's combat logistics support agency and its work with federal agencies, the Defense Logistics Agency often partners with entities beyond American borders. Such work varies from helping countries develop a logistics organization like DLA to assisting them with getting excess equipment, and from disposing of excess equipment to being part of multinational coalitions bringing relief in the wake of natural disasters.

DLA Logistics Operations' Foreign Visit Program is a critical part of building those international partnerships. When a

foreign military wants to learn how DLA does business, inspect vehicles before purchasing them through the Foreign Military Sales program, or discuss how best to partner with the agency, they start at Susan Witek's desk.

"[We want] to provide our allies an opportunity to come and learn about DLA's joint logistics command model," said Witek, DLA's foreign visit coordinator. "Very often, they are interested in gaining a deeper understanding of our logistics structure, operations and best practices, so they can learn from our mistakes and successes. They want to meet their U.S.

counterparts and build those relationships for the future."

In a given year, about 800 foreign individuals visit DLA sites over the course of roughly 360 visits, Witek said. Those visits fall into two primary categories: senior personnel visiting DLA senior leaders, typically at DLA Headquarters, and lower-level visits that consist of visits to the agency's field activities. Within those two categories, the reasons for the visits can vary widely, said David

DLA Energy leaders speak to Colombia's military logistics agency representatives during a visit to the McNamara Headquarters Complex.



Chris Goulat

Kless, national account manager for international and federal programs in DLA Logistics Operations.

“Some countries that are on par with the U.S. are looking into, ‘In today’s fiscal environment, how can we stretch our money more? How can we be more efficient and effective in supporting our organizations?’” Kless said. “Other countries are less developed. I remember when I first got here and the Afghan lieutenant general responsible for the forces in Afghanistan came. We gave him an overview of what DLA does, and how we do prime vendor contracts, and things like that. He said ‘This is all good information, and I appreciate it, but really my concern is how do I clothe and feed my troops every day?’”

When foreign senior leaders come to DLA Headquarters, Kless works with subject matter experts to build a presentation that will meet their specific needs.

The briefings are not designed to be one-way communications, Kless said, but rather starting points for two-way conversations. Both parties can come to a visit thinking a topic is minor and find it generates more discussion than the original focus.

“Probably 90 percent of the time, it’s a 180-degree turn from when they come in to when they leave,” he said. “You may think you have what they want, but show a slide that piques their interest elsewhere. I enjoy the opportunity to learn about their country and listen to their perspective, then try and apply what we do in their environments. The common theme is they all leave here with a better appreciation of what we do and how we do it.”

The visits can lead to concrete plans, Kless said, like the agreements DLA has with Australia and Canada to handle the two countries’ disposition needs in Afghanistan.

“There have been discussions about going forward, how can coalition forces

“As you think of foreign visits, it’s mainly, ‘What can we do to support our armed forces?’ Now these countries have logistics requirements that are not military related and want to know how DLA does that. That’s been a shift over the past couple years.”

— David Kless

be jointly supported?” he said. “That goes back to how DLA does energy, fuel or food, and how those countries can become customers in the future and work with us instead of just using our model.”

Kless said several recent meetings have focused on humanitarian assistance and disaster relief operations. He said that shortly after DLA aided the Federal Emergency Management Agency in its response to Hurricane Sandy in November 2012, German officials came to learn about how DLA worked in those types of operations.

“As you think of foreign visits, it’s mainly, ‘What can we do to support our armed forces?’” he said. “Now these countries have logistics requirements that are not military related and want to know how DLA does that. That’s been a shift over the past couple years.”

Beyond visits to DLA Headquarters, the majority of the agency’s foreign visits are to its field activities, Witek said. These visits can involve senior leaders, but often are more geared to junior officials looking for information about a particular supply chain or wanting to inspect vehicles their countries might purchase through the Foreign Military Sales program. Some countries, like Japan, send representatives to DLA Energy after interest is drummed up during a higher-level meeting. Other delegations, like a recent group from Colombia, visit multiple sites.

Kelly Cuel, an FMS case manager at DLA Disposition Services, said most of the foreign visitors who come to the organization’s field sites want to inspect equipment before they buy it. If Morocco’s

military wants to buy 10 used cranes, for example, DLA Disposition Services may “freeze” – or pull aside – 20 from which representatives can pick.

“They’ll take a look at everything that’s been frozen for them,” she said. “They’ll see if the truck starts and look under the hood. From there, they’ll decide which ones they want.”

In the past, DLA took a more passive approach to bringing foreign partners in for visits, Kless said. But former DLA Logistics Operations Director Army Maj. Gen. Kenneth Dowd, who retired in April, pushed the agency to get the word out to its foreign partners, he said.

“Instead of waiting until someone has a problem and comes to us, we’re going out and saying, ‘Here’s what we do,’” Kless said. “Over the past year and a half, there have been a lot more new visits. I think part of that has to do with just the more proactive approach to going out and meeting with our coalition partners.”

Witek said that no matter what prompts the meetings, they help develop stronger relationships with U.S. allies. She added that countries sometimes plan follow-up visits that build on earlier discussions, and at times, foreign exchange officers have even been placed at DLA as a result of a foreign visit.

“The overall intent of DLA’s Foreign Visit Program is relationship building and partner building,” Kless said. “This is an opportunity to share information and build a stronger partnership with these countries by giving them an idea of not only the end result we provide them, but all that goes into providing that support.”



# I AM

# DLA

**My Name is:**

*Gary Sandiford*

**I am:**

*The DLA Military Service Support Division Army Service Team's customer support representative to the U.S. Army Training and Doctrine Command. I am stationed at Fort Lee, Va., with the Combined Arms Support Command.*

**Describe your job in a sentence.**

*My job has three distinct parts: 1. Guest lecturer to Army Logistics University and Joint Forces Staff College; 2. Supporting Combined Arms Support Command by writing input for the organization's doctrine publications and providing timely information about DLA support; and 3. Providing parts and information support to Army units.*

**How long have you worked for DLA?**

*I have worked for DLA for 15 years: two in uniform in the Air Force and 13 as a civilian.*

**What are your favorite things about working for DLA?**

*Realizing how essential DLA support is to the Defense Department, Federal Emergency Management Agency and U.S. Agency For International Development around the world.*

**What is your best memory of working for DLA?**

*When I see military members realize for the first time how DLA supports them 24/7, 365 days a year, all around the world.*

**How do you make a difference to warfighters?**

*I prepare warfighters for their future success through education about DLA, our mission and our people.*

*Gary Sandiford*



**Editor's note:** We have Mr. Sandiford to thank for proposing the theme for this issue. We greatly appreciate his insight and initiative in reaching out to us.

Ideas for Loglines issue themes or feature topics can always be pitched to [DLAPublicAffairs@dla.mil](mailto:DLAPublicAffairs@dla.mil), Attn: Loglines editor.