

Dimensions

Defense Logistics Agency
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DLA names first members to Hall of Fame



DLA: A work force of world class professionals

by Lt. Gen. Henry T. Glisson
Director
Defense Logistics Agency

Not a day goes by that I am not reminded of what a great work force we have in DLA. Whether it's supporting our Armed Forces in Bosnia or creating new innovative business practices, DLA's work force has world class leader status.

Everywhere you look throughout the agency, people, programs, and organizations are being recognized for excellence. Just look at the past couple of months: DoD submitted four DLA organizations as its nominees in the President's Quality Award Program; four DLA initiatives were selected as "Hammer Award" recipients; the Defense Logistics Information Service Central Contractor Registry and the Joint Electronic Commerce Program Office's DoD electronic mall were cited by the Deputy Secretary of Defense as two examples of Defense Reform Initiative successes; two DLA officers were selected as Acquisition Commanders of the Year by the Assistant Secretary of the Army (RD&A); two of our Senior Executive

Based on the continued achievements of our work force...I know we will continue to have great role models and leaders to take us into the 21st century.

Service members were selected for DoD Distinguished Service Awards and most recently a DLA staff officer received a special act award for humanitarian support in response to Hurricane Georges damage. These are just a few of the many outstanding success stories I see every day. There are others highlighted in this issue and we're so very proud of them all.

This agency has also been blessed with outstanding people throughout its history. In an effort to recognize those responsible for our success, we recently established the DLA Hall of Fame. Our initial inductees span virtually the history of our agency and represent the values, ethos, dedication to duty and achievement we all strive to emulate. They helped pave the road to the future and gave us the great reputation, heritage and traditions we enjoy today and continue to build on. Our first five inductees truly were the "best of the best" and it was an honor to be able to say thank you on behalf of a grateful agency for their many contributions to the nation.

From our most junior employees to our senior leaders — our Agency is filled with winners. I wish I could cite everyone who has done so much to make a difference in DLA. Based on the achievements of this great work force, I know we will continue to have great role models and leaders to take us into the 21st century. Their names will proudly join the ranks of McNamara, Hudson, Gordon, Kabeiseman, and Cassell someday. Keep up the super work!

On a sad note, I know I speak for everyone in DLA in expressing our deepest sympathy to the Bradley family on the recent death of Col.



Gary Bradley in Tunisia. Gary was a great soldier, leader, friend, father and husband whose love of country and the Army inspired us all. His friendship and many contributions will not be soon forgotten. We will miss him in our ranks. I would ask that each of us keep his family in our thoughts and prayers.

Along with our many successes we continue to have our daily challenges to tackle. Year 2000 (Y2K) computer changes and information assurance continue to be among our top priorities in the coming months. Our Corporate Information Office, in coordination with the DLA Information Technology Management Team, is orchestrating our compliance and action plans. Much needs to be done in a short period of time. Nothing is more critical. I ask everyone to ensure we complete all the tasks on time. Our ability to support DoD depends on it!

Henry T. Glisson

DLA opens Hall of Fame: First director among inductees

The Defense Logistics Agency has named the first five members for its new Hall of Fame.

Army Lt. Gen. Henry T. Glisson, DLA director, established the Hall of Fame to honor the people who have supported the readiness and sustainability of the Armed Forces since the agency's inception in 1961. The five inductees' service spans nearly all of DLA's more than 37 years of existence.

The induction ceremony was held Sept. 11 in DLA's main auditorium. Various agency activities submitted nominations, which were rated by a 14-person selection board. The board was made up of representatives from the various DLA business areas and primary level field activities.

The inductees are the following:

Army Lt. Gen. Andrew T. McNamara,
Director, 1961-1964

William J. Cassell
Comptroller, 1973-1989

William V. Gordon
Executive director, Contract Management, 1979-1994

Anthony W. Hudson
Staff director, Personnel, 1977-1992

Karl W. Kabeiseman
General Counsel, 1974-1994

Cassell, Gordon and Kabeiseman are being inducted posthumously; family members were on hand for the ceremony.

"I'm gratified by the panel's selection of these five outstanding public servants," Glisson said. "Their



(From left to right) Army Lt. Gen. Andrew T. McNamara, Kate Hartman, Defense Logistics Agency Director Army Lt. Gen. Henry T. Glisson, Anthony Hudson, Ellen Gordon and Steve Crane at awards ceremony.

distinguished leadership set an example of excellence to which we can all still aspire. Considered legends around the agency, I think it fitting that they are the inaugural inductees to the new DLA Hall of Fame."

During the ceremony, Glisson said that today it felt great to be a part of DLA. "This is a special day for special people. Today we honor some great Americans as well as great patriots. We need to take pause and recognize some of those people whose accomplishments make us what we are.

"We have a great legacy and our inductees are largely responsible for that. They set the standards and values for DLA today. Day in and day out, with no fanfare, under adverse conditions, they worked through it and met the needs of our armed forces. When they were needed, they were there. Their actions inspired many people. They left behind respect and admira-

tion, and left a good organization to build on. They left us every reason to be proud."

Glisson presented each inductee, three represented by family members, with a medal and plaque.

Cassell, who passed away in 1989, was represented by his son-in-law, Steve Crane.

"He was a very gentle gentleman," Crane said. "The essence of his leadership spreads wide. The one characteristic this agency benefits from in its remembrance of Bill Cassell is the simple characteristics of integrity."

He read a poem from M.H. McGee. "Integrity is one of several paths. It distinguishes itself from the others because it is the right path and the only one upon which you will never get lost."

Gordon passed away in 1994, soon

after retiring from DLA. His daughter Ellen Gordon accepted for him.

“My dad always said get to work early, leave late and make the boss look good,” Gordon said. “He used to say there is no limit to what you can accomplish if you don’t care who takes the credit for it. My family and I are thankful that you are honoring my dad. It makes us feel good knowing others are remembering our dad too.”

Hudson became a minister upon retirement. He graduated from the Wesley Theological Seminary and American University in May 1995 and is an ordained minister in the United Church of Christ.

“I am humbled, honored and grateful,” Hudson said. “I’m humbled by the statue of the others being inducted today. I was interviewed by Bill Cassell, Bill Gordon and Karl Kabeiseman in 1977. I was wearing a beard and that was kind of unusual then. Bill (Gordon) said to me, do you always wear that beard. I said, do you always wear that bow tie and brown sweater. He said that it comes with the package and I guess that the beard is part of your package. We got along great after that.

“I’m also grateful for the opportunity to have been here at DLA. I always had a sense of purpose and was respected. To the people who worked for me, know this—where my name is, your efforts are recognized.”

Kabeiseman’s daughter Kate Hartman represented him. He passed away in 1995.

“My family thanks you for this honor,” Hartman said. “I am touched that you chose to honor my father’s memory. Dad would be embarrassed by all of the fuss. He would say he just did his job and did it the only way he knew how. But he would be very appreciative. He loved his job and was passionate about DLA and its mission. He was inspired by the people he worked with.”

McNamara, referring to his

appointment at the first DLA director, said, “You’d have thought they could have found someone else. In those early days, we produced a good, substantial and necessary organization. The future of an organization as well

staffed as this, I see nothing but friendship, health and future and great growth for all of you. I’m so pleased I had a part in it.”

Inductee Profiles

Army Lt. Gen. Andrew T. McNamara, director, 1961-1964

As its first director, McNamara created a joint logistics agency from scratch. Under his skilled leadership, the agency achieved significant savings in time, money and personnel through rapid standardization of the items it managed. He honed his skills and leadership traits through his service in various theaters in World War II and as Quartermaster General, where he was responsible for providing food and clothing for all the Armed Forces. McNamara lives near Fort Belvoir and is a frequent participant in DLA activities. He continues to provide counsel to the agency’s senior leadership.



William J. Cassell, comptroller, 1973-1989



As comptroller, Cassell was DLA’s senior civilian. He was recognized for his leadership in developing and managing the agency’s operating budget that exceeded \$13 billion annually. Cassell conceived of the idea to establish a central finance organization. Under his personal direction, DLA primary level field activities began transferring financing and accounting operations and personnel to the DLA Finance Center in 88. The concept was later adopted throughout DoD and became the Defense Finance and Accounting Service.

William V. Gordon, executive director, Contract Management, 1979-1994

During his service within DLA’s Contract Management Directorate, the predecessor to the Defense Contract Management Command, Gordon was instrumental in strengthening programs designed to monitor the cost effectiveness of contractor purchasing system, contract insurance and pension programs, and contractor automated data processing equipment programs. He aggressively supported the establishment of formal cost monitoring programs at major defense contract facilities and effectively guided the performance of in-depth contractor overhead reviews conducted on select major systems acquisitions.



Anthony W. Hudson, staff director, Personnel, 1977-1992



As staff director for Personnel, Hudson was personally instrumental in developing a more collaborative relationship with the agency-wide labor

organization and was the chief architect of the Master Labor Agreement covering most DLA employees. The negotiation of the first agency-wide collective bargaining agreement represented a milestone in DLA's history. Hudson was also known for his aggressive application of affirmative action concepts and provided the leadership needed to create the first Federal Equal Opportunity Recruitment Program.

Karl W. Kabeiseman, general counsel, 1974-1994

As general counsel, Kabeiseman helped lead the first major reorganization of DLA in its history. In the 1980s, he was instrumental in developing the model Fraud Program, which



had a wide-ranging impact on contractor integrity programs throughout DoD. He also piloted the concept of special fraud remedies units. In addition, Kabeiseman implemented an ethics program and effective enforcement process that are still in use. During his career, he encouraged all DLA lawyers to be vigorous advocates for their clients, to serve as the conscience of the agency and to act responsibly as public officials.

History of the Defense Logistics Agency



The origins of the Defense Logistics Agency date back to World War II when America's huge military buildup required the rapid procurement of vast amounts of munitions and supplies. After the war, a presidential commission headed by former President Herbert Hoover recommended centralizing management of common military logistics support and introducing uniform financial management practices. Integrated management of supplies and services began in 1952 with the establishment of a joint Army-Navy-Air Force Support Center to control identification of supply items. For the first time, all the military services bought, stored, and issued items using a common nomenclature. DoD and the services defined the materiel that would be managed on an integrated basis as "consumables," meaning supplies that are not repairable or are consumed in normal use. Consumable items, also called commodities, were assigned to one military service to manage for all the services.

In the mid 1950s, commodity manager agencies (called "single managers") were established to buy, store and issue supplies, manage inventories and forecast requirements. The Army managed food and clothing; the Navy managed medical supplies, petroleum and industrial parts; and the Air Force managed electronic items. In each category, the single manager was able to reduce its investment by centralizing wholesale

stocks and simplify the supply process by persuading the services to adopt the same standard items.

The single manager concept, though successful, did not provide the uniform procedures recommended by the Hoover Commission. Each single manager operated under the procedures of its parent service, and customers had to use as many sets of procedures as there were commodity managers. In 1961, Secretary of Defense Robert McNamara ordered that the single manager agencies be consolidated into one agency. The Defense Supply Agency was established on Oct. 1, 1961, and began operations on Jan. 1, 1962. Eight single-manager agencies became DSA supply centers.

In 1965, DoD consolidated most of the contract administration activities of the military services to avoid duplication of effort and provide uniform procedures in administering contracts. Officials established the Defense Contract Administration Services within DSA to manage the consolidated functions. The agency's new contract administration mission gave it responsibility for the performance of most defense contractors.

The agency's responsibilities extended overseas when it assumed responsibility for defense overseas property disposal operations and worldwide procurement, management, and distribution of coal and

bulk petroleum products (1972) and worldwide management of food items for troop feeding and in support of commissaries (1973).

In recognition of 16 years of growth and expanded responsibilities, on Jan. 1, 1977, officials changed the name of the Defense Supply Agency to the Defense Logistics Agency (DLA). The Goldwater-Nichols Act of 1986 identified DLA as a combat support agency.

In 1988, the agency assumed management of the nation's stockpile of strategic materials from the General Services Administration. Soon after, DLA established the Defense National Stockpile Center as a primary level field activity.

In 1990, DoD directed that virtually all contract administration functions be consolidated within DLA. In response, the agency established the Defense Contract Management Command, absorbing its Defense Contract Administration Services into the new command.

Throughout the 1990s the agency continued its effort to eliminate managerial and stockage duplication, reduc-

ing overhead costs. In April 1990, DoD directed that all the distribution depots of the military services and DLA be consolidated into a single, unified materiel distribution system to reduce overhead and costs and designated DLA to manage it.

The consolidation began in October 1990 and was completed March 16, 1992.

The Base Realignment and Closure process, instituted in 1993, significantly affected the way the agency organized for its contract administration and supply distribution missions. Officials merged, realigned or closed several DLA primary level field activities. Also in response to BRAC, officials merged the former Defense Construction Supply Center Columbus, Ohio, and the former Defense Electronic Supply Center, Dayton, Ohio, to form the Defense Supply Center Columbus. In 1995, the DLA headquarters and the Defense Fuel Supply Center (renamed Defense Energy Support Center in January 1998) moved from Cameron Station in Alexandria, Va., to Fort Belvoir, Va.

DLA to open museum

The Defense Logistics Agency will open a new museum dedicated to the agency's 37-year history.

Construction of the DLA exhibit room, located on the second floor, overlooking the main entrance, in room 2501 will be completed at the end of October. The room, a converted conference room, will be open to employees and visitors and contain various artifacts and exhibits unique to DLA.

"Proud of our past," the overall theme of the room, will be displayed on the far wall. An original Defense Supply Agency emblem, the original name for DLA, will be prominently displayed under the sign.

"The history of this agency is a great one," DLA Director Army Lt. Gen. Henry T. Glisson said. "DLA has grown over the years and taken on many new missions. This museum will highlight many of those great initiatives. We can be proud of our past and look forward to a bright future."

According to DLA Historian Dr.

Janet A. McDonnell, other exhibits currently under consideration are "The Early Years of DLA," "Feeding Soldiers" and "Flag Making."

"The Early Years of DLA" will highlight the creation and formation of the DSA and possibly include the following items:

- ✓ DoD Annual Report for FY 61
- ✓ July-August 1962 issue of DSA's publication *The Review*
- ✓ Original 1963 memorandum from the Acting Administrative Assistant to the Secretary of Defense to Gordon Harris designating Oct. 1, 1961 as DSA's birthday
- ✓ Photographs from 1961
- ✓ DSA medallion

"Feeding the Soldiers" exhibit will trace the evolution of military subsistence from the Revolutionary War to the present. The exhibit will illustrate the growing complexity of feeding soldiers and highlight the vast improvements that have been made. The exhibit will include the following:

- ✓ Revolutionary War items, such as a flask, knife and fork
- ✓ Civil War items, such as bag of beans, hard tack and canteen
- ✓ World War II items, such as a mess kit
- ✓ Vietnam War items
- ✓ Persian Gulf War items such as Meals-Ready-to-Eat

"The Flag Making" exhibit will highlight the design and embroidery of military flags by DLA's Defense Supply Center Philadelphia. It will include:

- ✓ Presidential Design Flag
- ✓ Photographs of the history of flag making
- ✓ Article from the DSA News May 18, 1973

In the future, exhibits from the Primary Level Field Activities may be displayed, according to McDonnell.

If anyone has artifacts they would like to donate to the museum, please contact McDonnell at DSN 427-5247 or (703) 767-5247.

DLA

Hall of Fame

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