

DEFENSE LOGISTICS AGENCY

LOGGLINES

The Nation's Combat Logistics Support Agency

September / October 2019



**SUPPLYING
AMERICA'S MILITARY**
IMPROVING WARFIGHTER READINESS





Army Lt. Gen. Darrell K. Williams
Director, Defense Logistics Agency

LOGLINES

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FROM THE DIRECTOR

To the loyal readers of Loglines, this edition marks a transition of sorts.

In the past decade or so, we've seen a paradigm shift in the media industry, with newspapers and magazines ceasing or greatly reducing print production. Through surveys, we've found that most of the DLA workforce, and others who follow DLA, consume news and information about the agency through digital means.

That feedback, coupled with the need to steward resources, is driving our communications efforts as well. Instead of producing a print version of Loglines magazine, we will focus on telling DLA's story through the digital platforms that are more widely used by our audience. Timely and relevant stories, photos and videos highlighting our phenomenal workforce in action will continue to be available on our website www.dla.mil, as well as Facebook, YouTube and other social media sites.

This final edition of Loglines is what I call a "keeper" because it includes useful information you'll want to keep close at hand for future reference. It focuses on our top priority: warfighter support. We start with a snapshot of our military service National Account Manager teams, who work day in and day out as liaisons to facilitate collaboration between DLA and our military partners at strategic and tactical levels.

Each service fills unique roles, so we've highlighted the Army, Navy, Marine Corps and Air Force NAM teams in separate articles. We also feature an interview with Andy Monday, deputy director of DLA's Military Services Support Division.

Other critical members of DLA's customer-facing team include customer support representatives, who bring logistics solutions directly to troops at key locations throughout the world. In this issue, we bring you some great stories of our CSRs going the extra mile to solve customers' logistics problems while increasing their readiness and saving them money.

Articles about customer self-help tools like FedMall and the new capabilities of the DLA Dashboard round out a terrific, and I would add important, issue of Loglines magazine.

Times change and so do our readers. Please enjoy future DLA stories and articles on our agency website and social media platforms.

Warfighter First!



DLA ON THE WEB



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CONTENTS

Supplying America's Military: The DLA Way 02

Improving warfighter readiness is DLA's No. 1 priority. National Account Manager teams and customer support representatives serve as gateways to logistics support for long-range operations and last-minute needs.

• The Army's Center of Gravity 04

DLA helps increase Army readiness rates by increasing material availability for key weapons systems.

• Connecting the Corps 07

As an expeditionary force that supports naval and joint operations, the Marine Corps relies on DLA for help maintaining critical equipment and expediting orders.

• Speaking Navy 10

Relationships and understanding the Navy's unique, often remote mission help one DLA team provide service-focused support.

• Air Force Alliance 14

From spare parts and pilot uniforms to fuel, the DLA Air Force NAM team supplies airmen for mission success.

• Supply Problems – DLA Solutions 17

Customer support representatives bring logistics solutions directly to troops at key headquarters throughout the world.

Real-time Readiness 24

DLA's online Service Readiness Dashboard gives warfighters a near real-time view of readiness rates for key weapons systems and metrics for military industrial sites.

Tools of the Trade 27

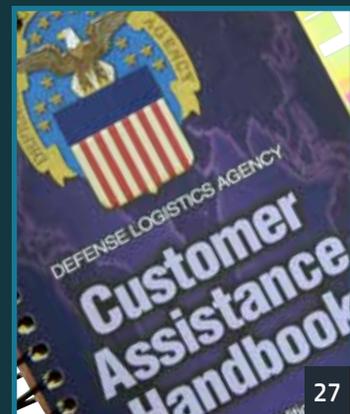
Self-help tools like FedMall, WebVLIPS and the DLA Customer Assistance Handbook empower troops to quickly find their own answers to questions on material availability and order status.

DEPARTMENTS

A Conversation with Andy Monday 21

I am DLA Back Cover

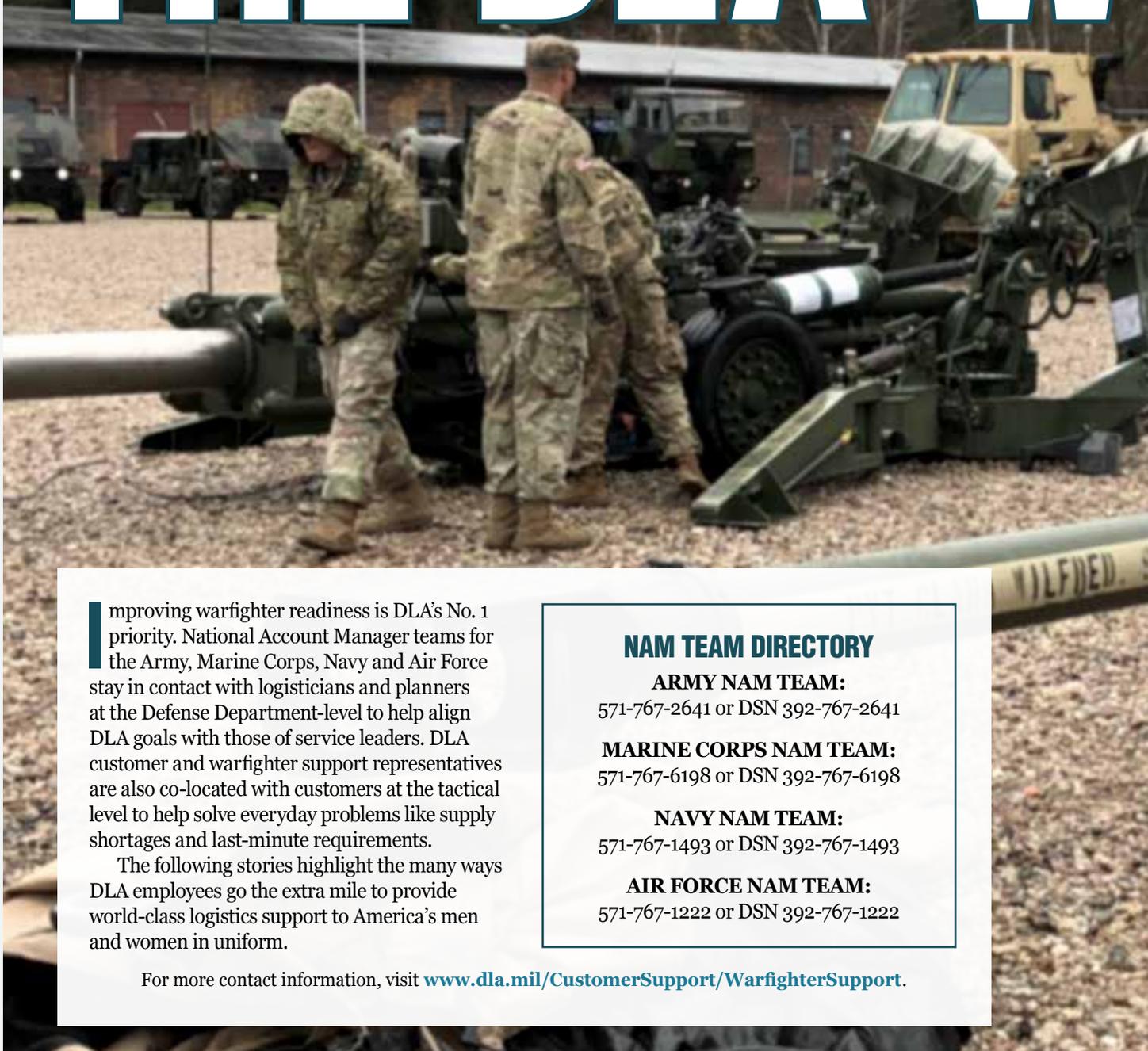
Jared Grimshaw





SUPPLYING AMERICA'S MILITARY:

THE DLA WAY



Improving warfighter readiness is DLA's No. 1 priority. National Account Manager teams for the Army, Marine Corps, Navy and Air Force stay in contact with logisticians and planners at the Defense Department-level to help align DLA goals with those of service leaders. DLA customer and warfighter support representatives are also co-located with customers at the tactical level to help solve everyday problems like supply shortages and last-minute requirements.

The following stories highlight the many ways DLA employees go the extra mile to provide world-class logistics support to America's men and women in uniform.

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For more contact information, visit www.dla.mil/CustomerSupport/WarfighterSupport.

AY

Ron Johns from DLA Europe & Africa's Regional Synchronization Operations Center ensures customers have necessary supplies for deployments to areas such as Orzysz, Poland, in support of NATO's Enhanced Forward Presence mission.

— Photo Illustration by Paul Crank (Original Photos by Nutan Chada)



SUPPLYING AMERICA'S MILITARY: THE DLA WAY

Story by Deane Ryder



Army Sgt. Ray Adams and Army Pvt. Frank Taiese from 1st Stryker Brigade Combat Team, 25th Infantry Division, change a flat tire on a Humvee at the National Training Center at Fort Irwin, California. DLA's Army NAM team worked with DLA Land and Maritime to resolve issues with Humvee tires cracking and blowing out.

— Photo by Army Sgt. Michael Spandau



DLA NATIONAL ACCOUNT MANAGERS BECOME THE ARMY'S CENTER OF GRAVITY

Story by Dianne Ryder

The Defense Logistics Agency Army National Account Manager team is more than a group of middle men connecting soldiers to America's combat logistics support agency. The team monitors material availability, Army pre-positioned stock and readiness of Army weapons systems.

Often described as the glue between DLA and the Army, the NAM team works with Army Materiel Command's life-cycle management commands: U.S. Army Aviation and Missile Command, U.S. Army Tank-Automotive and Armaments Command, U.S. Army Communications-Electronics Command and U.S. Army Forces Command.

Beyond the six-member DLA Headquarters team at Fort Belvoir, Virginia, the Army NAM team has representatives with FORSCOM at Fort Bragg, North Carolina; Army Sustainment Command at Rock Island Arsenal, Illinois; and AMC at Redstone Arsenal, Alabama.

Army Col. Mondrey McLaurin, the Army NAM team's recently-departed military deputy director, said his team is the service's center of gravity and axle to its gears.

Since the Army NAM team monitors more than a dozen ground vehicles like Abrams tanks, Bradley fighting vehicles, Strykers and Paladin howitzers, the axle analogy is fitting. DLA is helping solve problems with tires and wheel assemblies on Humvees, for example.

"Multiple unit reports indicated cracking and some instances of blowouts involving the tires," McLaurin said, adding that sudden blowouts can cause accidents and rollovers.

DLA Land and Maritime is monitoring 12 parts in support of the program, and material is being expedited and shipped to keep up with demand for repairs.

"We kept the communication flowing here in DLA Headquarters to DLA Land and Maritime, which is working with Goodyear and Michelin to try to resolve the issue," McLaurin said.

The Army NAM team involves DLA Headquarters directorates and major subordinate commands to bridge the gap between customers and DLA personnel, added Army Lt. Col. Delarius Tarlton, who replaced McLaurin as the Army NAM team's military deputy and liaison to the Army's deputy chief of staff for logistics.

"The customer comes to us with a problem, we identify the appropriate place to handle the problem, and we ensure they're put in contact with each other," he said. "DLA is a very large organization, so rather than have a customer call every department within DLA until they find the right place, the NAM team saves them a whole lot of time."

Tarlton said a National Guard unit recently requested standard operating

SUPPLYING AMERICA'S MILITARY: THE DLA WAY



Army Sgt. Jeremiah Woods

Soldiers with the 5th Field Artillery Regiment, 1st Armored Brigade Combat Team, conduct maneuvers in a Paladin howitzer before artillery certifications in Torun, Poland, in April. The Paladin howitzer is among more than a dozen ground vehicles the Army NAM team monitors.

procedures on turning in excess property to DLA Disposition Services.

"They wanted to know what they were doing wrong and wondered if there was a new SOP," he said. They also wanted a recent copy of the DLA Customer Assistance Handbook, and Tarlton quickly provided it.

"Then I reached out to DLA Disposition Services and told them what the customer was requesting. They sent me a link with a step-by-step process of how to turn in vehicles, the appropriate things that need to be in the vehicles and what needs to come out of the vehicles," he added.

DLA Disposition Services even gave pictures to illustrate the process.

"I sent that to the National Guard unit; they were very thankful for it. I haven't heard anything back, so I'm willing to bet that resolved their issue," he said.

Logistics Management Specialist Michael Boone, the Army NAM team's civilian deputy, said the agency is prioritizing 104 readiness drivers for the service by resolving material availability issues.

"We're in the DLA director's office two to three times a week for some meeting or engagement. Every other Wednesday, we brief readiness as it impacts the Army's top 13 air and ground

systems and any DLA readiness drivers that may be impacted," he said. "We're briefing trend data, material availability and on-target inventory."

The primary tool for tracking readiness drivers is DLA's Service Readiness Dashboard, which provides near real-time views of key weapons systems.

"Some of the drivers belong to DLA Land and Maritime, some belong to DLA Aviation and a few belong to DLA Troop Support," Boone said, adding that the DLA director requested a consolidated enterprise view of Army systems to see trends and track the agency's performance.

The NAM team also meets regularly with AMC, which recently identified 26 parts as no longer being purchased by the service.

"Yet they're still holding systems down, so we actively investigated those and provided a response back to them,"

Boone said. "Those are the types of actions that we handle at the monthly readiness review with AMC.

"We also hold partnership action council meetings at the action-officer level so we can resolve issues and arrive at topics that may need senior-leader guidance and updates," he continued. "That's what's presented at Army-DLA Day."

Earning the service's confidence is key, and Boone said his team establishes trust through continuous, honest contact with teammates.

"We're all in it together and we all have the same goal – to improve readiness to the Army. We're on the phone and email with the Army G4 [logistics] and AMC almost daily," he said. "In most cases, our customers are looking for answers immediately. Rarely do I get a call and someone says, 'Hey, by this time next week can you get this for me?' Most of the time it's in the morning and they're looking for something in the afternoon."

Teamwork is critical, Tarlton added.

"The team courtesy copies each other on emails, so someone is always available to assist," he said, adding that members work together to anticipate questions and find answers before they're asked.

"That way, they look good and we look good." 🙌

DLA Disposition Services employees help 10th Mountain Division soldiers remove excess equipment from Army property books through on-site turn-ins and working with NAMs to ensure soldiers understand the multistep process.



Beth Reace



DLA NATIONAL
ACCOUNT MANAGERS
BUILD TRUST WHILE

CONNECTING THE CORPS

Story by Dianne Ryder

Marines have historically worked in austere environments and virtual isolation. Self-sufficient, they've learned to solve problems on their own.

Relying on anyone outside their immediate sphere is contrary to Marine Corps ethos, said Marine Corps Col. Steve de Lazaro, Marine Corps National Account Manager for the Defense Logistics Agency. But he and his team ensure the service understands what DLA can offer it as an expeditionary force that supports naval and joint operations.

"The art of that comes in when you can marry up the service's needs with the capabilities DLA has," he said.

Nurturing relationships with subject matter experts at DLA's headquarters and major subordinate commands is key to getting the right data to Marine Corps partners.

"Having all the NAM teams next door to one another is a great way to bounce ideas off each other and find out what one service might be doing," the colonel said, adding that they might borrow

Marines with the 11th Marine Expeditionary Unit pass along boxes of supplies during a resupply at sea aboard USS Harpers Ferry. DLA's Marine Corps NAM team ensures the service understands what DLA can provide expeditionary forces away from traditional supply routes.



Marine Corps Cpl. Adam Dublinski

SUPPLYING AMERICA'S MILITARY: THE DLA WAY



Marine Corps Lance Cpl. Juan Anaya

Marine Corps Lance Cpl. Gregory M. Crossway, a bulk fuel specialist with Marine Wing Support Squadron 371, extracts fuel using an aviation test kit during a deployment for training at Grant County International Airport, Washington. DLA-procured fuel is one of the service's high-demand items.

others' good ideas. "That's why they pull us into DLA, to bring that operational experience and see how we can apply those DLA capabilities to some of the problems and challenges we've seen as operators."

The NAM team gets daily calls from Marines who need help developing solutions for operational logistics problems and clarifying how DLA processes can help them, de Lazaro said.

"We do a fair bit of trouble-shooting as we focus on operational and strategic programs," he said. "We give them a good answer or we direct them to the folks they need to be speaking with. That's another facet of the NAMs' job – not necessarily solving everybody's problems, but getting them connected to the right people."

Like most of the Marine Corps NAM team members, Senior Logistics Specialist Tom Adissi is a former career Marine who served for 23 years.

"Helping the Marine Corps get tied in from a service perspective and understand how the industrial base keeps that going – that's the big motivation," he said.

A priority for the Marine Corps and DLA is increasing the use of additive manufacturing. Manufacturing parts with a 3D printer reduces time and cost compared to ordering specialized parts that may not be readily available.

The service hopes to have Defense Department guidance on certification and testing of 3D parts in the coming months, Adissi said. Until then, DLA will continue pursuing additive manufacturing opportunities with Marines.

The NAM team is also working with Marines to get involved earlier in the service's acquisition process for vehicles and parts, such as with the Joint Light Tactical Vehicle being fielded to Marine Corps units in the next few months. The agency already has the majority of the parts catalogued and provisioned, which allows supply planning for as many as 10,000 parts and eliminates the need for extended contracted support, Adissi said.

"Early inclusion of DLA in the acquisition process eliminates the two- to three-year process of establishing cataloging data for the parts and appropriate industrial base support after the weapons system is fielded," he added.

Customer support representatives like Dean Cassel are also a valuable part of the NAM team and regularly interact with Marine operating forces and supporting commands. Cassel has been a CSR to the Marine Corps

Marines from 1st Battalion, 7th Marine Regiment, prepare Joint Light Tactical Vehicles for loading onto Landing Craft Utility boats in preparation for a multiservice operational test and evaluation in March at Camp Pendleton, California. Parts for the JLTV are catalogued and provided by DLA.

for 11 years and is co-located with the Program Executive Officer Land Systems and Marine Corps System Command in Quantico, Virginia. He answers requests for assistance, trains customers to use DLA ordering and self-help tools, and helps solve emerging issues. Because of his military and civilian experience, his customers know him and continually seek his help.

"To build trust, you show up; and when I say that, I mean you show up to their meetings when you get invited. You show up and talk to them on a daily basis," he said. "I don't sit at my desk all day. I walk around, I talk to these people and I ask them what's going on."

Errors in the service's stock control system and Distribution Standard System recently sent Marine Corps stock to DLA Disposition Services for disposal. The stock, worth more than \$1 million, included items needed to





NATIONAL ACCOUNT MANAGERS

complete an upgrade of the Marine Corps' medium tactical vehicle fleet.

"They needed immediate assistance to get this stuff back. I made the phone calls and connected all the dots, discovered what actually happened and was able to explain that to the different commands," Cassel said.

De Lazaro said NAM team members rely on CSRs to identify, engage and resolve issues for the Marine Corps commands they support, keeping the team informed as they work various issues.

"There are times when resolution requires a more holistic response from the agency," he said, adding that the NAM team may be able to anticipate obstacles and request resources from DLA directorates or MSCs. This was the case with the Marine Corps stock scheduled for disposal.

"We assisted Dean by enlisting the support of various subject matter experts across DLA Logistics Operations, DLA Finance, DLA Distribution and DLA Disposition Services," he said.

Tom Stevenson, assistant program executive officer for acquisition,



Marine Corps Pic. - Skylar M. Harris

logistics and product support at PEO LS, can testify to Cassel's commitment to the service. Stevenson has spent the past 10 years at PEO LS arranging acquisition support for the Marine Corps' transportation equipment. Cassel recently helped him resolve thousands of discrepancies between Marine Corps data systems and DLA's weapons systems support database.

"His expertise has allowed for orders to flow smoothly between our Marines and DLA," Stevenson said. "A lot of work was done by my folks, but Dean helped make sure we were getting the right information so we knew what to fix in terms of the data."

A Marine with Combat Logistics Battalion 6, Marine Air-Ground Task Force 6, provides security while participating in an advanced motorized operations course at Marine Corps Air Ground Combat Center at Twentynine Palms, California, in February. DLA works closely with Marine Corps logisticians to ensure supplies like repair parts and fuel are readily available during heightened operations.

Stevenson recounted a 2017 incident when the Marine Corps noticed the cost of parts for its medium tactical vehicle replacement trailer had skyrocketed. Because DLA had made no purchases within the last couple of years, the production line had gone cold.

"I researched the technical data and found that the drawing they provided had errors, causing the DLA supply chain to try and procure the parts from the trailer's original manufacturer," Cassel said. "These items had a cold production line that had to be restarted, raising the costs by 1,000%."

Working with DLA's Logistics Information Services and DLA Land and Maritime, Cassel helped Marines correct technical data and drawings, which enabled DLA to competitively procure the parts and return costs to normal.

Problems and issues like this aren't easily resolved without the NAM team helping the Marine Corps, Adissi added.

"We should be their focal point. All their questions should come to us; we have the expertise to fan it out to the enterprise as opposed to them going to all the MSCs," he said. "The front door for them is us."



Marine Corps Photo

SUPPLYING AMERICA'S MILITARY: THE DLA WAY

DLA NATIONAL ACCOUNT MANAGERS ENSURE SUPPORT BY

SPEAKING N

Story by Christopher Goulait

There's no corner store or quick trip into town to restock supplies in the middle of the ocean. With a mission at sea, that's familiar territory to the Navy and the full focus of the Defense Logistics Agency Navy National Account Manager team, which works in concert with activities across the agency to ensure literal and figurative smooth sailing.

Michael Olness, customer account manager for the Navy NAM team, describes their role as intermediaries, looking at things from customers' points of view and keeping watch on their behalf. The team takes on the service's problems as their own and

works issues to make sure the Navy gets what it needs.

To fulfill those needs, the Navy NAM team approaches logistics support with a sense of the unique and often remote locations where the Navy operates.

"If I'm sitting in a Marine camp in any country in the world doing an exercise or an operation, if I need something, I get in a vehicle and I drive to the next camp over. If I'm on a ship in the middle of the Pacific, my nearest

ship might be a three-day sail away or more," said Olness, who spent more than 20 years in the Marine Corps.

Olness' experience helps give the group a more holistic perspective of the Navy's mission, said the team's deputy director, Navy Cmdr. Chris

Lounsberry. The rest of team's

background is rooted to the Navy, with time aboard carriers, cruisers and submarines that

all pose unique challenges.

"When you're in a ship at sea

USS Fort McHenry is underway in the Mediterranean Sea in support of maritime security operations and theater security cooperation efforts in the U.S. 6th Fleet area of responsibility. Supply and logistics coordination prior to deployments such as these are essential for mission readiness.

— Photo by Navy Petty Officer Erik Luebke



NATIONAL ACCOUNT MANAGERS

AVY

you can get your emails and such,” Lounsberry said. “But if you’re on a submarine, that’s a whole different story because you can go dark and can’t communicate for days. Some people outside of the Navy have a hard time fathoming that idea of being disconnected in that way.”

Differences in the classification of submarine systems can also make it difficult for logistics systems to communicate.

“They fall off the net pretty often, but they still need to get their parts ordered, received and processed. They still need to get their requisitions in,” Olness said, adding that the team

reaches down to the tactical level and communicates with submarine supply departments and submarine commanders to resolve issues.

Though the team is small, members’ experience helps them proactively address the service’s readiness issues.

“If we’re doing our job, we can see problems out on the horizon and engage early on to prevent them from becoming bigger,” said Navy Lt. Cmdr. Mike Kidd, the team’s action officer.

The team reviews reports and analyzes trends from DLA’s Customer Interaction Center to see which commands call in for help the



Navy Petty Officer Raymond Maddocks



Navy Petty Officer 3rd Class Taylor N. Stinson



Navy Petty Officer 3rd Class Taylor N. Stinson

DLA’s Navy NAM team uses trends from the agency’s Customer Interaction Center to support sailors like these aboard the USS Forrest Sherman.

(Top photo) Navy Petty Officer 2nd Class Mercedes Kiewwhite sews a patch on an aircrew uniform.

(Middle photo) Sailors bring fresh supplies aboard during an underway replenishment.

(Bottom photo) Navy Petty Officer 3rd Class Kelly Milakovich fastens the tail cowling on an MH-60R Seahawk helicopter.

SUPPLYING AMERICA'S MILITARY



Navy Petty Officer 2nd Class Justin Yarborough

Navy Petty Officer 2nd Class Hillary Geary performs maintenance on an engine aboard the guided-missile destroyer USS Forrest Sherman using spare parts provided by DLA.

“We’re making sure the right people are talking to each other,” Kidd explained. “Essentially, we’re facilitators. We aren’t writing contracts. We aren’t moving pallets. But we’re making sure that the right people talk to the people in need.”

Guzman likened one of the team’s roles to connecting lines across a switchboard. And as much as they connect people, they also serve as translators. She noticed while working in DLA’s Joint Contingency Acquisition Support Office that a lot of people don’t “speak” Navy.

“When it comes to a joint effort, a lot of people can be more geared toward Army and Air Force methods and procedures,” she said.

The amphibious assault ship USS Bataan receives fuel during a replenishment-at-sea from Fast Combat Support Ship USNS Supply. Keeping ships at sea stocked with supplies is a challenge Navy NAM team members understand from experience.

most, added Navy Chief Petty Officer Loreatha Guzman, the NAM team’s readiness superintendent for logistics operations. Reaching out after noticing a pattern of minor issues can help prevent major ones.

“One month we saw the USS Forrest Sherman had an unusually large number of call-ins just for a destroyer,” Guzman said. “I reached out to a fellow supply chief on the ship and asked what was going on, and what could we do to help. I was able to give her some resources from my experience on a small ship, and from

my experience at DLA, I was able to get her the help she needed to get the number of calls down.”

Successful support like this often means building and leaning on relationships forged both at sea and at DLA. Among a relatively small community, if there’s something the team doesn’t know how to handle directly, they find someone who does.

“There’s a saying that the most effective supply officer is the one with a phone and a pen,” Lounsberry said, adding that knowing the right people to call gets results.



Navy Petty Officer 1st Class Kathryn E. Macdonald



NATIONAL ACCOUNT MANAGERS

“IF WE’RE DOING OUR JOB, WE CAN SEE PROBLEMS OUT ON THE HORIZON AND ENGAGE EARLY ON TO PREVENT THEM FROM BECOMING BIGGER.”

— NAVY LT. CMDR. MIKE KIDD

And while the other services have dedicated organizations that help facilitate logistics support, such as the Army with Army Materiel Command, the Navy decentralizes supply support, Kidd added.

“So it’s nice and refreshing to have a voice saying ‘Hey, this is not a one-size-fits-all. Sometimes Navy does things different,’” Guzman said.

The NAM team also helps DLA employees understand the Navy’s way of doing things, as with an ongoing DLA Troop Support project to expedite back orders for hazardous material needed for urgent maintenance by deployed units.

“HAZMAT is hard to manage because of short shelf life, shipping restrictions, customs restrictions and the fact that a large part of the Navy operates forward-deployed overseas,” Kidd said. “Had we not been deployed on ships and submarines and understood how challenging that HAZMAT pipeline can be, we would’ve been less able to make those connections.”

Calling on past knowledge as a customer helps the NAM team in the present, but for military members of the team who will eventually move on to other positions, understanding both DLA and Navy perspectives will pay dividends in the future.

Guzman said her knowledge has grown from only knowing DLA’s 1-800



Navy Petty Officer 3rd Class Daniel W. Willoughby

number to knowing how DLA manages items. That’s information she can take back to the fleet.

“On a ship like a destroyer, daily operations happen quickly. You don’t have a lot of time to stop and learn something new when you come onto the ship,” Olness said. “DLA has a lot of tools, but it’s not very often somebody says, ‘Here, this is how you use all these.’”

Seeing the big picture and providing a personal connection to customers goes hand-in-hand for a team working to make sure nothing’s overlooked.

Navy Petty Officer 3rd Class Bryanna Perry searches for supplies in a storeroom aboard the submarine tender USS Emory S. Land. DLA’s Navy NAM team communicates with submarine supply departments and commanders to resolve issues and help keep submarines well stocked, even when communications can be disconnected for days at a time.

“DLA is often a numbers business,” Kidd said. “We are very good at the business of logistics, but our role is to augment that with the operational perspective of the customer that sometimes doesn’t fall within the business models.”

“That’s what we bring,” he added. “The team is the relationship between DLA and the Navy.”

SUPPLYING AMERICA'S MILITARY: THE DLA WAY

AIR FOR



Air Force Tech Sgt. Nicole Finnegan, noncommissioned officer in charge of storage and issue for the 97th Logistics Readiness Squadron, showcases the supply facility to Air Force Chief Master Sgt. Erik Thompson, chief of the 19th Air Force, in March at Altus Air Force Base, Oklahoma. DLA's Air Force NAM team helps Air Force logisticians obtain equipment and parts for various aircraft.

— Photo by Air Force Senior Airman Cody Dowell



DLA NATIONAL ACCOUNT MANAGERS ADAPT TO
AIR FORCE GOALS AND FORM AN

CE ALLIANCE



Story by Dianne Ryder

Air Force Maj. Jared Newman jokes that “poof” logistics happens every time an Air Force mechanic reaches for a repair part or an F-16 Fighting Falcon is marshalled out to the runway for takeoff. But as deputy chief for Air Force fuels and materiel management policy, Newman knows there’s no hocus-pocus in the availability of supplies and mission-ready aircraft. Instead, it’s the result of deliberate planning and his service’s tight relationship with the Defense Logistics Agency.

DLA’s seven-member Air Force National Account Manager team works with logisticians and planners at Air Force Headquarters to increase service readiness. Led by Air Force Col. Ryan Bakazan at DLA Headquarters, the team has customer support representatives at Air Force Materiel Command at Wright-Patterson Air Force Base, Ohio, and Air Force Installation and Mission Support Center in San Antonio.

DLA’s relationship with Air Force Headquarters shapes how the agency adapts its goals and initiatives to those of the service. It also extends to lower levels, connecting supply chain managers with mechanics on the repair shop floor who need help getting parts quickly, Bakazan said.

“That’s mostly what we deal with in the Air Force, a part for a downed jet that they need some DLA assistance on,” Bakazan said, adding that his team’s role is to connect customers like Newman with subject matter experts.

“It’s knowing the DLA enterprise, whether it’s here at the headquarters or the major subordinate commands we have around the globe,” he said. “It’s knowing who to call and linking up the right people so we can work the issues for the customer.”



Air Force Senior Airman Erick Requaft

Air Force Senior Airman James Jennings, 23rd Maintenance Squadron, performs an inspection on a 30mm GAU-8 Avenger Gatling-style gun system at Moody Air Force Base, Georgia. The armament shop performs maintenance using DLA-supplied parts to provide aircrews with safe, reliable weapons systems.

SUPPLYING AMERICA'S MILITARY: THE DLA WAY



Alex R. Lloyd

A key focus for the Air Force NAM team is helping the service achieve 80% mission capability for systems like the F-35 Joint Strike Fighter and the F-16 fighter jets by the end of fiscal 2019. Increasing the number of pilots ready to fly is another priority.

“There are a lot of variables,” Bakazan said. “Recruits have to complete all their training missions so they can come out as fully qualified pilots. Where DLA comes into it is you have to have enough fully mission-capable jets on the runway.”

DLA is increasing parts support for seven weapons systems to improve aircraft availability and increase flying hours, he added. The service also requested DLA suspend disposal of all parts associated with those systems. And a joint analysis of parts for the seven aircraft was conducted by DLA Aviation, DLA Logistics Operations, the NAM team and the Air Force Sustainment Center.

“I would highlight the role we have with the MSCs, particularly DLA Aviation. We talk with DLA Aviation more than any of the other MSCs just because Air Force spare-parts support is big, but DLA Troop Support is also a big partner,” Bakazan said.

The NAM team is working with DLA Troop Support and Air Force leaders in the rollout of new uniforms, including timelines of where they will be issued and when.

Newman said he speaks with the Air Force NAM team weekly, if not daily, especially as the service migrates property management data into DoD's Defense Property Accountability System, used to track more than 2 million assets.

“Working with DLA employees like Joe Stossel, who's the DPAS program manager, has been incredibly helpful,” he said. “We really value those partnerships.”

DLA is also supporting the Air Force's implementation of Condition-based Maintenance Plus, or CBM+, a

A mechanic with the 571st Aircraft Maintenance Squadron works on the wing of an A-10 Thunderbolt II at Hill Air Force Base, Utah. The squadron is part of the Ogden Air Logistics Complex, which partners with DLA to provide logistics support for maintenance of fighter aircraft including the F-35 Lightning II, F-22 Raptor, F-16 Fighting Falcon and A-10 Thunderbolt.

program designed to decrease aircraft downtime through preventive maintenance.

“CBM+ is a way to better predict maintenance issues on aircraft and then respond in a timely manner,” Newman said, adding that CBM+ algorithms allow airmen to measure a part's health and predict when it will need to be replaced, thereby triggering timely orders for DLA-managed parts. Waiting until a part is broken before ordering it increases the time a system is mission-incapable.

“That's problematic because that affects all of DLA's demand-driven forecasting. If we didn't order any parts for a year or two, those contracts would go silent” and parts would be unavailable, Newman said.

A lot of the Air Force's successes are tied to the service's relationship with the NAM team, he continued.

“This current NAM team has been great to work with and a lot of the members are coming out of our supply chain organizations, so we all know and trust each other,” he said.

The relationship is strengthened by biweekly meetings where action officers discuss issues and upcoming events.

“So we have those scheduled forums to talk about open issues or raise concerns and to build rapport,” Newman added.

Finding the right point of contact in an organization as large as DLA can be intimidating for Air Force logisticians, Bakazan admitted. And not knowing who to call could give them a reason to go elsewhere for support. His advice to customers: Call the NAM team.

“Whether it's DLA wondering, ‘Who do I call in the Air Force?’ or the Air Force saying, ‘Who do I call in DLA?’ we're your one-stop shop.” 🇺🇸

“CBM+ IS A WAY TO BETTER
PREDICT MAINTENANCE ISSUES
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RESPOND IN A TIMELY MANNER,”

— AIR FORCE MAJ. JARED NEWMAN



SUPPLY PROBLEMS DLA SOLUTIONS

BRINGING LOGISTICS SOLUTIONS DIRECTLY TO TROOPS AROUND THE WORLD

Story by Beth Reece

Marines at Cherry Point, North Carolina, were worried about back-ordered fuel bladders early this year until Daren Campbell worked his magic. Two weeks later, 11 brand-new bladders were delivered to their doorstep. For free.

“The Marines I support have so many irons in the fire and so many distractions that it’s difficult for them to do the deep research to figure out how to get supplies faster or from somewhere else,” said Campbell,

a Defense Logistics Agency customer support representative for Marines in Virginia and the Carolinas.

Like DLA’s other 11 corporate-level CSRs, Campbell knows enough about the agency’s nine supply chains that he can answer almost any question about the cost and whereabouts of material. In the Marines’ case, he scoured DLA’s online ordering system, FedMall, and discovered a warning in Item Notes that fuel bladder production was delayed due to a dimensions error. A contract modification was underway to solve the problem, but the former Marine master sergeant intuitively knew the negative impact waiting months for the fuel bladders

would have on readiness. So at DLA Disposition Services’ Reutilization, Transfer or Donation Program website, he did a worldwide search. Results: Item available. Location: Jacksonville, Florida.

“They’d never been used and were still in their original wooden crate. And since DLA takes care of shipping through the RTD Program and the items were free issue, we saved the service about \$80,000,” he said.

DLA’s corporate-level CSRs are spread across the United States at key headquarters such as Army Forces Command, Air Force Materiel Command and Fleet Forces Command. They’re similar to customer and

— continued next page



Marine Corps Lance Cpl. Antonio Hogue, a bulk fuel specialist with 7th Engineer Battalion, 1st Marine Logistics Group, monitors liquid bladders as they’re filled during an amphibious bulk liquid transfer exercise at Coronado Island, California. Fuel provided by DLA Energy is one of warfighters’ most sought-after commodities.

— Photo by Marine Corps Lance Cpl. Quentarius Johnson

SUPPLYING AMERICA'S MILITARY: THE DLA WAY



Marine Corps Lance Cpl. Antonio Garcia

Motor transport mechanics Marine Corps Sgt. Tyler Heim, left, and Marine Corps Cpl. Michael Allen from the 22nd Marine Expeditionary Unit troubleshoot the central tire inflation system of a Medium Tactical Vehicle Replacement aboard the USS Fort McHenry. Troops can depend on help from DLA warfighter and customer support reps whether they're in a stateside motor pool or at sea.

warfighter support representatives who serve as subject matter experts for specific commodities at the agency's major subordinate and regional commands.

Corporate-level CSRs assist customers from an enterprisewide perspective, however. Rather than represent a specific MSC or supply chain, they serve as DLA's experts during unit readiness briefs, help customers find "lost" parts, participate in impromptu planning sessions for late-breaking contingencies, accelerate urgent orders and even teach troops how to navigate DLA's online systems.

No matter where they are or which service they support, CSRs are the face of DLA, said Army Col. Marc Staats, the agency's military deputy to the executive director of operations.

"The warfighters, all they see is a DLA badge sewn or embroidered on someone's shirt. Frankly, they don't care whether they're talking to an aviation person or someone with a disposition services background. They just know someone with a DLA emblem is in front of them and they need answers to their logistics problems," he said.

Building relationships and trust is critical for CSRs, said Bill Holdorf, another retired Marine and CSR for the Army Sustainment Command at Rock

Island Arsenal, Illinois.

"I build trust by being here every day, by staying involved in the ASC battle rhythm and programs, by listening to their cares and concerns and initiating action before they think to ask me for help," he said.

Holdorf shows customers he cares by giving them reliable answers quickly. In 2018, ASC alerted him of a warning order it had received to repair 3,000 pieces of equipment in just 85 days. The equipment was worn down from use in the Pacific and the task would require thousands of parts, none of them forecasted by military and DLA planners.

Since DLA Land and Maritime was responsible for the bulk of support needed, Holdorf connected ASC with Tommy Botts, a branch chief at the Columbus, Ohio, activity. An Integrated Product Team was

immediately established to orchestrate support for the maintenance effort, and Botts and his team screened the list of high-priority requisitions to find 150 back-ordered items, many due to contract delinquencies that acquisition specialists hurried to resolve.

Employees at DLA Troop Support and DLA Aviation also rushed delivery of items that enabled ASC to complete the maintenance in record time. And although transparent armor wasn't scheduled for delivery until after the equipment was scheduled to go on a vessel for shipment back to the Pacific, Botts initiated an emergency ticket for it to ship out on the next available truck once it arrived at DLA Distribution.

While he defers credit to others, Holdorf's acute understanding of which DLA elements would be needed to complete the job helped bridge ASC to key players from throughout the agency.

"It becomes a collaborative effort between our customer, me and the part of the enterprise that can best respond to our customers' needs," he said, adding that CSRs also build relationships with other DLA customer and warfighter support reps to lengthen the range of DLA's support, especially in areas where customers could deploy.

"I try to stay connected with our people at DLA CENTCOM & SOCOM and the Deployment Support Team

"UNDERSTANDING WHAT WARFIGHTERS' NO. 1 CONCERN IS
ALLOWS YOU TO LEVERAGE THE POWER OF DLA'S ENTERPRISE
TO SOLVE THEIR PROBLEMS."

— ARMY COL. MARC STAATS



CUSTOMER SUPPORT REPRESENTATIVES

in Kuwait, as well as the team at DLA Europe & Africa. For instance, Ron Johns is a warfighter support rep at DLA Europe & Africa, and he is a great teammate for collaborating on issues of mutual interest between ASC, DLA and the European theater,” Holdorf said.

DLA representatives willing to work through kinks that slow logistics support may seem plentiful, but troops like having their own dedicated CSR, a local DLA representative they can go to for sudden needs and talk with face-to-face, said Tom Meyer, a CSR and retired Navy Supply Corps officer who supports U.S. Fleet Forces Command and Navy Expeditionary Combat Command in Virginia.

“The reason customers like having their own CSR is the response time. I normally respond in less than 30 minutes to the majority of my customers,” he said.

Location also aided Meyer’s ability to end a recent shortage of gray paint for Navy ships. When a customer complained DLA took too long to supply the paint, Meyer visited the vendor’s facility a half-hour away from his office

Navy Seaman Dillon Emersen, left, and Navy Seaman Bailey Smetana, paint the hull of the aircraft carrier USS George H.W. Bush as part of routine preservation of the ship. A DLA customer support representative recently helped the Navy solve a supply shortage of gray paint for such ships.

at Naval Station Norfolk, Virginia.

“I drove up and talked to the owner of the company. We also got his entire team together to talk about the importance of gray paint for the Navy,” he said. “The owner of the company appreciated the visit and explained some of his frustrations with DLA. We worked through all of that, and I believe we have plenty of paint in stock now.”

Without CSRs “inside the wire” with troops, the services’ awareness and understanding of DLA would drastically drop, Campbell added.

“And likewise, DLA’s inside intel of our warfighters’ perspective of DLA would diminish. DLA and Defense Department logistics processes are very complex, and understanding where and how to work through problems really allows the Marines to optimize the support they get from DLA,” he said.

Marines’ appreciation for DLA’s close involvement in daily operations



Navy Petty Officer 3rd Class Jojo Boggio

grew recently after a routine readiness brief that focused on the unavailability of wiring harnesses for an up-armored wrecker. Campbell researched DLA systems to find out why it was taking so long for the harnesses to be stocked only to discover the delay wasn’t a manufacturing issue. Instead, it was

Marines with Light Armored Reconnaissance Company, 11th Marine Expeditionary Unit, perform routine maintenance on a light armored vehicle aboard the amphibious assault ship USS Boxer. DLA customer and warfighter support reps embedded with units at the tactical level ensure service members have repair parts on hand.



Marine Corps Lance Cpl. Dalton S. Swanbeck

SUPPLYING AMERICA'S MILITARY: THE DLA WAY



Army National Guard Staff Sgt. Michael Williams

Mississippi National Guard soldiers of the 155th Armored Brigade Combat Team load equipment for transport and turn-in. Warfighters can get details on property turn-in and disposal from any DLA warfighter or customer support representative.

a result of cataloging errors the service made when the item was assigned a National Stock Number.

“When the service cataloged that NSN, they didn’t identify it as being an essential repair part, which means DLA doesn’t stock the item. They also didn’t associate the NSN for that wiring harness with their up-armored wrecker, so DLA’s weapons system support manager, who monitors support for that system, had no way of knowing there was an issue,” Campbell said.

He assured unit leaders DLA would work with the manufacturer to beat the 200-day production lead time and also worked with service officials to get the item coded correctly so it would be stocked at DLA Distribution centers. Campbell said this kind of support would have made his job as an active-duty supply chief much easier, and the things he teaches Marines like those at the II Marine Expeditionary Force will make them smarter about logistics processes no matter where they serve.

Marine Master Gunnery Sgt. Willie Huff Jr., II MEF maintenance chief, said that makes Campbell an incredible asset.

“On the countless occasions I’ve asked Daren to conduct training for

my Marines during my quarterly motor transport symposiums, he has never failed to generate great interest in the capability he provides as II MEF’s DLA representative.”

Staats looks for three attributes in CSRs: good communication skills, curiosity and empathy. Communication and curiosity are critical because of the vast array of supplies and services DLA provides, he said, and a CSR is likely to represent the agency to three different customers, all with unique needs, in a single day.

“Our CSRs need to be able to work in a very tactical environment, trying to figure out what’s going on with a part, while at the same time be able to explain to a flag-level officer DLA’s strategic goals and give insight into why the price of something is at a certain rate,” he said.

Empathy isn’t on the CSR job description, but Staats said it’s important because understanding customers’ perspectives and daily demands builds a stronger connection.

“Understanding what warfighters’ No. 1 concern is allows you to leverage the power of DLA’s enterprise to solve their problems,” he added. A supply sergeant might have a pile of excess equipment taking up valuable space, for example, but didn’t have time apart from the unit’s rigid operations tempo and training to complete turn-in

paperwork. Or maybe he just didn’t know how to turn it in.

“A CSR can say, ‘Stop worrying about how to fix this because we can take care of you and arrange the right kind of service to get this material out of your hands,’” Staats continued. “That way the warfighter can focus on warfighting while DLA deals with the excess.”

CSRs don’t need to have worn the boots of a soldier or Marine to be good at their job, although many of them do have prior military service. Employees who’ve deployed with a DLA Support Team or worked in multiple supply chains or at numerous levels of the agency also have a familiarity with the enterprise that helps them match troops’ needs with the right people and resources, he said.

And even Campbell, who’s only been a CSR for five years, said he’s still discovering new things about DLA. That makes him all the more valuable to troops like Huff, who are ever eager for new and better ways to improve readiness.

“God knows I’ve engaged Daren for clarity of weapon system coding, hard to get parts and other issues impacting our ability to conduct timely repairs on our assets,” Huff said. “Although he does his job because he loves assisting others, he’s really appreciated and thought very highly of, from the lone mechanic out here on the shop floor grinding it out all the way up to the II MEF commanding general.” 🇺🇸

A Conversation with

ANDY MONDAY

The deputy director of DLA Logistics Operations' Military Services Support Division discusses how National Account Manager teams and customer support representatives facilitate collaboration between the agency and its military partners.

You became the Military Services Support Division's deputy director in May. How does your previous experience prepare you to lead DLA's customer-facing representatives to the military?

I've been with DLA just over four years and most recently served as deputy director of the DLA - U.S. Transportation Command Support Division. It was a good fit because I had been at USTRANSCOM for 12 years before that. Although I didn't grow up in supply, USTRANSCOM is the process coordinator for joint deployment and distribution. So I worked with a lot of the key players up and down the supply chain, and I understood the challenges of delivering stuff to our customers.

Also, last year I was detailed to the Office of the Secretary of Defense to work on logistics reform. A lot of the things we discussed are now being embraced throughout the military, and I can help shape the future of DLA's support to the services with some knowledge of where they're heading in terms of change.

What do National Account Manager teams and customer support representatives do for DLA and warfighters?

DLA collaborates with customers daily. A lot of that interaction is done through our National Account Manager teams for the Army, Air Force, Navy and Marine Corps, as well as customer support representatives on the ground with strategic partners. The NAM teams are in sync with logisticians and other functional areas at the services' headquarters. They're involved in discussions regarding key weapons systems, warfighter capabilities and overall readiness at brigade levels. CSRs, on the other hand, are focused on military customers at the operational and tactical levels to help them solve day-to-

day issues at individual units and industrial centers where mechanics are on the shop floor making repairs. Collectively, the NAM teams and CSRs ensure DLA is building relationships at all levels of the services. They help build trust and connect the dots between issues, potential problems and solutions.

The fact that our teams are a blend of military and civilian folks means we're getting timely insight into what's important from the field as well as continuity in relationships. Our military members are



Phillip Prater

Andy Monday, deputy director of DLA Logistics Operations' Military Services Support Division.

the best source of information on what our operational customers need. We also like getting service members from DLA's Agency Synchronization Operations Center because they've learned DLA from an operational standpoint. The civilians, however, give the teams continuity to take us through leadership changes both in DLA and across the services. They also know what has or hasn't worked and why.

In what ways do the military support teams shape DLA's relationships with the services?

We shape them in the sense that we are intentionally DLA's face to the customer. That means we get everything from questions about our supply functions to requests from the Army to have someone speak at an ROTC graduation. We're focused on the supply and demand piece of their business, of course, but our teams represent this big agency we call DLA to their particular service. Connecting customers to whichever process owner or part of the agency can best address their issues is our job. In that sense, the NAMs are like switchboard operators. We're very interested in getting customers the information and help they need.

How do the NAM teams differ?

The NAM teams are different because each service and mission is different. The Marine Corps is very expeditionary, for example. They're lean and light while an Army brigade is big and heavy. The Air Force is also very expeditionary and has the lead on the new U.S. Space Force. The new Army Futures Command is also taking shape. It's not expected to be a big command, but these guys are going to be talking about the future. Obviously, DLA needs to be part of the discussions about each service's changing priorities.

Another way the NAM teams differ stems from the unique structure each service has at the headquarters level. The Army has a single office at the Pentagon that oversees logistics policies and programs and funnels

information down to the rest of the service. It's the biggest service, so this centralized staff helps us get to a collective Army plan or solution. But Marine Corps Headquarters has two separate entities that we work with. With that service, you could probably just get a few folks together in the room to outline and agree on a way forward. The Air Force and Navy also have unique structures.

How do we ensure the issues we're working on are important to military customers?

Each service has a performance based agreement with DLA. This is where prioritization takes place and we agree on what's most important to our customers. We also define metrics with quantifiable data

points that we use to measure our performance against the services' requirements, so the agreement is more than just a piece of paper or memorandum of agreement. These PBAs are strategically driven, meaning they capture things from a service-headquarters level rather than tactical level. They come up for review every three years, but we're constantly refining them.

These PBAs don't take a one-size-fits-all approach because the services each have separate priorities. Some of the elements might be similar, but in the Army's case, for example, they've specifically told us there are 104 readiness drivers they

want us to focus on. These are critical repair parts the Army wants us to track through the DLA Service Readiness Dashboard to make sure we have enough stock on hand when needed. Likewise, the other services have mission-specific supply needs that we prioritize and track.

FROM SPARE PARTS TO
PROPERTY DISPOSAL,
WE'RE HERE TO SUPPORT
AMERICA'S MEN AND
WOMEN IN UNIFORM,
AND WE HAVE A
REPUTATION FOR GOING
THE EXTRA MILE TO MEET
WARFIGHTERS' NEEDS.

How is the division using tools like the DLA Service Readiness Dashboard to adapt to an environment of fewer people?

Reducing staff as we're required by Defense Department manpower reductions will make us look differently at how we serve customers in the future. Warfighters like

having DLA representatives sitting right next to them where they're operating. Without doing away with CSRs, we may need to cut back. Rather than being as far forward as we're used to being, we'll leverage technology. Tools like the new DLA Service Readiness Dashboard give us quick visibility of trends that may be keeping readiness down. Our NAM teams are using this data to help prioritize, with input from the customer, what it is we focus on. We're trying to pinpoint those things that are most essential, where we can have the largest impact earlier and within the given resources.

That said, I'm a firm believer that we shouldn't get away from face-to-face communication. There's a lot of value in going over to Army Materiel Command or the Air Force's logistics centers and meeting people because that's how you build relationships. So while we'll be strengthening the virtual relationships we have with customers, we won't completely do away with face-to-face interaction like what we have at annual service-DLA days, for example.

How does DLA make sure warfighters know how to do business with the agency?

For our tactical customers who are out there working on repairs or ordering supplies for their units, we have the Customer Interaction Center, a 24/7 hotline in Battle Creek, Michigan, where agents are available to answer questions ranging from the status of an order to stock availability. It's also a

good place to get help if DLA systems are down and a customer needs to get a requisition in quickly.

Additionally, we have a training team in DLA Logistics Operations with instructors who go out and give unit training on FedMall, DLA's online ordering system, and other tools customers can use to track orders or get information on National Stock Numbers. Our customer and warfighter support representatives are also known to provide spontaneous training when they recognize a customer needs some help learning to use our systems. They'll even provide specialized training if a unit is about to head out on deployment so they know what DLA resources are available in the region they're heading to as well as how to get in contact with the appropriate people at DLA's major subordinate commands who are experts in commodities like food and fuel. Lastly, DLA offers academic courses at National Defense University and service leadership schools like the Army War College.

DLA was created to manage supplies for all the services. From spare parts to property disposal, we're here to support America's men and women in uniform, and we have a reputation for going the extra mile to meet warfighters' needs. Whether we're working with service members at the strategic or tactical level, the Military Service Support Division has a big role in facilitating success. 🇺🇸

For current news
and information about
what's happening around the
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Jack J. Adamyk

SERVICE READINESS DASHBOARD REAL-TIME RE



Story by Beth Reece

Of all the things that can stop a production line for aircraft engine repairs – not enough workers, lack of floor space, conflicting requirements – the Defense Logistics Agency controls one: material availability. Multiply that by the 30 to 40 production lines needed to fix an aircraft engine and the agency's stake in military readiness quickly grows.

DLA's Service Readiness Dashboard measures how well the agency does its part to keep production flowing. Created in March 2018 to provide near real-time reporting on readiness rates for key weapons systems, the online tool now includes metrics to measure DLA's support at military industrial sites like Anniston Army Depot and the Ogden Air Logistics Complex.

"This gives the services' leadership and ours a common operating picture of drivers that might be impacting a specific weapons system production line. Giving both service members and DLA employees access to the data we're tracking stimulates collaboration and helps ensure we're in sync with each other," said Pat Cihak, operations research analyst for DLA Logistics Operations' Metrics Integration Branch.

For operational readiness monitoring, each service determined

Sithon Lag, a welder at Marine Corps Logistics Base Barstow in California, uses an angle grinder to deburr metal on a vehicle during the rebuild process. DLA and military leaders get a real-time view of drivers that impact specific weapons systems production lines with the agency's Service Readiness Dashboard.

ADINESS

which weapons systems DLA included in the Dashboard. Three air and 10 ground systems were selected for the Army, for example. Systems are coded as green, amber or red depending on whether they're operational or out of service for reasons ranging from maintenance to parts.

The new industrial metrics help complete the readiness picture by focusing on production lines that relate to those key weapons systems, said Sean Ahrens, Metrics Integration Branch chief.

"Let's say we're looking at Army ground systems being repaired in the depots. We can pull up all the depot-reported industrial back orders, export

Artisans use DLA-procured parts to repair and upgrade crew capsules of Mine-Resistant Ambush-Protected All-Terrain Vehicles at Marine Corps Logistics Base Barstow in California.

the data into Excel and filter it any way we need to highlight critical line stoppers or oldest back orders," he said.

Before the Dashboard, DLA only tracked how many back orders it had for industrial support as a whole. Decision makers and planners didn't have easy access to data that indicated which back-ordered items were most important or which depot and production line needed them.

Since industrial metrics now allow the agency to quickly identify back-ordered items causing work stoppages on production lines as well as potential line stoppers, orders for those back-ordered items can be expedited, Ahrens said.

Fueled by information from DLA's Enterprise Data Warehouse and the services' supply systems, the Dashboard also tracks how much stock is available,



Jack J. Adamyk

Guadalupe Perez, heavy equipment mechanic at Marine Corps Logistics Base Barstow in California, tightens screws on a right axle drive of an Assault Amphibious Vehicle. DLA's Dashboard tracks available stock and estimated shipping dates in real time.

estimated shipping dates and even whether depots are ahead or behind on production schedules. And since users are viewing near-real time data, they can react quickly as issues emerge.

"That's a huge change because we used to wait until the end of the month to gather and analyze metrics, and that meant we were looking into problems that happened almost two months ago, saying 'Gee, I wish I'd known about that when it happened;



Keith Hayes



Artisans at the Navy's Fleet Readiness Center Southeast in Jacksonville, Florida, begin to reattach a T-6 Texan's wings. DLA's Dashboard helps logistic planners track the status of the agency's support to such aircraft, which is used to train Navy and Marine Corps pilots.

maybe I could've done something to fix it," Ahrens continued.

DLA officials want the Dashboard to be a tool service logisticians and even Defense Department leaders can rely on to quickly view the status of DLA's support. To prove it, the agency recently started using the Dashboard to track an additional 104 items the Army considers key readiness drivers.

"The goal is to keep a healthy stock of those items. We just built the list,

and mission availability is only at about 30% so we've got a way to go," Ahrens said. "And although only about 30% of those 104 items go to the 13 weapons systems the Army originally asked us to track, this is another way we can support the service's industrial efforts."

Weapons systems currently being tracked in the Dashboard were chosen by the services about two years ago as the Dashboard was developed. DLA is working with the services to revalidate whether those systems remain the most critical for combat power.

Future Dashboard enhancements will include an on-target inventory metric to assist supply planners in assessing stock levels. It will detail all items ordered for specific weapons systems for the past three years and show DLA stock levels for those items. Metrics that measure types and quantity of stock at military warehouses could also help logistics planners optimize stock levels at those

warehouses, particularly in cases where depots may be trying to save money by relying on stock stored off-site even though it can take days for parts to be shipped, Ahrens added.

Service leaders focused on overall readiness rates and tighter funding for new equipment will find valuable data on the Dashboard too, he said.

"If the Army is trying to get readiness rates for the M1 tank up to 80%, then fixing the ones sitting at the depot waiting for repairs means one more M1 in the plus category and one less down," he continued. "The money for brand-new systems is tight across the board."

The Dashboard shows DLA's commitment to being transparent and sharing data – good and bad – with warfighters.

"We're not worried about being a Fortune 500 company. We're 100% focused on doing our part to improve readiness rates," Ahrens said. 🇺🇸



SERVICE MEMBERS CAN GAIN ACCESS TO THE COMMON-ACCESS-CARD-ENABLED DASHBOARD BY CONTACTING THEIR NATIONAL ACCOUNT MANAGER.

DLA EMPLOYEES CAN ACCESS THE DASHBOARD AT

[HTTPS://ENTERPRISEDASHBOARD.DLA.MIL/DASHBOARD.](https://enterprisedashboard.dla.mil/dashboard)



TOOLS OF THE TRADE

Story by Beth Reece

“Where’s my stuff?” troops relentlessly want to know. Defense Logistics Agency customer support specialists like Mike Chapman are happy to find their answer, but true help is empowering customers to get it themselves.

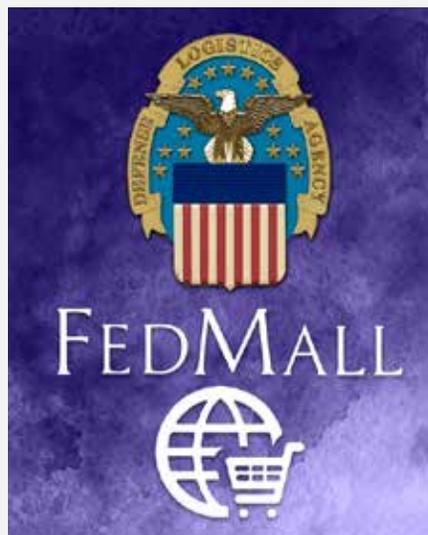
“Once they have a knowledge base on how to use our self-help tools, they can take care of their own questions rather quickly. I can’t tell you how many times our training folks have heard, ‘Gosh, if only I’d known that 10 years ago,’ or ‘Gosh, I wish I’d known that sooner,’” he said.

Chapman and his DLA Logistics Operations Training Team shows troops how to help themselves by instructing them on four primary resources: FedMall, WebFLIS, FED LOG and WebVLIPS. FedMall, the federal government’s online ordering system, gives users access to tens of millions of items from DLA and the General Services Administration, as well as commercial off-the-shelf products.

WebFLIS is the online Federal Logistics Information System. It contains over 15 million items and provides details such as National Stock Numbers, approved item names, part numbers, manufacturer data, physical and performance characteristics, and

more. Buyers can access the data electronically with a common access card or via FED LOG if they don’t have internet access. FED LOG is also available in DVD/CD format or for download at FedMall.

WebVLIPS, or Web Visual Logistics Information Processing System, is also CAC-enabled and allows users to track orders from the time they’re released into the Defense Department pipeline until the material is received and recorded by the unit of destination. The status and location are available for 60 days after transactions are completed.



The ordering process typically begins with WebFLIS or FED LOG, where users determine an item’s NSN, the 13-digit code assigned to every item repeatedly bought, stocked, used, distributed and disposed of through the federal supply system.

“Let’s say the customer has pulled a part off a piece of equipment and all the information he has is the manufacturer’s part number. He can use either of those tools to identify the part by NSN,” Chapman said.

WebFLIS data is updated four to six times a day, and changes to the system have made it more user-friendly than ever, he added.

Service members in supply and logistics get a brief introduction to DLA in their initial job training, but Chapman’s team extends their knowledge with hands-on training on the agency’s processes and systems through classroom instruction and distance learning with online courses and video teleconferences. Training is customized to customers’ needs.

“For example, we’ll pull data from a respective unit to figure out what their pain points are. If we know what kinds of calls they’re making to our Customer Interaction Center, we know what things they’re having



Courtesy Photo

Daren Campbell, a DLA customer support representative for Marines in Virginia and the Carolinas, familiarizes warfighters with DLA's self-help and ordering tools like FedMall.

difficulty with. Then we can tailor our training to them," Chapman said.

The CIC – at 1-877-DLA-CALL – is DLA's one-call resolution center, where callers get help with everything from placing orders to the availability of excess equipment managed by DLA Disposition Services. Agents take about 1,500 calls a day, 24/7, and while they exist solely to help customers, those who know how to use DLA's self-help tools can often find answers faster.

"A lot of times the customer is looking for some pretty basic information, and if they know how to use our systems, they can retrieve that data in seconds versus waiting for an escalated ticket to be processed," he added.

CIC agents try to educate callers on how to research easy questions on their own when the call volume is slow. Customer and warfighter support representatives co-located with troops also offer over-the-shoulder training on DLA's ordering systems and arrange formal training by Chapman's team if more in-depth instruction is needed. When DLA recognized U.S. aircraft maintainers at Royal Air Force Lakenheath, England, were repeatedly calling the CIC for assistance with order rejections, a trainer offered the unit on-site instruction.

"With rejected requisitions, customers usually don't know why they're being pushed back or whether the item is on back order," Chapman said, adding that FedMall users can input the NSN in DLA Orders and see why it's back ordered under Item Notes.

The DLA Orders page is available from FedMall's drop-down Tools tab. From there, users can navigate to Item Notes to see a list of substitutes, if any exist, for out-of-stock or obsolete items. These details aren't available in the customer order details, so it's important that users know about the DLA Orders and Item Notes sections of FedMall, he added.

SELF-HELP TOOLS

FedMall

www.fedmall.mil

DoD's online ordering system. Provides access to research and tracking tools.

WebFLIS

www.dla.mil/does/webflis

Provides essential information for supply items including National Stock Numbers, item names, part numbers, manufacturer data, physical and performance characteristics, and more.

FED LOG

www.dla.mil/does/FEDLOG

Provides access to WebFLIS data when internet access is unavailable.

WebVLIPS

www.transactionservices.dla.mil/daashome/webvlips

Allows users to track orders from the time they're released into the DoD pipeline until they're receipted by the unit of destination.

Reutilization, Transfer or Donation Program

www.dla.mil/DispositionServices/DDSR/PropertySearch

DLA Disposition Services' tool for finding and acquiring excess material without paying shipping costs.

DLA Handbook

www.dla.mil/CustomerSupport/Resources/Communications

A comprehensive guide for working with DLA. Includes contact information, program details, code descriptions, guidance on procedures and more.

U.S. Transportation Command's IGC

<https://www.igc.ustranscom.mil/igc>

Global database that combines DLA and USTRANSCOM data. Good for tracking status of "frustrated" cargo that's mislabeled and not traceable in WebVLIPS.

"I've seen where people have ordered the same NSN five or six times because it was rejected, but had they just looked in the right section they'd have found the NSN for a replacement for the item," he continued.

Customers who can't find the status of their supplies in DLA systems may want to check U.S. Transportation Command's IGC, a global database that combines DLA and USTRANSCOM data, said Tom Bruns, chief of DLA Logistics Operations' portfolio program support. "Frustrated" cargo that's mislabeled, for example, is tracked in the IGC but not WebVLIPS.

Customers ordering material that's out of stock or delayed by long production times may also want to search for it in DLA Disposition Services' Reutilization, Transfer or Donation Program.

"This program is a huge benefit because it saves taxpayers' dollars and reduces customer wait-time," said Daren Campbell, customer support representative for Marines in Virginia and the Carolinas.

Though material is considered excess, it's often brand-new, he added. DLA also pays to ship the items.

Bruns, who queries customers to determine what problems they're having with DLA's self-help tools and online training, acknowledged that FedMall, WebFLIS, FED LOG and WebVLIPS each have their own look and feel. And that can throw some customers off.

"The tools aren't built on the same type of platform, so while customers may know how to use a particular tool, when they switch over to another tool they have to learn a whole new language and capability. It's not like going from an Amazon-like site to

another Amazon-like site," he said, adding that the more a customer uses DLA's self-help tools, the more intuitive they become.

One tool all customers agree on is the DLA Customer Assistance Handbook, which includes contact information for representatives at all

of the agency's locations and supply chains, a list of Federal Supply Class assignments, code descriptions, acronyms and other resources.

"They love it," Bruns said. "Many customers prefer to have it in hardcopy so they can earmark it and write notes on the sides." 📄

DEFENSE LOGISTICS AGENCY
CUSTOMER INTERACTION CENTER

Dedicated professional staff available
24 hours a day, 7 days a week including government holidays

CUSTOMER CONTACT METHODS

E-mail:
dlacontactcenter@dla.mil

Toll Free:
1-877-DLA-CALL
1-877-352-2255

Commercial:
269-704-7921

Commercial Fax:
269-704-7930

DSN CONUS AND OCONUS:
877-352-2252

For dialing questions, contact your local switch operator or email our support office with your full DSN number and prefix.

Your "one-call resolution" center
for all logistics issues from acquisition to disposition.

Visit us at www.dla.mil/CustomerSupport.

The DLA Customer Assistance Handbook is updated every six months and can be downloaded at www.dla.mil/CustomerSupport/Resources/Communications.

Customers can view descriptions of courses provided by the DLA Logistics Operations Training Team at www.dla.mil/HQ/LogisticsOperations/TrainingandReferenceCourseDescriptions or call 269-961-4829 for more information.

I AM

DLA



My name is:

Jared Grimshaw

I am:

A property disposal specialist for DLA Disposition Services.

Describe your job in a sentence:

I work side by side with our customers, providing program oversight, training, guidance and solicitation of the incredible services that DLA Disposition Services has to offer. Finding unique and innovative ideas to better serve my customers is both challenging and fun, and brings fulfillment and reward.

How long have you worked for DLA?

I began working for DLA in 2012.

What is your favorite thing about working for DLA?

Having the daily opportunity to give toward something outside of and much bigger than myself. Knowing that through my efforts and the work I accomplish, I become a single piece of the integral puzzle that encompasses the good that we do here. Providing medical supplies to agencies saving lives, equipping volunteer firefighters with equipment they wouldn't otherwise have money for and, most importantly, aiding and assisting our service members in capacities that I may never even have purview to. Never having served myself and being so appreciative of those who have, this is one way for me to give back.

What are your best memories of working here?

I have many, but one that comes to mind was receiving a heartfelt "thank you" and a photograph from one of my Computers for Learning Program [provides information technology equipment to schools] customers that captured young students hard at work, enjoying their new fully equipped computer lab, provisioned simply and entirely because a handful of people decided to come to work each day.

How do you make a difference?

By doing the opposite of what we've all been told. I bring my personal life to work with me each day. I wear the badge of honor of my beautiful and amazing wife on my sleeve. Letting my children's indescribably adorable faces translate through my speech when speaking to others and trying to love my neighbor as myself.



Jared Grimshaw