



DDC *Review*



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The Legacy of Phyllis C. Campbell, SES ***DDC Deputy Commander 1998-2007***



One the cover:

Phyllis C. Campbell, Senior Executive Service, retired in March after nearly 41 years of federal service. Campbell served as DDC's deputy commander since 1998. In her honor, the Logistics Operations conference room at DDC headquarters was renamed the Campbell Room.

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DDC Review

Contents	Page
DDC NEWS	
Commander's Column.....	3
Auditors praise DDC's progress on implementing management system to protect employees, the environment.....	4
Course ensures proper handling of materials	4
DDSP A-76 commercial activities competition results announced.....	5
Continued praise for CGA training team.....	5
Eleven interns graduate from DLA Corporate Intern Program	6
DDSP offers on-the-floor experience to exchange participants.....	7
Sigonella celebrates successes in logistics	8
DDC Army Reserves gain enhanced knowledge of FEMA	9
Behavior Based Interviewing now at DDC	10
New Web page brings alternative dispute resolution methods straight to those who need it	11
DDC celebrates legacy of Martin Luther King Jr.....	11
Generations of women celebrate moving forward	12
Rousing ceremony commemorates Black History Month.....	14
DDYJ forklift wranglers show expert skill at the rodeo.....	15
DDC LEADERSHIP	
DDC Deputy Commander retires after 40-year career.....	16
Gonzales named deputy commander of Defense Distribution Center	18
Could compassion and collaboration be key to effective leadership?.....	19
DDC Chief of Staff addresses DLA leader development team	21
SUPPORTING THE WAR FIGHTER	
Albany team designs, builds shipping crates to support war fighting needs	22
DDYJ lieutenant supports logistics operations in Kuwait.....	22
DDC Customer Support Operations collaborating as Air Force transforms maintenance ..	23
DDTP's Addario and Francis commended for their role in saving customer millions of dollars	24
DDC conducts Air Force IMA Common Training Assembly.....	24
Reservist provides logistics support in Middle East.....	26
DDC INNOVATIONS	
DDRT begins its lean journey.....	27
Team-building training comes to Red River.....	28
DDSP Lean machine has a PIT Team.....	29
Units band together to defeat waste in shipping and receiving	30
DDC SPOTLIGHT	
Inventory Integrity Team and Accountable Officers win DLA Team Performance Award.....	31
DDPH's Eustaquio one of DLA's 10 Outstanding Personnel of the Year	31
DDJC's Villa receives Ten Outstanding DLA Personnel of the Year Award.....	32
DDSI's Cordeiro wins DLA Leadership Award - Tier IV	33
DDJC's Travis receives the Most Approved Suggestions Award from DLA	34
DDMA's Clement named DDC Employee of the Quarter	35
DDYJ's Harada selected as DDC Employee of the Quarter	36
DDRV MEO Development Team selected as DDC Team of the Quarter	36
DDMA's Garrison nominated as DLA Company Grade Officer of the Quarter	37
DDJC awarded prestigious CAPE Gold.....	38
Thompson joins DDC Reserve Office after tour in Iraq.....	38
DDYJ employee finds himself at the right place, right time, doing the right thing	39
IN THE COMMUNITY	
DDC employee helps save life	40
DDPW employees assist in area cleanup.....	41
SHARING THE DDC STORY	
DLA Director visits DDDK, MSO-K	42
DDYJ hosts JMSDF 4th Maritime Service School	42
SDDC Commander visits Defense Distribution Depot Korea	43
Saudi Delegation visits center to see how logistic support is provided to war fighters	43

DDC Commander's Column

By BG Lynn Collyar, United States Army

As you read this, I will be in Southwest Asia, or SWA, leading a team evaluating mapping and the strategic and operational distribution process to determine if it can be streamlined. This continuous process improvement is vital to our Warfighters in theater.

To accomplish this mission, DDC is leading a team that includes DLA Headquarters, the U.S. Transportation Command, the Joint Staff, the Army Staff, and the Army Materiel Command.

Our goal is to optimize theater distribution in the Central Command Area of Responsibility. We will conduct an analysis of major theater receipt, storage, and distribution nodes and processes in the CENTCOMAOR. We want to develop an implementation plan to consolidate and optimize operations, reduce the logistics footprint and cost, increase reliability, and improve the supply chain and customer support.

As we gather information, the team will work with CENTCOM to consolidate cargo streams from multiple sources and reduce transportations assets required to deliver the cargo. Ultimately, this will reduce handling and cost. We all want to deliver the right cargo to the right customer as quickly as possible.

Retrograde continues to be a challenge in the AOR. We need to improve the flow and identification of retrograde so that reusable materiel efficiently re-enters our wholesale system and we dispose of unusable materiel appropriately.

While we face a continually changing world, DDC has had a change of its own. All of you are aware that Phyllis C. Campbell, SES, retired after forty years of dedicated government service. She will be missed.

We are fortunate to have Twila Gonzales, SES, assume the role of Deputy Commander. Twila most recently served as DDC's Director of Distribution Re-engineering, overseeing one of our biggest challenges – the transitions required across DDC's storage and distribution network as a result of the

Base Realignment and Closure Act of 2005.

Another big challenge for DDC is the Defense Transportation Coordination Initiative. DDC continues to work with TRANSCOM as they aggressively pursue DTCI implementation. Centralizing management of DOD freight movements within the U.S. makes good business sense – current industry best business practices show this is achieved through partnership with a world-class services provider.

DTCI implementation will be conducted in three phases with the first phase being 18 of our distribution centers. The DTCI Program Management Office is working closely with DDC and the Services to conduct effective transition planning. The DTCI contract award is expected this summer.

At DLA Headquarters, Army Lt. Gen. Robert Dail, Director, is leaning forward to extend the enterprise. DLA and DDC are getting closer to the customer, continuously working to build trust, improve planning, and leverage our existing infrastructure. Using BRAC, we will capitalize on opportunities to improve Warfighter readiness at less total cost to DOD.

As leaders in DOD's logistics transformation, DLA and DDC want to deliver supply chain excellence everyday – forging end-to-end logistics support solutions that support the Warfighter by striking a balance between effectiveness, reliability, speed, visibility and cost.

The work you do each day is critical to that excellence. You are doing great things! But I challenge you to lean forward to explore new opportunities for excellence in Warfighter support. With 16 distribution center changes of command this summer, I look forward to meeting you and seeing your accomplishments first hand.

As always, I want to stress the importance of safety and healthy lifestyles. Safety is everyone's business. DDC cannot be its best without you, so we need you to think about health and safety every day.

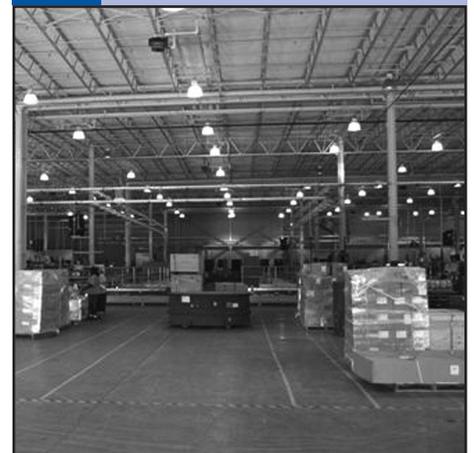
Keep up the good work!



16 Campbell Retires



22 Log Ops Support in Kuwait



27 Lean at DDRT

Auditors praise DDC's progress on implementing management system to protect employees, the environment

By Jessica Walter, APR, DDC Command Affairs

Defense Logistics Agency personnel commended the Defense Distribution Center for "excellent progress" in the implementation of DDC's Environmental, Safety and Occupational Health Management System during an audit conducted in January.

"The excellent progress that DDC has made in implementing the DDC [Environmental, Safety and Occupational Health Management System] and their being well-prepared for our audit impressed our on-site verification audit team," wrote DLA's Environmental Management Representative Jim Wozniak in a message accompanying the audit report provided to DDC.

"The purpose of the audit was to compare DDC's business practices with the policies and procedures outlined in our management system," explained DDC Environmental, Safety and Occupational Health Manager Mike Dobbs.

According to Dobbs, the management system outlines policies and procedures for identifying DDC's goals related to ensuring the safety of the workforce and the protection of the environment.

During the audit conducted at DDC headquarters in New Cumberland, Pa., the team from DLA identified numerous strengths of DDC's management system including universal compliance across DDC's global network of 26 distribution centers and the establishment of a web-based document control capability accessible by all component sites around the world.

The team was also impressed with DDC's integration of the management system objectives into the contract

planning process, strategic planning, and other business decisions, said Dobbs.

DDC's Environmental, Safety and Occupational Health Management System aims to improve the organization's overall support to America's war fighters by reducing risks to the workforce and pollution of the environment.

More information about the management system, including DDC's Environmental, Safety and Occupational Health Management System policy, is available at www.ddc.dla.mil/enviro-safety.



**DDC's Environmental,
Safety & Occupational Health
Management System**

**Protecting
our Employees**

**Protecting
the Environment**

www.ddc.dla.mil/enviro-safety

Course ensures proper handling of materials

DDC training course prepares Radiation Protection Officers for proper handling of materials

The Defense Distribution Center recently held a two-week qualification course that prepares radiation protection officers for the proper handling, storage and distribution of radioactive material.



Frank Prusha of Defense Distribution Depot Anniston, Ala., Dwayne Shy of Defense Distribution Depot Cherry Point, N.C., and Reginald Sayles of Defense Distribution Depot Susquehanna, Pa., prepare samples for radiation analysis during the training course.



Evelyn Pool (left) and Debbie Hooks (right) of Defense Distribution Depot Red River, Texas, along with DDC Alternate Radiation Safety Officer Dave Collins (center), conduct a radiation program audit as part of the numerous practical exercises incorporated into the training program.



Dave Collins, DDC Alternate Radiation Safety Officer assists Dwayne Shy of DDCN with the use of computer spreadsheets used to manage the DDC Radiation Protection Program.

DDSP A-76 commercial activities competition results announced

The Defense Logistics Agency announced in January that selected installation services support functions at Defense Distribution Depot Susquehanna, Pa., would continue to be performed by government workers.

The performance decision was made after a detailed study indicated it was more cost effective to retain the base operations there rather than contract them out to the private sector. The federal workers currently performing the base operations functions at DDSP redesigned and reduced the workforce, and competed as a government Most Efficient Organization. This decision will streamline operations and reduce costs at the installation. It does not affect the distribution center's mission of providing materiel to America's military forces.

The functions competed included facilities maintenance and repair; utilities systems operation, maintenance and repair; grounds maintenance and repair; equipment maintenance and repair; mail services; refuse, recycling, and hazardous material/hazardous waste services; and family housing.

This announcement culminates 22 months of public/private competition using the guidelines of Office of Management and Budget Circular A-76, "Performance of Commercial Activities." The A-76 competition process in OMB Circular A-76 establishes federal policy for deciding whether to retain recurring, commercial-like activities within the government, or contract them out to a private sector source. The guidance tells how to compare performance and cost related information to arrive at the best overall value for the taxpayer.

"I am convinced that DLA's competitive sourcing process results in the best structure to perform operations in support of America's war fighters" said Army

Maj. Gen. Bennie E. Williams, Director of Logistics Operations and Readiness, DLA. "The comprehensive A-76 process produces a more efficient and effective operation."

"This has been the culmination of months of hard work, critical analysis and extremely hard decisions, said DDSP Commanding Officer Navy Capt. James Naber. "Through it all, DDSP employees have continued to provide world-class support to our customers. This decision recognizes DDSP's Installation Services as the Most Efficient Organization in this competition and will allow us to retain our Civil Service workforce."

He continued, "Our operations have been restructured and business processes adapted to accommodate this new

organization and we feel confident in our ability to maintain the same high standards of performance to which our customers have become accustomed. My immediate emphasis is for the well being of DDSP employees and we will work together to ensure a smooth transition for our people."

DDSP is under the direct oversight of Defense Distribution Center. It is the eastern DLA Strategic Distribution Platform, with facilities at New Cumberland and Mechanicsburg, providing military and commercial repair parts, clothing and textiles, medical supplies and industrial and electronic components to military customers throughout the United States and the world.

Continued praise for CGA training team

By Jessica Walter, APR, DDC Command Affairs

The Defense Distribution Center Continuing Government Activity Training Team wrapped up a refresher training for the CGA at Defense Distribution Depot Barstow, Calif. in November.

"My CGA has had nothing but glowing praise for the instructors and the training they have received," said DDBC Director Andrew Konrady. "Since over 60 percent of my CGA has been on board less than a year, this training is an invaluable tool in performing the proper oversight functions of a CGA. I cannot say enough about the consultants from DDC Acquisition Management that presented this training."

DDBC was one of the first distribution centers to undergo the A-76 process, a competition that determines the best value for the taxpayer by examining the benefits of retaining mission work in-house or contracting the work out to a private sector source.

The CGA is a small group of government employees that remains in place to oversee the work of the performing activity.

The training team presented the DDBC CGA with an elephant-shaped statuette to symbolize the lesson in John Godfrey Saxe's poem "The Blind Man and the Elephant." The poem stresses the importance of gaining perspective by trying to see an issue from all sides.



CGA Training Team (from left to right): Annie Meeks, Chad Meeks, and James Norris.

Eleven interns graduate from DLA Corporate Intern Program

By Jessica Walter, APR, DDC Command Affairs

Eleven employees from the supply, contracting and information technology career fields graduated from the Defense Logistics Agency Corporate Intern Program during a ceremony held on the Defense Distribution Center installation in New Cumberland, Pa., Jan. 16.

“Today, we recognize an important program that is a key contributor to one of DLA’s Four Primary Focus Areas – Growth and Development,” said DDC Commander Army Brig. Gen. Lynn A. Collyar during the ceremony.

“The DLA Corporate Intern Program is a tremendous opportunity to shape the workers of today into the leaders of tomorrow,” Collyar continued.

The two-year DLA Corporate Intern Program is designed to train entry-level personnel for subsequent advancement in various DLA career fields including supply, information technology, contracting, property disposal, accounting, environmental, and quality assurance.

During the program, the interns participated in rotational assignments, cross training, on-the-job assignments and formal training – experiences the graduates considered instrumental in the enrichment of their careers at DLA.

“The program has allowed me to see how DLA works as a whole, and how what we do fits into DLA’s overall mission,” said IT intern Mike Sohomuch.

Fellow IT intern Justin Drawbaugh agreed. “I now have a better vision of DLA and our mission and goals after two years of being an intern. The program was a wonderful experience for me.”

“The overall design of the DLA Corporate Intern Program showed me the big picture of DLA and our impact on the war fighter,” said supply intern Joe Rutkowski.

“This helped us better understand the

customer, the enterprise, and work with the other areas more effectively,” added IT intern Vincent Blackwell.

According to the interns, they were not only impressed by the program’s ability to show them how each part of the enterprise operated, but also in the rewarding opportunities they received.

For many of the supply interns, their work on the Swarm project to improve inventory accuracy at Defense Distribution Depot Warner Robins, Ga., is most memorable because of the tremendous impact they were able to make on DDWG’s capability to support America’s war fighters.

“My most meaningful accomplishment is participating in the Swarm project in Warner Robins, Ga. It was an extraordinary learning experience that helped me understand the hard work and the important mission of all the men and women working at DDC distribution centers,” said supply intern Alex Ramirez.

“I enjoyed having the opportunity to learn while making a positive impact at the same time,” said supply intern Shannon Fry of the Swarm project.

Jose Abreu, also a supply intern, said working on the Swarm project at DDWG

gave him valuable insight. “I was directly involved in the mission and was able to see first hand one critical aspect of the supply chain.”

Supply intern Shannon Lukins found contributing to an effective team to be her most rewarding experience during her time in the program. “I am very proud of being a part of the many daily activities and challenges faced by my team and having the opportunity to contribute. Knowing that you have the opportunity to affect a much greater challenge is rewarding.”

Collyar urged the graduates to embrace the job satisfaction DLA employment provides. “If we look at our ultimate customer as the Soldier, Airman, Sailor, or Marine that may be in a combat zone, that should be all the motivation any of us needs to work as hard as we can to ensure that they are fully supported. It’s a very solidifying mission.”

Contracting intern Cheley Auguste shared Collyar’s sentiment. “It is a good feeling knowing that we are supporting the war fighters, and there is nothing more important and rewarding than that.”

Laura Fritz, supply intern, was part of a team that traveled to Kuwait to do an



DLA Corporate Intern Graduates, back row (left to right): Mike Sohomuch, Vincent Blackwell, Justin Drawbaugh, Jose Abreu, Joe Rutkowski, and Alex Ramirez. Front row (left to right): Shannon Fry, Cheley Auguste, DDC Commander Army Brig. Gen. Collyar, Laura Fritz, and Shannon Lukins. Not pictured: Lynn Robertson.

assessment of DSS, DDC's warehousing and transportation system. "It was an amazing experience that put me face-to-face with DLA's customers and gave me an appreciation for the struggles an austere environment creates," she said. "Being that close to the war fighters made me realize the importance of having the right item at the right place at the right time."

Defense Training Center - Columbus Career Program Branch Chief Pam Latker who oversees the Corporate Intern Program addressed the graduates during the ceremony, commending them on their accomplishments. "You have stepped up to the challenge with an eagerness to learn, a thirst for knowledge, and a commitment to the enterprise. You now have the skills necessary to function in an integrated logistics environment," said Latker.

Latker also posed a challenge to each of the graduates: "Look up, look forward, and look ahead – because that's where you're headed."

IT intern Lynn Robertson found DLA's commitment to the program encouraging. "The Corporate Intern Program is one bit of evidence of how much DLA is willing to invest in the future and the continued success of the organization."

Lukins commended DDC Intern Program Manager Mike Hasuga for his role in the professional development of each DDC intern. "He has encouraged us to challenge our strengths both in the classroom and on the job. He has been both a professional sounding board and a source of sage advice."

Blackwell was impressed by "the excellent educational opportunities, the exceptional level of command interest and support, and the chance to make so many contacts throughout the organization."

Abreu considered the program to be "one of the best educational and professional opportunities available." He added, "Without any doubts, I would definitely do it all over again."

Robertson added, "I would highly recommend an internship to anyone interested in pursuing a career with DLA."

DDSP offers on-the-floor experience to exchange participants

By Sherre Mitten-Bell, DDSP Public Affairs

The first three participants in the Defense Logistics Agency/Defense Distribution Center Exchange Program experienced first-hand the operations at the distribution center level where supplies for war fighters are received, stored, and shipped around the globe.

The ideal site for these employees to see the mission outside an office was on-the-floor at the Defense Distribution Depot Susquehanna, Pa., DLA's largest strategic distribution platform.

Part of the experience for Renea Burns, Valli Lampkin, and Stephanie Easter was walking for miles in their safety shoes through the 1.7 million square-foot Eastern Distribution Center, and its other associated warehouses.

After receiving a command and safety overview Nov. 13, they spent the next day studying operation processes in Receiving. They also spent a day each in Stow and Pick, Transportation and Systems/Planning to round out their first week in the program. Their final week will be spent with the DDC Headquarters staff at New Cumberland.

The three employees were impressed with the scope of work involved in the distribution process and grateful to see

exactly how their jobs relate and support the workforce at the distribution center.

"People appear as numbers in statistics, then you see what they do each day and they become real," said Easter, who works for the Resources and Requirements Office.

Lampkin, who works for the DLA Transportation Policy Office, found that seeing the policy and procedures executed at the ground level was helpful.

"Book knowledge is good, but seeing the process in place was impressive," she said.

"Materiel appears as numbers in statistics but once you physically see the amount of frustrated stock and amount of returning retrograde materiel from Southwest Asia it becomes real, especially when my objective is to assist the military services in supporting the BRAC mandate by reducing the inventory stored within the DLA depots," said Burns, who works in the DLA Materiel Accountability and Distribution Policy Office.

All three agreed that the experience was well worth the walking required and are thankful to everyone who exchanged information and shared time with them along their way.



Three employees from Defense Logistics Agency Headquarters received first-hand experience of how their jobs impacts employees at the depot level through the DLA and Defense Distribution Center exchange program. Pictured, from left to right, are Renea Burns, Valli Lampkin and Stephanie Easter.

Sigonella celebrates successes in logistics

By Cmdr. Mark E. Semmler, commander, Defense Distribution Depot Sigonella, Italy

Defense Distribution Depot Sigonella, Italy, hosted a ceremony Dec. 21, to recognize the efforts and accomplishments of the logistics community in Sigonella. Representatives from a number of the logistics community members in Sigonella took the opportunity to highlight specific successes.

Of particular note was the establishment of the Navy Logistics Working Group, staffed by representatives from multiple organizations, including Navy Region Europe, Commander Task Force 63, Fleet and Industrial Supply Center Sigonella, Naval Air Station Sigonella and DDSI.

The logistics community leverages the NLWG to effect change. A key benefit has been the creation of a forum with an open channel of communication for discussing and resolving issues that affect the region. This medium is not only the workbench for crafting logistics solutions in the Mediterranean, but it has also fostered a strong and effective working relationship among the key logistics partners in Europe, forging a new level of trust among participants.

Among the successes of the logistics community has been an initiative for the installation of radio frequency identifiers throughout seaports in southern Europe. This initiative has enhanced asset visibility and streamlined the requisition process. There has also been a reduction in the number of redundancies, improving support for deployed units. For example, one activity, FISC Sigonella, coordinates requisitions for all the commodities available in theater. Another is a consolidated shipping



Members of the logistics community in the Sigonella area received plaques at a ceremony Dec. 6, commemorating their efforts to improve logistics support to the war fighter. From left to right are Navy Lt. Cmdr. Doug Harold, supply officer, Naval Air Station Sigonella, Navy Cmdr. Mark E. Semmler, commander, Defense Distribution Depot Sigonella, Navy Capt. Joe Stuyvesant, commanding officer, Naval Air Station Sigonella, Navy Capt. John Camuso, commanding officer, Fleet and Industrial Supply Center Sigonella and Navy Cmdr. Charles Huff, air terminal officer, Naval Air Station Sigonella.

and distribution point at DDSI. This consolidation initiative has enhanced timeliness and responsiveness.

Another initiative has been the creation of a joint customer service office in Sigonella. Physically located at DDSI, the Consolidated Customer Service Center has significantly reduced the need for units to call multiple activities for logistics support answers. Manned by representatives from the air station's supply department, the fleet and industrial supply center, and DDSI, the customer service center partnering effort successfully merged the extensive expertise, as well as the physical locations, of three different customer service branches into one convenient source for logistics support.

Three specialized databases, the Global Air Transportation Execution System, the Distribution Standard System, and the Uniform Automated Data Processing System for Stock Points, commonly used by members of the Consolidated Customer Service Center, were also centralized. This

effort effectively provides customers with enhanced in-transit visibility, timely responses to information and expediting requests, and on-going continuous improvement of logistics processes.

Another success that has enhanced timeliness and responsiveness is a Consolidated Cargo On Hand Report. This report greatly improves theater materiel movement and visibility. Consolidated reporting is answering customer inquiries on a daily basis without a phone call. However, with the occasional exception to the program, the Consolidated Customer Service Center is where phone call solutions are immediately sourced and plans amended.

Achievements gained through cargo consolidation and the Consolidated Cargo On Hand Report include accurate inventories, flexibility for employing multimodal conveyance, improved responsiveness, guaranteed deliverability, and in-transit visibility to the customer. Improved performance levels have been achieved

through the entire transportation pipeline. This performance improvement has reduced customer wait time, transportation costs, and has positioned Sigonella for supporting contingency operations in the region.

Finally, the improved collaborative process of the logistics community significantly came together to deliver products and services to afloat units deployed throughout the Sixth Fleet and into the Fifth Fleet areas of operation, as well as, support for Operations Enduring and Iraqi Freedom, the Global War on Terror, as well as other contingency operations including Joint Task Force Lebanon.

With Sigonella as the “Hub of the Mediterranean,” there was immediate logistics response for the USS Eisenhower, USS Enterprise, and USS George Washington Carrier Strike Groups, the USS Iwo Jima Expeditionary Strike Group, and the USS Elrod/USS Ross Surface Action Group. The Sigonella logistics community executed timely movement of material to areas of re-supply, including Naples for in-port replenishment, Augusta Bay for Combat Logistics Force transshipping, and loading high priority material and morale-boosting mail onto aircraft assets at the NAS Sigonella Air Terminal. Support for Joint Task Force Lebanon included moving essential material and providing contracting services for both deployed units and American citizens being evacuated to Cyprus.

The individual Sigonella organizations represented have truly looked beyond individual benefit at the expense of the whole, to find customer solutions that support the war fighter in the most cost effective manner. Perhaps it is Sigonella’s close-knit community or the influence of the Italian emphasis on relationship and family that has fostered the heightened sense of teamwork. Either way, the unity forged at the foot of Mt. Etna has had a significantly positive

impact on customer support in the Mediterranean, and beyond.

“Believe it or not, this concept of teamwork is not universal,” said Navy Capt. John Camuso, commanding officer, Fleet and Industrial Supply Center Sigonella and former commander of Defense Distribution Depot Sigonella, Italy. “Sigonella is leading the way in this method of support. What we do here, as a matter of culture, is not practiced everywhere.

“It is our collective spirits of cooperation and collaboration that facilitate the wonderful accomplishments we enjoy and celebrate today,” Camuso added.

Navy Capt. Joseph Stuyvesant, commanding officer, Naval Air Station Sigonella, was the gathering’s honored guest and presented plaques to each of four logistics partners in Sigonella. Receiving plaques were Camuso representing the FISC, Navy Cmdr. Charles Huff representing NAS Sigonella’s Air Terminal, Navy Lt. Cmdr. Doug Harold, representing NAS Sigonella’s Supply Department and Navy Cmdr. Mark E. Semmler, commander, Defense Distribution Depot Sigonella, Italy.

At the conclusion of the ceremony the guests joined Stuyvesant for a ceremonial cake cutting and refreshments.

DDC Army Reserves gain enhanced knowledge of FEMA

By Jose Abreu, DDC Reserve/Mobilization Office

The Federal Emergency Management Agency, or FEMA, and the Defense Logistics Agency entered into a collaborative partnership through an Interagency Agreement to optimize the planning, ordering, and replenishment

of certain FEMA-requested commodities, and develop a road map for larger scaled supply chain initiatives.

The Defense Distribution Center Reserve/Mobilization Office has set aside a team of about 20 reservists known as the Crisis Action Team. The team, which rotates annually, is composed of Army, Navy, and Air Force Reserves who hold Annual Training Orders on hand and whose mission is to deploy on a moment’s notice in support of disaster relief operations.

In late 2006, the DDC Army Reserve Team, led by Army Reserve Col. Joseph Brown, participated in Emergency Preparedness Training to acquire an enhanced understanding of FEMA operations and the important role they would play in the event of a disaster.

The instructor for the training was Jose Lopez who is a Supervisor Logistics Management Specialist with FEMA. Lopez is also a Lieutenant Colonel on the DDC Army Reserve Team.

“This training provided my soldiers and me with a good understanding of how FEMA operates,” said Brown. “Now that we understand the role of FEMA and the Crisis Action Team we are ready, willing and able to support any mission that may arise.”



Emergency preparedness training was held at the Army Reserve Center in New Cumberland, Pa.

Behavior Based Interviewing now at DDC

By Polly Charbonneau, DDC Command Affairs

Behavior Based Interviewing, or BBI, is a tool now being used by the Defense Logistics Agency and the Defense Distribution Center to find, attract, and select the people with the right mix of knowledge and performance skills. Renee P. Gilman, Defense Supply Center Richmond Certified BBI Instructor, recently provided DDC employees with an overview of BBI.

Gilman said BBI gives selecting officials a rounder view of applicants. She said that people who fit both the job and the organization are likely to stay longer and contribute more to organizational success.

A BBI interview allows selecting officials to focus on key behaviors, skills, actions and core competencies. Essential technical skills will be evaluated, but BBI stresses performance skills.

Gilman said the BBI process starts with selecting officials answering 168 questions

about the position they have open. The answers are evaluated and totaled by BBI software and the program provides questions for the interviewer to ask. This way, Gilman said, all applicants are also asked the same questions, which minimizes bias and treats candidates more fairly.

The BBI process, Gilman said, allows selecting officials to identify areas of greatest importance before the interview. It also requires applicants to really think about the questions and how their experience relates to the job opening.

The questions allow selecting officials to assess many applicant skills and qualities including poise, ability to communicate, problem solving, ability to handle difficult situations, ability to focus and summarize, and a person's priorities.

A BBI question might be, "Describe an instance where you dealt with an irate customer that didn't go well." And that would likely be followed up by, "What did you learn from that experience?"

To prepare for a BBI interview, Gilman said selecting officials must identify and define the performance and technical skills required to succeed in the job.

Applicants should be prepared to provide details of past experience in specific situations, not generic. Gilman said there will rarely be yes or no questions.

Gilman said BBI interviewers are trained to listen for answers that include the situation, task, actions taken, and results, which can be remembered using the acronym STAR.

Additional possible BBI questions are:

Think of a time when you identified the hidden agenda of someone with whom you were negotiating. How did you work with that agenda to achieve a successful outcome?

Describe anything you've done that shows your skill in inspiring others to pursue strategic goals or corporate values. How do you know when you were successful?

We value people who display a high level of initiative. Describe something you've done that shows such initiative.

Give an example of when you had to work with someone who was difficult to get along with. How/why was this person difficult and how did you handle it?

Describe a situation that required you to do a number of things at the same time. How did you handle it and what was the result?

Describe a situation where others you were working with on a project disagreed with your ideas. What did you do?

Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.



Via video teleconference, Renee P. Gilman, DSCR Certified BBI Instructor, recently provided DDC employees with an overview of BBI.

New intranet page brings alternative dispute resolution methods straight to those who need it

By Scott Woosley, DDC Command Affairs

The Defense Logistics Agency's policy concerning Equal Employment Opportunity, workplace, and contractual disputes is to use alternative dispute resolution, or ADR, methods to the maximum extent possible.

To help make that possible, the Defense Distribution Center's Office of Counsel recently added an ADR Section to its intranet site to provide supervisors and complainants a readily accessible resource that explains DLA's ADR philosophy and guidance to resolve EEO and workplace disputes.

"We added ADR to the DDC GC intranet page to give supervisors and complainants hands-on access to ADR materials and links for further information," said

Lynne Enfield, a Defense Distribution Center ADR mediator, who works at Defense Distribution Depot San Joaquin, Calif. "Although the EEO Office briefs complainants and managers about mediation, some people get a better grasp of the information when they can read it and digest it—at their leisure."

The goal is for the parties involved in mediation to come to the table familiar with the process that will be used to mediate an issue, which hopefully will result in the best possible mutual agreement between the parties. The Web site has two pre-mediation advice articles—one for managers and one for complainants.

"Our hope is that those coming to a mediation will have chance to review the articles and the links so they get a better idea of the process, their role in the mediation, address their questions and concerns, relieve some of their anxiety, and most importantly understand that they need to be prepared," Enfield said.

Potentially the most important piece of advice the intranet site and articles provide is for the sides to come to the mediation table with the facts concerning their particular issue. According to Enfield, who has been doing mediations for more than eight years, the worst thing that can happen is to have the management representative come to mediation without any knowledge

of the specifics of the complaint or possible settlement options.

"Coming to mediation with no information about the process can be overwhelming for complainants, and employer representatives, as well. Parties will be most successful when they can comfortably convey their position to the other party, and when they have an open mind in terms of possible settlement," Enfield continued.

Complainants often believe mediation is similar to a court proceeding, but it is not. Mediation is an opportunity for two people to have a discussion about their dispute, feelings, and needs. The mediator, a neutral person, attempts to have the parties look at their dispute from both sides, and come up with an amicable solution.

In many cases, a party may be angry, and can't even begin to solve the problem until they work through the anger. The information on the site explains that mediation is an emotional process, but far less tedious, time consuming and emotional than going through a formal hearing process that may be a year or two away.

Mediation affords the parties an active role in developing their own mutual resolution, in a timely manner, instead of having a judge decide how to resolve the case.

DDC celebrates legacy of Martin Luther King Jr.

By Scott Woosley, DDC Command Affairs



Brig. Gen. Lynn Collyar, right, commander, Defense Distribution Center, presents a plaque to the Reverend Martin David Odom, pastor of the Bethel Village A.M.E. Church in Harrisburg, Pa. Odom spoke at the DDC's ceremony commemorating Dr. Martin Luther King Jr.



Brig. Gen. Lynn Collyar, second from right, commander, Defense Distribution Center, and Rev. Martin David Odom, second from left, enjoy a piece of cake at the reception that followed the DDC's ceremony commemorating Dr. Martin Luther King Jr.



Loretta Rossum of the Lingo Memorial Church of God in Christ in Harrisburg, Pa., sings "We Shall Overcome." Rossum provided the music for the Defense Distribution Center's ceremony commemorating the legacy of Dr. Martin Luther King Jr.

Generations of women celebrate moving forward

By Scott Woosley, DDC Command Affairs

Women have a rich history of contribution to the historical fabric of the United States. From Molly Pitcher during the Revolutionary War to Rosa Parks during the Civil Rights Movement to current secretary of state, Dr. Condoleezza Rice, women have contributed to the often lively history of our country.

That history is being celebrated throughout the month of March, Women's History Month.

When JoAnn Schopman, manager of the Defense Distribution Center's Women's Employment Program, was deciding how to best celebrate the month, however, she decided to make it a personal celebration for the center's employees.

"I decided to display images of women who have been influential to the DDC workforce," she said. "The display is, in a small way, a celebration of the countless women who have lived their lives quietly contributing to their families, communities and places of work."

Schopman, with the assistance of Leslie Whittaker a management assistant in Acquisition Operations, began contacting employees to get interesting stories either about them, if they were women, or about female members of their families who might have interesting life stories.

"I have received 21 photos so far," Schopman said. "I am thrilled that I have received such a variety of photographs of grandmothers, mothers, aunts and sisters and equally thrilled to hear all the

stories behind the photographs."

Schopman obtained photos of many of the women she learned about and put together a display in the lobby of the DDC headquarters.

One of the women in the photographs is Shirley Yager, mother of Mark Libeck, a customer support representative in DDC's Logistics Operations Directorate. Yager broke new ground for women in many ways, according to her son.

"She was considered

a trail-blazer in terms of what women hadn't pursued before," Libeck said. "She was among the first group of commissioned WAVES, or Women Accepted for Volunteer Emergency Service, officers to be sworn in from Pennsylvania."

She received a master's degree in chemistry from Bucknell University, in Lewisburg, Pa., and then accepted a commission in the U.S. Naval Reserves. Neither career choice was considered an appropriate one for a woman in those days. In fact, Libeck says his mother originally applied to Lehigh University and was denied admission merely because she was a woman.

"She used to show us the letter," Libeck explained.

His mother attained the rank of lieutenant, and while in the reserves, was assigned to Washington, D.C., in the Ordnance Department, part of what was then the Navy Department. Her duties included ensuring quality control standards were met, a job that was not generally considered one for a woman.

His mother was never one to accept established societal roles. Libeck explained that while looking for opportunities to better herself, his mother would often search the classified ads, which at that time were divided into jobs for men and jobs for women. "She would always pursue the jobs that were listed for men, and never took no for an answer," Libeck said.

After her Navy career she continued to work in non-traditional jobs. Her career included professorships at several institutes of higher learning, including Drexel University and Trinity College. She worked as a chemist with the U.S. Army Petroleum Center at Fort Belvoir, Va., until she retired.

She passed away in 1996, but many of her personal effects from her naval career were donated to the Historical Society of Washington, D.C., and are periodically on display there.

Libeck says his mother has inspired him in many ways, including career decisions.

"Her service in the Navy inspired me to enlist," said Libeck who served as a radioman on USS Nimitz from May 1974 through September 1978.

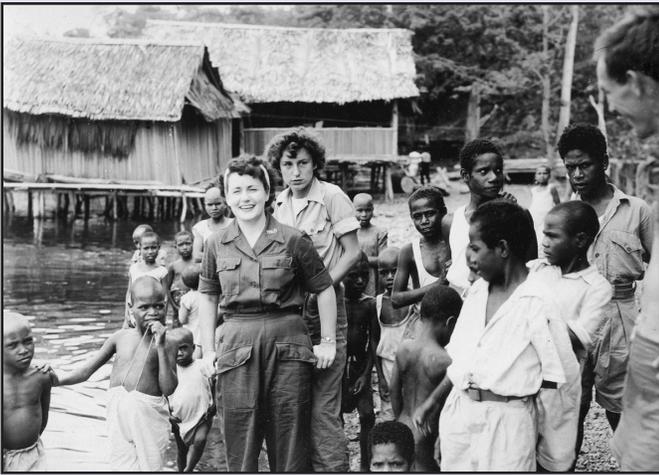
Another of the women in the photographs is Mary Ellen K. Knode, the mother of Susan Williams who works in the DDC command suite.

Williams' mother died recently, but left her a lasting legacy.

"I think I am just now beginning to realize the impact she had on my life and the quiet lessons she



Shirley Yager, mother of Mark Libek of the Defense Distribution Center's Logistics Operations Directorate, poses in her Women Accepted for Volunteer Emergency Service, or WAVES, uniform.



Mary Ellen K. Knode, foreground in dark uniform, mother of Susan Williams who works in the Defense Distribution Center's command suite, poses with locals in New Guinea. Knode served in New Guinea during World War II.

taught,” Williams said. “She was always supportive and always believed in me.”

Williams’ mother was a master sergeant in the Women’s Army Corps during World War II and served part of her time in New Guinea. Williams recalls her mother telling her about flying over Pearl Harbor in the cockpit of a plane getting a first-hand look at the carnage and witnessing Japanese troops surrendering. She adds that it was still a difficult time for women.

“Even though WAC (Women’s Army Corps) contributions (to the war effort) were invaluable, they were not always looked upon favorably by the service men,” Williams explained.



Mary Ellen K. Knode, mother of Susan Williams who works in the Defense Distribution Center's command suite, sings during an Army Band performance.

Her mother, a member of what has been called the Greatest Generation, did her part to support the war, then returned to the United States, put her uniform and medals away and resumed life in what was very much a man’s world.

“My mother was like a lot of people of her generation, they

went about their business, worked hard, and did it all without expecting fanfare and recognition,” Williams said

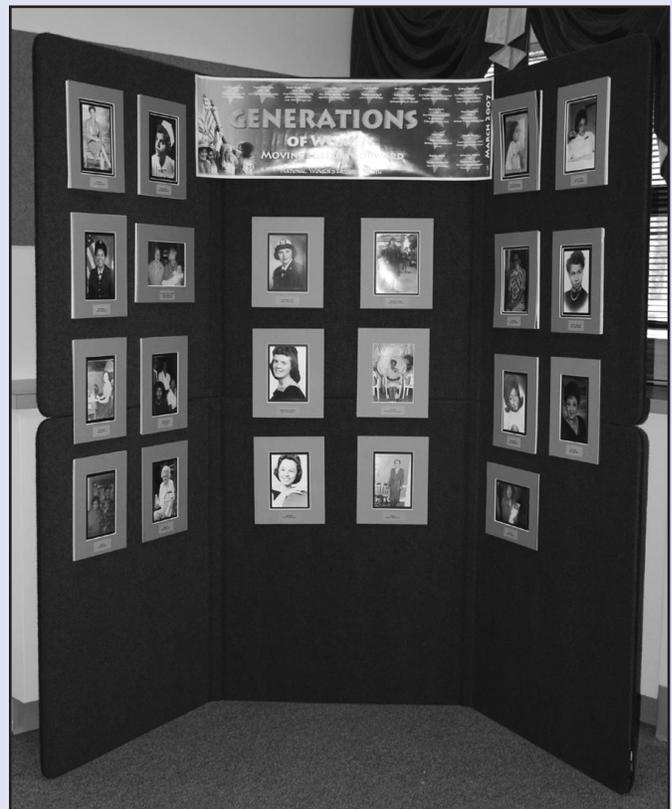
A talented woman, Williams’ mother taught Hawaiian guitar, sang in the Army band, played the piano and organ and became a talented seamstress and crafter. Williams regrets that she inherited little of those talents, but does appreciate the legacy her mother did leave her.

“I do like to think I have the same work ethic and put my all into whatever I do,” Williams said.

Williams believes that Women’s History Month would be important to her mother and is very proud that one of her mother’s service photos is on display for Women’s History Month in the DDC headquarters lobby.

“I’ve always felt she was brave to have joined the Women’s Army Corps and leave her family to serve overseas in war time,” Williams said. “My mother was very proud of her service. It was generations such as my mother’s that paved the way for women of future generations.”

The Women’s History Month display will be in the DDC headquarters lobby through the end of March.



A display with photos of several female relatives of Defense Distribution Center employees, stands in the DDC headquarters lobby to commemorate Women’s History Month.

Rousing ceremony commemorates Black History Month

By Scott Woosley, DDC Command Affairs

The Defense Distribution Center Headquarters celebrated Black History Month Feb. 20 with the rumble of drums and traditional African dances.

The lively entertainment was provided by Kulu Mele, an African American Dance group based in Philadelphia.

The theme of the celebration was From Slavery to Freedom: the History of Africans in America. Celebrations like this are designed to showcase the differences between cultures, but to do it in a way that brings everyone together to celebrate those differences.

“I feel that the importance of this program is to enlighten all people about the contributions of people of African



Baba Robert Crowder, foreground, plays his drum during the opening performance of the DDC celebration of Black History Month. Crowder is the founder and director of Kulu Mele, a Philadelphia-based African American dance ensemble. Crowder is in his seventies.

descent to the development of America,” said Columbus Dolberry, manager of the DDC’s Black Employment Program and the organizer of the event. “Cultural entertainment enhances the educational value of the event for our employees.”

Kulu Mele’s performance and Karen James’ oral presentation certainly achieved that goal if the audience’s reaction was any indication. Audience members were tapping their feet to the beat of the drums and James narrative, humorous speaking style kept the audience’s attention throughout her presentation.

“Black history also includes the time when our people were kings, queens, inventors, business owners and strong family members, not just captive Africans in America.”

James also feels that lively ceremonies like this are much better venues for informing people.

“These events bring people together in a comfortable environment and make it easier to deal with difficult issues,” said Karen James, who works for the Pennsylvania Historical and Museum Commission. “We often have to be reminded that we are all separate, but one.”



Karen James of the Pennsylvania Historical and Museum Commission relates the history of civil rights in Pennsylvania.

James, the keynote speaker for the event and the state coordinator for Underground Railroad history, spoke to the audience about Pennsylvania’s history of ensuring freedom for all its residents. She related how Pennsylvania led the nation in ensuring freedom for African Americans.

“Imagine how it felt for blacks in Pennsylvania,” James said. “They were surrounded (by slave states), but in Pennsylvania we had the first black millionaires buying property, running businesses and hiring and firing people of all races—and this was before the 1800s.”

James’ humorous and narrative style made what can be an uncomfortable



Two Kulu Mele dancers perform a modern dance routine.

topic, entertaining and informative.

“Mrs. James didn’t just remind us of the contributions African Americans made to this country, she pointed out pieces of U.S. history where many white settlers in Pennsylvania fought with bordering states, demanding equality for all,” said RaShon Robinson, a traffic management specialist with the DDC. “She also confirmed for me that there is still a need for education about all ethnic backgrounds both in our personal and professional lives.”

Robinson also feels that Black History Month is about educating people that Africans were more than just former slaves.

“Black history also includes the time when our people were kings, queens, inventors, business owners and strong family members, not just captive Africans in America,” he said.

Kulu Mele ended the ceremony with several cultural dances including a traditional dance and a more modern, urban performance by two of the

group’s younger members. The group’s performances are influenced by many cultures, including Guinea, Nigeria, Brazil, Haiti and Cuba.

Dolberry had worked with Kulu Mele several years ago, and knew they would impress those who attended the ceremony. The energy of the group’s performance elicited a standing ovation from the crowd at the end of the program.

“I knew that adding them to this program would expose our employees to a part of African culture that would inspire them and make them look forward to our next program,” he said.

The celebration also included displays of pieces of African art and items from the Negro League baseball teams. The displays helped illuminate both the struggles of Africans in America and the richness of their culture.

“Our goal in the Equal Employment Opportunity Office is to make all of our events as exciting as this one,” Dolberry said. “That will attract more people to the events and help us all to embrace our diversity.”

DDYJ forklift wranglers show expert skill at the rodeo

By Yeoman 3rd Class Neadd Smith, DDYJ

Forklift operators at the Defense Distribution Depot Yokosuka, Japan, demonstrated their knowledge, skills, and abilities of forklift operation during a recent lift truck rodeo competition. The rodeo’s goal was to promote safe forklift operation, exhibit the proficiency of the forklift operators, and to have some fun while doing so.

The event was kicked off with opening remarks from DDYJ Commanding Officer Navy Cmdr. Will A. Clarke. Next, Rick Atchley, director of the motor vehicle support division and the organizer of the event, was awarded a commander’s coin. There were 25 participants



A DDYJ forklift operator works against the clock to place a ball on a traffic cone.

along with seven judges to observe the competitors’ performance in five different skilled events. The events tested all physical and mental attributes of the forklift operators.

In a practical demonstration of skills, drivers in the “Lift Truck Wrangle” were timed as they maneuvered a loaded forklift through a narrow pathway. Operators had a ball at the “Having a Ball” station where drivers tried to balance a suspended tennis ball on a traffic cone. “Shoot the Bull” called for good depth perception and careful operation as they had to pick up a basketball with their forks and drop it through a basketball hoop. The timing had to be right at the “Time to Check Your Gear” area where they pre-checked their equipment by memory as opposed to using a checklist, a requirement prior to operating any forklift.

Like any rodeo, there was plenty of food including hot dogs, chili dogs and frito pies prepared by the DDYJ Morale Entertainment Advisory Committee. “I saw our employees having quite a good time and learning techniques from each other they might not have had the chance to share,” said Atchley.

The competition boosted camaraderie among participants and spectators alike and encouraged forklift drivers to cultivate their skills and raise safety awareness in the workplace. It was a great time to recognize the hard work and dedication of the forklift operators. Afterwards, certificates were awarded to the top three cowboys in each event.



Pieces of African art from the collection of DDC employee Leslie Whittaker were displayed as part of DDC’s celebration of Black History Month.

DDC Deputy Commander retires after 40-year career

Audience of more than 170 bid farewell

By Stacy L. Umstead, DDC Command Affairs Office

Phyllis C. Campbell, Senior Executive Service, deputy commander for the Defense Logistics Agency's Defense Distribution Center, New Cumberland, Pa., retired after a 40-year career in civil service. Officiating the ceremony was retired Army Maj. Gen. Kenneth L. Privratsky, DDC's first commander.

Former DLA and DDC leadership, employees, family and friends from all over the United States made up the audience of more than 170 attendees to the DDC Susquehanna Club for the dinner and ceremony.

Opening the night's event was DDC employee Cliff Flick and his wife Wendy Flick who sang "Pennsylvania My Home State" and "Wind Beneath My Wings" in tribute to Campbell. Providing the invocation was DDC employee and minister Barb McClain.

Before dinner, the audience viewed a DDC "Then and Now" presentation which outlined the evolution of DDC and its initiatives and successes during Campbell's tenure.

The program included presentations from Ed Visker, the Defense Distribution Depot Susquehanna, Pa., deputy commander, who represented DDC's 26 deputy commanders; Dave Falvey, SES, and Jeff Charlesworth representing the DLA Information Operations community.

Making presentations representing DDC's leadership were Marian Ryan of Distribution Reengineering, Gene Surmacz of Acquisition Directorate, Frank Egan of Information Operations, Gwen Hoover of General Counsel, John Kurtz of Financial Operations, and Scott Rosbaugh of Strategic Plans.

One of the memorable presentations of the evening, representing the legacy Campbell leaves, was from the DDC workforce. Leading the group of employees, Denise Parker-Kanelos of Customer Operations, reflected, "I'm here to tonight to talk about Ms. C's legacy and what she leaves behind ... her true and lasting impact to influence the



Retired Army Maj. Gen. Ken Privratski presents Phyllis C. Campbell with a golden plaque displaying her tribute published in the Congressional Record.

direction of the DDC and DLA for years to come ... us.

"Ms. C. was always one to recognize the potential individuals had, even when we didn't always see that we had it," Parker-Kanelos said. "Either directly or indirectly, Ms. C. touched all of our lives and taught us how to lead by example. The tasks we were given were not easy. They were meant to stretch us, to teach us about ourselves, what we could accomplish, and the right way to accomplish it. We learned a lot under her guidance."

In a tearful tribute, Parker-Kanelos, continued, "As a way to recognize Ms. Campbell's legacy, the DDC will rename the second floor conference room the 'Campbell Room.'"

DDC employees Scott Rosbaugh and Joe Faris presented the Campbell Room plaque to Campbell and the audience.

“This plaque will hang in your honor so that we can remember your standards of excellence daily as we walk through the DDC,” said Parker-Kanelos.

Parker-Kanelos concluded, “Ms. C., you have shaped the lives of the people standing in front of you and the lives of many future leaders. We are better prepared to tackle tomorrow’s challenges because of your legacy – you are loved and admired by this group, we are grateful for your leadership.”

Campbell was also presented a flag flown over the U.S. Capitol and the DDC installation by Twila Gonzales, SES, DDC’s new deputy commander.

Upon conclusion of the staff presentations, DDC Commander Army Brig. Gen. Lynn Collyar, presented Campbell with the Distinguished Career Service Medal.

Privratsky, who traveled to Pennsylvania from Alaska to preside over the ceremony, thanked Campbell for her efforts as deputy commander during his tenure as well as those commanders that served after him. “Commanders come and go. You need someone for consistency – Phyllis Campbell was the consistency. She kept the order,” he said.

Privratsky presented Campbell with many items as part of the retirement portion of the program to include a book of letters and documents that contained recognitions from employees, peers, executive leaders and elected officials to include a letter from President George W. Bush.

In addition, U.S. Congressman Todd Platts posted a tribute in the Congressional Record which was engraved on a gold plaque and presented.

Service and retirement plaques were presented to Campbell, wrapping up a prestigious and rewarding career.

Campbell took the stage and addressed the audience, “When I started my career, I would never have imagined ending my career with a night like this. My time in DLA feels like a Ken Burns PBS special on American life. I’m in awe of the distance I’ve traveled, but it’s been a wonderful journey.”

Campbell then thanked many individuals in the audience who helped her and DDC to include former DLA Director retired Navy Vice Adm. Keith Lippert, “Thank you for your trust and confidence

in me and the DDC. We came to you with several proposals that I know gave you pause, but you always allowed us to do what we believed needed to be done to better support the war fighter.”

“Do what your conscience commands and your courage permits.”

Thanking former DDC commanders she addressed Privratsky first. “Thank you for planting the seeds for what the DDC would become. You had a vision that challenged the status quo and forever changed the perception of distribution within the Department of Defense.”

Acknowledging retired Army Brig. Gen. Barbara Doornink, Campbell said, “You had so much energy and you used it to let the logistics community know that we were no longer ‘their grandfather’s depot.’ I know you continue to care.”

As Army Maj. Gen. Kathleen Gainey,

former DDC Commander and current Commander for the Military Surface Deployment and Distribution Command, looked on, Campbell acknowledged, “We had some interesting challenges venturing into the world of contingency contracted distribution centers in Bahrain and Kuwait, but it all came together.”

Campbell acknowledged the many others in the audience to include her fellow Senior Executive Service members, DDC leadership, family and friends.

In her final statement to the DDC leaders and workforce she leaves behind, Campbell said, “This change will create new opportunities for you. I challenge you to hold firm to your values and take care of the basics, otherwise your foundation will crumble.

“Do what your conscience commands and your courage permits. If you do these things, I am certain you will seize whatever opportunities come your way.

“If my legacy to you is time spent helping to build this organization, your legacy to me is one of commitment to teamwork and an enduring passion for the mission.”

The night ended with a standing ovation, some tears, and the sound of Motown music for the attendees to enjoy.



Phyllis C. Campbell surrounded by her legacy – representatives of DDC’s staff. As a tribute to Campbell, the DDC Logistics Operations conference room was renamed the “Campbell Room.”

Gonzales named deputy commander of Defense Distribution Center

Former director of distribution re-engineering becomes DDC's highest ranking civilian

By Jessica Walter, APR, DDC Command Affairs

Twila Gonzales, a member of the Senior Executive Service, was named the deputy commander of the Defense Distribution Center March 5.

Gonzales will be responsible for working with the DDC commander to direct DDC's distribution services to support combatant commands, military services and other agencies. Currently, DDC's global logistics operations include 26 distribution centers, two theater consolidation and shipping points, and one deployable distribution center.

"The Defense Distribution Center is very fortunate to have someone of Twila's character helping to lead the organization," commended DDC Commander Army Brig. Gen. Lynn Collyar. "One would be very hard pressed to find someone with a deeper understanding of DDC's business or a higher level of commitment to our success."

In the announcement of Gonzales' selection, Defense Logistics Agency Director Army Lt. Gen. Robert Dail wrote, "She has served DLA with distinction for many years and understands the distribution business thoroughly."

A long-time proponent of leadership and workforce development, Gonzales hopes to focus on succession planning during her tenure since nearly half of DDC's workforce will be eligible to retire within the next ten years. "I hope to work with Brig. Gen. Collyar on developing strategies to ensure we maintain the solid foundation established over the last couple of years and accelerate our momentum."

Gonzales also plans to place significant attention on continuing DDC's legacy of outstanding customer service. "We have to continue to evolve and explore new ways of doing business to keep pace with our customer's changing needs."

Additionally, Gonzales intends to maintain high customer service standards by staying in touch with other key stakeholders in the organization. "I want to ensure I stay connected to the DDC workforce, enhance the good working relationship DDC has with the Defense Logistics Agency enterprise, and remain an advocate for the distribution centers and headquarters staff."

Gonzales sees the redesign of DDC's distribution network as the organization's greatest current opportunity, citing mandates and initiatives that are changing the landscape of DDC's business such as Base Realignment and Closure, radio frequency identification,

Joint Regional Inventory Materiel Management, and the Defense Transportation Coordination Initiative.

"It's really like a puzzle and it's our job to ensure the distribution network continues to function at an optimum level during those changes," Gonzales explained.

Inducted into the Senior Executive Service in 2006, Gonzales most recently served as DDC's director of distribution re-engineering,

overseeing the transitions required across DDC's distribution network as a result of the Base Realignment and Closure, or BRAC, Act of 2005.

Gonzales led DDC's Commercial Activities Program Office from 1998 to 2005 where she managed the A-76 process at DDC's distribution centers. Circular number A-76 released from the Office of Management and Budget established a policy for public-private competition to determine if it is the best value for the government to have the mission completed by government employees or contracted out to a private sector company.

Gonzales also served on the team that established the Defense Distribution Center in 1997 through the consolidation of Defense Distribution Regions East and West. At the time, Gonzales was a division chief within the Office of the Comptroller at Defense Distribution Region West.

Although DDC has experienced extensive change during the last decade, Gonzales says the core of the organization

still bears many similarities to the team's concept. "The team understood that it was imperative to design an organization that could be flexible and adaptive, and DDC was established with a founding principle of centralized distribution management," she said. "That's one thing that hasn't changed over the last ten years."

With more than 25 years experience in the federal government, Gonzales began her career as a summer intern and has worked in numerous positions in the planning and resource management fields.

Gonzales holds a master's degree in Human Resource and Organization Management and a bachelor's degree in Social Science and Education.

Her awards include the Department of Defense Distinguished Civilian Service Award, DLA Meritorious Civilian Service Award and DLA Superior Civilian Service Award.

Gonzales replaces Phyllis Campbell, Senior Executive Service, who retired after serving nearly 41 years in the federal government.



DDC Deputy Commander Twila Gonzales, Senior Executive Service.

Could compassion and collaboration be key to effective leadership?

By Jessica Walter, APR, DDC Command Affairs

Could traits like compassion, collaboration, empathy, and commitment to personal growth really be fundamental characteristics necessary for leaders to cultivate highly productive employees?

According to Defense Distribution Center Transformation Office Chief Kevin Cummings and Defense Distribution Depot Richmond, Va., Director Jerri Taylor, the answer may be yes.

“As we all know, a leader is only as good as those under them who are really doing the job,” said Taylor.

A relatively recent leadership style called servant leadership aims to enhance employee performance by emphasizing collaboration, compassion, encouragement, mentoring, listening, trust, development and the ethical use of power and empowerment.

Many say this emerging leadership philosophy has been the cornerstone to increasing employee job satisfaction across the county. According to the Greenleaf Center for Servant Leadership, servant leadership methods have been adopted at many organizations that have also earned a spot on Fortune magazine’s “100 Best Companies to Work for” list.

“The team-building, personal involvement and caring behavior exhibited by supervisors who adopt this leadership philosophy nurture a more cohesive, trusting, motivated, and productive team,” said Taylor. “And it ultimately results in increased job satisfaction – for both supervisors and the employees.”

In 2004, the editors of the DDC Review polled employees to find out what they considered the most important qualities of a good leader. The top responses were communication, interpersonal skills,

completing the mission, integrity, and employee appreciation – all characteristics of servant leaders.

According to Cummings, the servant leadership style is also important to the success of DDC’s Lean program that is being implemented at select DDC sites. “In the Lean culture, our focus is on continuous process improvement, and servant leadership is a key component of Lean leaders because it emphasizes a commitment to employee growth,” explained Cummings.

He cautions, however, that one must be careful not to underestimate the necessary steps to transition to servant leadership. “Without a strong understanding of roles and responsibilities and comprehensive knowledge of the work, a leader cannot effectively teach, mentor and develop employees,” said Cummings.

Critics dismiss servant leadership as a contradiction, arguing that leaders who serve employees cannot also adequately serve the organization’s mission.

Taylor disagrees. “I believe servant leadership causes a leader to really contemplate who their ‘customers’ actually are, for the true customers of any leader are those they lead.”

Taylor’s use of the servant leadership style has resulted in the dramatic improvement of DDRV’s climate/culture survey results during her tenure. Since 2003, DDRV’s scores have improved by 128 percent and the number of employees completing the survey has increased from 21 to 132 (almost every employee).

A key to DDRV’s success, according to Taylor, is encouraging the servant leadership style from the top down so it reaches supervisors at

What is the secret to great teamwork?

As part of DDC’s continuing focus on improving climate and culture across the organization, the staff of the DDC Review asked employees for the secrets to great teamwork. Here is what our employees had to say.

If you would like to submit a response to our question, visit the DDC Review page on the DDC website at www.ddc.dla.mil/library/review/feedback.aspx. Responses will be posted to DLA Today & Tomorrow and will be published in the DDC Review. Anonymous responses are ok.

Integrity is one of the secrets in my opinion. You have to have team members with the integrity to do the right thing at the right time, even when no one else is looking. These are the people who are committed to the mission.

*Don Wood, DDCT
Distribution Process Worker*

Mutual respect for each others abilities.

*Becky Pattishall, DDWG
Quality Assurance Examiner*

I believe the secret to great teamwork is all employees being focused on achieving the same goal.

*Nance Rice, DDTP
Transportation Assistant*

Communication, camaraderie and a good sense of humor.

*Violet Fischer, DDPW
Management Analyst*

The secret to great teamwork is communication and respect.

*Vanessa Gamble, DDAA
Administrative Assistant*

T=Trust
E=Expertise
A=Analyze
M=Motivation
W=Weaknesses (all strengths and no weakness=unrealistic)
O=Oral Communication
R=Reliable
K=Kinship

Azalea Wise, DDCN

All things are possible through unity. Through interaction we build on each others strengths, diverse backgrounds and skills to exceed the challenges and expectations laid upon us.

*Robert Collins, DDWG
Support Services Specialist*

The secret to great teamwork is respect for others, possibility thinking, maintaining momentum, possessing an accommodating attitude for team diversity and enthusiasm of what must be done.

*Corrine Jacox, DDWG
Accountable Officer*

The secret to great teamwork is the ability of a group of individuals to effectively tackle any task assigned to the team by communicating, sharing knowledge, finding resolution to issues, and taking corrective actions to ensure cohesion within the organization and ultimately establishing a safe and effective working environment.

*Macy Cruz, DDGM
Accountable Officer*

There are several things that go hand and hand in order to accomplish great teamwork. Some of the key features are communication, respect for others, good work ethics, all working together to achieve the same goal.

*LaToya Smith, DDAA
Material Examiner & Identifier Leader*

every level of the organization. “It takes the entire management team to create a community focused on people and mission.”

Demonstrating her commitment to ensuring the welfare of her workforce, Taylor recently held a stress management workshop in which employees learned the causes of and cures for stress. She considers stress management to be a very appropriate training topic as DDRV enters an A-76 re-competition that will decide if the mission work performed at DDRV will continue to be performed by government employees or if a private sector business can do the work at a lower cost.

“At DDRV, we are concerned about our employees. We do care about them, not just the mission alone,” Taylor added.

Robert Greenleaf is widely regarded as the father of servant leadership, but similar teachings have also appeared in leadership development books penned by Stephen Covey (*The Seven Habits of Highly Effective People*), Ken Blanchard (*One Minute Manager*), Peter Senge (*The Fifth Discipline: The Art and Practice of the Learning Organization*) and others.

Keys to Cultivating Servant Leadership and Bringing Out the Best in Your Employees

- Listen to employees
- Include employees in the decision-making process
- Act as a good steward of resources (employees, time and funds)
- Use power ethically
- Be empathetic
- Collaborate with employees
- Create environment of trust
- Be understanding of mistakes
- Work with employees to strengthen weaknesses
- Promote personal growth of employees
- Build a sense of community
- Empower your employees
- Encourage creativity and new ideas



Leadership

includes developing employees,

motivating your team, and

providing *direction*

DDC Chief of Staff addresses DLA leader development team

By Jessica Walter, APR, DDC Command Affairs

Defense Distribution Center Chief of Staff Army Col. Perry Knight recently spoke to the Defense Logistics Agency Enterprise Leader Development Program Working Group about the importance of leadership development.

“What you do here makes a tremendous impact on the organization’s future,” Knight told the group comprised of representatives from 14 DLA organizations.

The ELDP Working Group discussions centered on the needs of future team leaders and senior-level leaders, a critical concern as DLA prepares for the retirement of a large segment of the workforce. Among DDC employees alone, more than half are eligible for retirement within 10 years.

Knight urged the group to consider what leadership training the workforce will need over the

next decade and beyond. “What skills will the future leaders have? What skills will they need? How do we position them for success?”

He also thanked them for the impact they have already had on the organization’s leaders. “Leader development programs have been very successful for DDC,” commended Knight. “We’ve seen the progress this training has made.”

“What you do here makes a tremendous impact on the organization’s future.”



DDC Chief of Staff Army Col. Perry Knight urged the DLA Enterprise Leader Development Team to consider the leadership development needs of future leaders as DLA prepares for the retirement of a large segment of the workforce.

To me, teamwork is pulling together as one with the determination of completing an important mission. Here at DDAA, our sole mission is to support the ones who put their lives on the line daily to defend not only my freedom but our country. TEAM = together everyone achieves more. A successful team beats with one heart.

*Terri Strickland, DDAA
Packer*

The secret to a great teamwork is trusting, respecting and acknowledging your teammates as individuals and their positions in the organization. Teamwork is working together in harmony, brainstorming challenging situations and finding the solutions, sharing and accepting ideas/suggestions and ensuring that all is done for the good of the customers and the organization.

*Maria Santiago, DDGM
General Supply Specialist*

Using Communication skills, using knowledge and not ego, leave all egos at the door, working as one, using external and internal communications, navigating conflicts, recognizing and intervening on conflicts, using training and team building techniques, focus only on the positives, clarify miscommunications, support people through all changes, recognize and encourage leadership behavior, recognize/supporting the effectiveness of the team development and accomplishments, leaders within the organization should integrate teamwork practices in to the everyday work practice, define and explain all teamwork information clearly and completely.

*Marixa A. Rigsby, DDMA
Management Analyst*

The secret to great teamwork is thinking together and accomplishing more with less.

*Carlos M. Mallari, DDKS
Traffic Management Specialist*

Albany team designs, builds shipping crates to support war fighting needs

By Scott Woosley, DDC Command Affairs

When war fighters on the front lines have a need for additional equipment or upgraded armor, the average citizen assumes the solution is simply a matter of finding the material that satisfies the need and getting it to the men and women on the front lines.

However, new items often require new shipping containers to ensure the new material arrives intact at its destination.

When the Marines in Iraq needed additional armor upgrades for their High Mobility Multi-purpose Wheeled Vehicles, or Humvees, it was relatively easy to order the necessary items. Shipping them to Iraq was another matter.

“There are several thousand parts included in the Frag 5 project which was the project to upgrade the armor on Humvees,” said Master Sgt. Frederick “Tony” Brooks, the Joint Logistics Operations Chief for



Defense Distribution Depot Albany, Ga. employees designed and constructed shipping crates for Frag 5 armor upgrade kits that allow the kits to be shipped in one container.

Defense Distribution Depot Albany, Ga. “We had to develop a way to pack all the items in one unit and deliver them to the Marines.”

The Marines and civilian employees at the Albany distribution center put their collective knowledge and experience together and designed a packing crate that would do the job.

Once they designed a suitable crate, 3,000 had to be built. While construction of 2,375 crates was outsourced, DDAG employees built the remaining 625. Designing and building that many crates is not easily

achieved, but the Albany staff accomplished the mission.

“We completed major production on Dec. 22, 2006,” Brooks said. “To date we’ve shipped 2,203 Frag 5 kits. The remaining kits are being stored for future shipping.”

Despite the time and effort involved in designing, building and shipping the crates over the last few months, DDAG never missed a requirement.

“It’s a testament to the dedication and professionalism of the entire work force here at DDAG,” Brooks said.

DDYJ lieutenant supports logistics operations in Kuwait

By Jonathan R. Lontoc, DDYJ Public Affairs Office

With the U.S. focus on global terrorism, you would be hard pressed to find a service member who hasn’t contributed in some way to support U.S. operations in the Middle East since 9/11. Lt. Chad Gagnon is no different in his desire to support his country and the men and women who fight to protect it.

Serving at Defense Distribution Depot Yokosuka, Japan, in numerous positions since April



Navy Lt. Chad Gagnon stands near an M1 Abrams Main Battle Tank during a deployment to the Defense Logistics Agency Contingency Support Team - Kuwait.

2003, Gagnon departed in May 2006 for a six-month tour in Kuwait. At the Defense Logistics Agency Contingency Support Team in Kuwait, he was assigned as the Officer in Charge of Class IX components. Gagnon managed a team of material expeditors who procured, tracked, and shipped critical repair parts within the theater of operations.

DLA maintains a stock of these repair parts and components that are what the U.S. military calls Class IX material. These can include items as small as batteries and spark plugs to expensive high-end parts for tanks, hummers, and helicopters.

DCST's mission is to use their supply expertise to anticipate the needs of the war fighter and quickly move critical supplies to its customers. These parts are essential to all U.S. and coalition forces that operate in the joint operations area.

"Typically, we worked 80-hour work weeks," says Gagnon. "Sometimes my team and I worked more, depending upon the needs of our customers." Operating in an environment proved to be rigorous and exhausting for the Lieutenant and his team.

Despite the long hours and tiring work, he found the experience to be extremely rewarding. "I not only had the opportunity to liaison with key players throughout the DLA enterprise, I also had the distinct privilege of working together with logisticians across all other services." Gagnon expresses that the professional knowledge acquired during his deployment will carry him throughout his career in the Supply Corps. More importantly, he leaves Kuwait with the assurance that his efforts contributed to helping U.S. servicemen stay alive in the Middle East.

Gagnon's next tour of duty is in San Diego at Amphibious Construction Battalion ONE.

DDC Customer Support Operations collaborating as Air Force transforms maintenance

The Defense Distribution Center Air Force Customer Support Team is engaging with Air Force and other Defense Logistics Agency field activities to improve understanding as the Air Force transforms its maintenance operations.

The Air Force, like the rest of the Department of Defense, is committed to improving war-fighting capabilities through transformation. The Air Force was conceived as an organization to take advantage of new technology of flight to support the goals of national security.

DDC's Customer Support staff hosted a recent gathering of Air Force and Defense Supply Center Richmond representatives to discuss maintenance transformation at Oklahoma City Air Logistics Center, or OC-ALC. Discussions centered around Air Force transformation, Distribution Planning and Management, Distribution Reengineering, and Customer Support.

"This type of communication is critical to improving understanding between DDC and a customer who is making important changes to their business," said Denise Parker-Kanelos, DDC customer operations support chief.

DDC's Defense Distribution Depot Oklahoma City, Okla., or DDOO, is also engaged with OC-ALC, its largest customer, and meets weekly to discuss supply chain management and is a fulltime member of the OC-ALC Transformation cellular design team.

"DDOO and the OC-ALC are forging an excellent working relationship," said Dennis Goodnight, DDOO's BRAC and Transformation Project Officer. "By learning their processes and helping them redesign the ALC, it gives us some insight to their unique needs and enables us to provide better support. We are excited about the opportunity

to partner with our biggest customer as we transform together."

The first business unit Air Force is transforming at OC-ALC is the repair and overhaul of the F100 Aircraft Engine, part of OC-ALC's 76th Maintenance Wing. The F100 transformation is expected to take 27 months and result in a 30 percent reduction in time and 14 percent reduction in unit cost. Work began in May 2005.

The Air Force selected Battelle to execute their Maintenance Transformation Program Contract at the OC-ALC. Battelle will collaborate with OC-ALC's 76th Maintenance Wing to implement an effective transformation.

The F100 transformation efforts incorporate Lean manufacturing techniques, and will affect supply chain management and facilities.

Lean is a program for continuous process improvement and is widely used throughout DOD and commercial industry.

Dialog is crucial in understanding how DDC contributes to the overall Air Force enterprise effort, Parker said. DDC's Customer Support staff continues to engage the Air Force Supply Chain Management IPT on a bi-weekly basis.

In one instance, the DDC Business Planning Office processed a request for 310 different items in support of the F100 Lean efforts at OC-ALC. Of these items, DDC enabled 270 of the items to be stocked directly at DDOO based on the demand history. Furthermore, DDC processed numerous redistribution orders moving material based on availability to DDOO. DDC Business Planning continues to apply hands-on attention to these and other Lean efforts.

Additionally, in collaboration with Battelle, DDOO proposed an improved Maintenance Turn-in Process and the repositioning of fast moving DLA items next to the maintenance shops. As a result, extra space was made available for the positioning of faster moving items along side the maintenance operations.

DDOO support time to Maintenance was reduced from 18 hours to 18 minutes on some items. Turn-in points were streamlined to two locations and are now moved to transportation several times per day.

DDOO continues to work in conjunction with future transformation planning and partners with Air Force.

DDTP's Addario and Francis commended for their role in saving customer millions of dollars



Defense Distribution Depot Tobyhanna, Pa. Distribution Process Workers John Addario (left) and William Francis (right) were recognized in January by the Communications-Electronics Life Cycle Management Command, or CE-LCMC, for their efforts in helping CE-LCMC realize an \$18 million savings.

According to Tom Becker, quality assurance specialist assigned to the multi-channel radio branch of CE-LCMC, Addario and Francis were instrumental in the recovery of spare parts and components from excess and dormant major end items stored at DDTP that contributed to the ongoing activities to transform the Army into a more capable, sustainable fighting force.

DDC conducts Air Force IMA Common Training Assembly

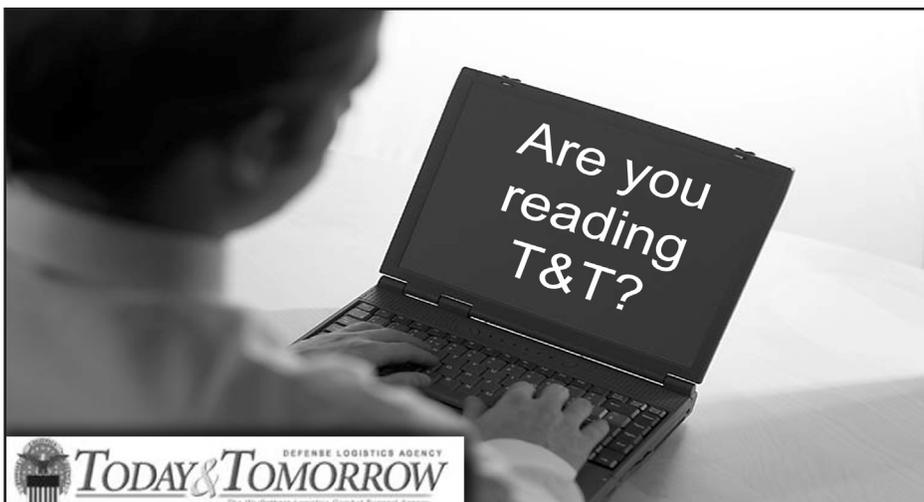
Members of the Air Force Individual Mobilization Augmentee Program assigned to the Defense Distribution Center participated in the DDC's Air Force IMA Common Training Assembly hosted by the DDC Reserve/Mobilization Office from Oct. 23-25.

Sue Alpaugh, chief of DDC's Reserve/Mobilization Office, opened the first day's session with a presentation describing the missions of the office and the increased roll of the Joint Reserve Component in supporting our Warfighters.

"The duty of the DDC Reserve Program is to support the mission of the (Defense Logistics Agency) and DDC with trained and qualified military personnel to meet validated peacetime and wartime/contingency military essential requirements," said Alpaugh. "For (Fiscal Year) 2006 the DDC Reserve Component provided the enterprise with more than 13,000 man-days of support and you should be proud of your accomplishments."

The agenda for the event included updates on the key issues of the program ranging from AF specific training requirements to DLA and DDC deployment requirements and expectations. The IMAs interacted with key personnel from DLA's Joint Reserve Forces, Air Force Detachment 1 RNG, DDC Reserve/Mobilization Office and fellow IMAs which provided the stakeholders necessary to create a clear plan of action for the AF IMAs.

According to the Air Force, the program is made up of more than 13,000 Individual Mobilization Augmentees. DDC's IMAs train on an individual basis and are assigned a supervisor at one of DDC's



distribution centers. Augmentees were used extensively during Operation Desert Storm and continue to support Operation Iraqi Freedom and Operation Enduring Freedom.

Col. Glenn Rudd, U.S. Air Force, executive officer, DLA J-9, spoke to the augmentees about leadership and the traditional core values, the record of excellence of the IMAs, and the responsibility of wearing the Air Force uniform. Additionally, Senior Master Sgt. Cindy Johnson, of Detachment 1 RNG, provided detailed information to the augmentees regarding Air Force-specific requirements and the tools necessary to always be mission ready.

The IMAs were trained by David Tebo from the Pennsylvania Committee for Employer Support of the Guard and Reserve on the Uniformed Services Employment and Reemployment Rights Act, which provided the augmentees with an increased understanding on their rights and responsibilities pertaining to their civilian employment.

Additional presenters included U.S. Navy Capt. Nick Kalathas, DDC Joint Theater Logistics; U.S. Air Force Lt. Col. Mike Nowaczyk, DDC Strategic Plans Officer; U.S. Navy Lt. Cmdr. Michael S. Giles, DLA Headquarters; Deneen Diggs, Linda Mancini, U.S. Navy Shop Keeper second class Donnie Thompson, and Jose Abreu, all from DDC's Reserve/Mobilization Office.

The DDC's U.S. Air Force augmentees who attended the training included Lt. Col. Catherine Condron; Maj. Elbert Barker; Senior Master Sgt. Renee Tambellini; Master Sgt. Sam Shukrallah; Master Sgt. Brenda Perez-Piris; Tech. Sgt. Letitia Bearden; Tech. Sgt. Carla Watts and Staff Sgt. Leonel Ramos.

After the event six of the augmentees performed their annual training; five performed receipt functions as well as quality assurance functions at Defense Distribution Depot Susquehanna, Pa, and one assisted DDC staff with the U.S. Air Force IMA program.



Sue Alpaugh, chief of the Defense Distribution Center's Reserve/Mobilization Office, opened the first day's training with a presentation describing the missions of the office and the increased role of the Joint Reserve Component in supporting war fighters.

Our Way Forward ...

DLA Director LTG Dail's STRATEGIC THRUSTS

Extend the Enterprise

To capitalize on opportunities to improve Warfighter readiness at less total cost to DoD, DLA will forge a strong alliance with TRANSCOM and the Materiel Commands of the Services and physically align resources with supported activities to a far greater extent than today – much of this “forward presence” will result from resources being transferred in-place from the military Services as the recent BRAC decisions are implemented.

Connect Warfighter Demand with Supply

DLA will continue leading DoD's logistics transformation by establishing and managing a seamless link between military Service identified material requirements and where their material requirements are ultimately filled - within the American industrial base.

Deliver Supply Chain Excellence

DLA will forge end-to-end logistics support solutions that strike a balance between effectiveness, reliability, speed, visibility and cost – as defined by the Warfighter customer.

Reservist provides logistics support in Middle East



Navy Reserve Cmdr. Ed Moninger, left, and Army Col. John Kelly, right, commanding officer of the Defense Logistics Agency Contingency Support Team Kuwait, wait to board a helicopter for a flight to the Iraqi port of Um Qasr.

Moninger, of the reserve unit assigned to Defense Distribution Depot San Joaquin, Calif., was mobilized to serve as a senior distribution specialist at the Central Command Deployment and Distribution Operations Center, or CDDOC.

The CDDOC, formed in January 2004, uses the skills of logisticians from a variety of defense agencies to coordinate sustainment, distribution and movement requirements within the region.

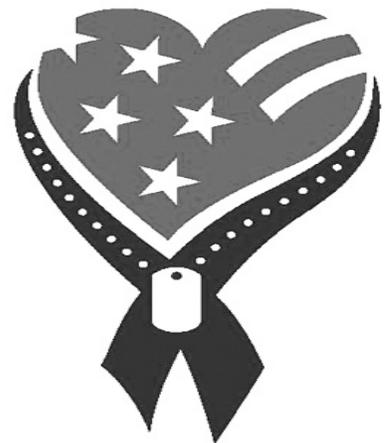


From left to right, Navy Reserve Cmdr. Charles Futrell, Navy Lt. Greg Dugan and Navy Reserve Cmdr. Ed Moninger pose together at Fort Jackson, S.C., before heading off to the Middle East. All Navy reservists must complete two weeks of field training at Fort Jackson before deploying.

For more information on support opportunities, contact the Defense Distribution Center Reserve/Mobilization Office at DDD. Mobilization@dla.mil.

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Red River begins its lean journey

By Billy Roberts, DDRT Lean Team Coordinator

Defense Distribution Depot Red River, Texas, has begun its journey through Lean. Implemented in February 2006, team members worked with Red River Army Depot and their Lean Office for three months learning how the Army depot conducted their Lean events.

Upon returning to the Red River depot, the first event to take place was in the Federal Express/United Parcels Service priority overnight receiving area. This was a joint venture between both the Red River and Army depot team members. The focus of this project was to create a flow cell with standard work for overnight priorities. The project goal was to improve man-hours per line item shipped, reduce floor space usage, in/out same day ship and improve utilization of floor space. All goals were accomplished with at least an 11 percent improvement in all categories with cost avoidance of more than \$200,000.

The second event was the start of a five-week process that began with developing a value stream map of the receiving area. The first focus area was the receiving area of medium/heavy bulk with concentration in off-load, through in-check, induction and out-loading. Project goals were to reduce waste in over processing, smooth product flow, identify safety issues, improve utilization of floor space and establish first-in, first-out processes. The event increased the process area along with the decrease in staging area for a reduction of over 2000 sq. ft. in floor space. By reducing the floor space and implementing FIFO lanes, the total distance for the three operator work stations in this area dropped from more than eight miles per day to slightly more than two.

The next area the team worked on was the multi-pack breakdown area. The focus on this area was to increase the flow of material by reducing the waste of inventory, conveyance, motion, rework, waiting and overproduction. With

conveyance being relocated and work stations being moved, the movement in this area will be reduced from 2148 feet per hour to 537 feet per hour. This also created constant FIFO inside the breakdown area and reduced time outside the area from 68 percent to 43 percent.

The layout period for Red River was from May to September 2006. During that time 18 people went through senior leaders training, 65 through Lean principles training, and 31 through Value Stream Map/Rapid Improvement Event training. Ten employees from the Defense Distribution Depot Albany, Ga., also attended the training.

The Red River Lean team will be looking at all phases of operations at the depot, as well as, participating in other joint ventures with the Army Depot.

The future is bright and implementing Lean thinking will help make the processes better for the worker and the warfighter.



The Heavy and Medium Bulk area for DDRT's new procurement BEFORE Lean implementation.



The Heavy and Medium Bulk area for DDRT's new procurement AFTER Lean implementation.



DDRT's Federal Express and UPS Overnight area BEFORE Lean implementation.



DDRT's Federal Express and UPS area AFTER instituting the Lean process.

DLA'S 4 AREAS OF FOCUS

- ★ WARFIGHTER SUPPORT
- ★ STEWARDSHIP
- ★ GROWTH & DEVELOPMENT
- ★ LEADERSHIP

Team-building training comes to Red River

The training consisted of two parts, a personality profile and the actual team-building training. DISC profiling was used to determine employees' personal profiles, while at work, in three different areas: normal, stressful and self. By answering numerous questions, employees learned how they dealt with different situations.

"Employees were a little apprehensive and did not know what to expect," said Carol Wright, of DDRT's administrative support branch. "At the completion of their sessions, they were having a great time."

"Some employees were surprised by their profile while others commented on how the end result matched them perfectly," Wright continued. "I personally was astounded that you could answer a few questions, chart your answers and it comes back with a profile that exactly fits your personality."

The DISC Profiling was provided to all depot employees as a prelude to the actual team-building events.

Team building taught individuals how to be team members. During one exercise designed to improve communication and listening skills, volunteers were given a sheet of paper and told to close their eyes. Each was given the same verbal instructions on how to fold and tear the paper. When the blindfolds were removed all participants had different results.

"It was interesting to see the final sheet of paper and how everyone heard the same instruction but interpreted it in a different way," Wright said.

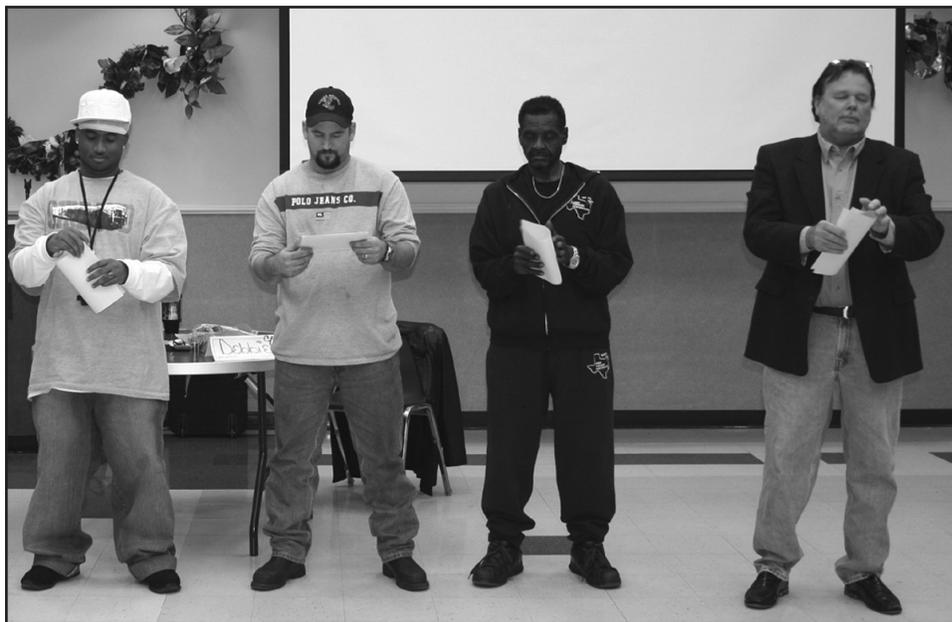
Other interactive sessions were

geared toward building, and working as, team members.

Deployable Distribution Center personnel also went through this training as part of their first exercise in June 2006. DDRT Commander, Army Lt. Col. Betty Yarbrough, was so impressed by the results of the training, that she felt it was

important for the employees to also experience.

"This training was an investment in every member of DDRT in an effort to improve operations through focusing on the growth and development of the most important part of our organization...our people," Yarbrough said.



With their eyes closed, Red River employees fold pieces of paper following directions from an instructor; top. Below they show the varied results of their efforts. The exercise drove home the point that even when people hear the same instructions, the results are not always the same.



DDSP Lean machine has a PIT Team

By Chris Polny, Performance Improvement Team

Defense Distribution Depot Susquehanna, Pa., now has its own Performance Improvement Team. Assembly of the team began in June 2006. Its last member, the Lean Champion, recently arrived.

The team members are Mike Watson, the recently arrived supervisor and Lean Champion Mary Hertzog, Karl Krouch, Keith Thomas, and Chris Polny. The team was formed in order to propagate Lean values and principles among the work force by arranging Lean Principle classes and Rapid Improvement Events. The results generate opportunities for DDSP to reach its vision of being the Department of Defense's best distribution center.

One PIT activity is teaching classes such as Lean Principles. This is an introductory course that presents the principles of Lean thinking. It outlines how to identify areas of waste to create a better work environment by streamlining processes and organization of work areas, as well as eliminating non-value added activities. The class has received a warm response from more than 300 employees who have attended as of October 2006.

What makes it so successful is the hands-on approach used during the exercise. Employees participate directly in simulating the impact of a manufacturing process full of wasteful, non-value added processes, and then remove the waste to see the positive impact that has on the operation. The class is currently taught by contractors, but the PIT has assumed a larger role in each session and will eventually be the sole instructors.

Key to the success of Lean is identifying customers and their needs. In order to do this, the PIT team organizes teams of employees, work leaders, supervisors, and managers to address the culture which makes up the



Karl Krouch, left, and Kevin Mitchell discuss process steps and accumulated time during a Lean study for DDSP's outbound operations.

current environment. One of the core values of Lean is respect for people. As an example, employees from areas targeted for a Lean initiative play a central role in developing improved processes, which are aimed at reducing non-value added activities under their control. These Lean initiatives, or RIEs, have employees brainstorm, solve problems, map out processes, implement improvements and, most importantly, perform follow up actions.

The Lean philosophy has been tested and put into action through RIEs in the Air Lines of Communication Point, the surface outbound functions of the Eastern Distribution Center, and most recently in the hazardous material warehouse. The out-loading bay in the warehouse was recently reconfigured to shorten forklift travel distances for high volume staging lanes, and to support first-in-first-out inventory management. Reconfiguration included the replacement of staging lane signs and the painting of new lines on the floor.

"The introduction of Lean initiatives into DDSP's Hazardous Material Section has had a dramatic, positive impact on operations," said John A. Price II, supervisor, Hazardous Material

Section. "In addition to improving the flow and efficiency within the Containerization and Consolidation Point, or CCP, and out loading bays, it has energized employees to participate in evaluating these and other processes for improvement.

"Employees eagerly provide their input to bring about change that would not have otherwise occurred," Price added. "The attitude in the section now is one of empowerment. Empowerment to create a working environment that reflects the pride and professionalism of employees who handle and package hazardous materials on a daily basis; and this is only just the beginning."

Another recent event was a Value Stream Mapping exercise for the outbound operations of the warehouse. Six employees from Outbound, along with the PIT and support staff spent five days gathering data, mapping processes, and discussing current operations. The time spent resulted in the identification of waste and opportunities in the Value Stream. Because of this effort, a RIE has been scheduled for the outbound process of issuing supplies picked-up by small parcel carriers, the Automatic Weight and Offering System.

Other projects are being conducted

to determine if radio frequency systems can be implemented to improve outbound operations, and studies are looking at the process of booking sea containers. Each project includes the ideas of employees who are ultimately instrumental in implementing the improvements.

DDSP's executive leadership is formulating ways that the PIT can branch out in the future and continue to improve service to our primary customer, the war fighter.



Defense Distribution Depot Susquehanna, Pa.'s Hazardous Material Outloading area shows noticeable improvement as a result of a Lean Rapid Improvement Event. The RIE incorporated input from the employees who work in the area.

Units band together to defeat waste in shipping and receiving

By 1st Lt. Christopher Lundell, USAF, Warner Robins Air Force Base

Recently, the 402d Maintenance Wing and Defense Distribution Depot Warner Robins, Ga., worked together to create a plan for improving the process for receiving, storing, issuing, and shipping parts used and repaired by the avionics depot.

The event was led by the commander of the Warner Robins Air Force Base 402d Maintenance Wing, Air Force Brig. Gen. Andrew Busch, USAF. Team members included DDWG Commander Air Force Col. Elizabeth Moore, USAF, other members of the 402d Maintenance Wing and DDWG as well as representatives from the 542d Combat Sustainment Wing, the 330th Aircraft Sustainment Wing, and LESCO, the contractor that performs DDWG's mission work. Additionally, James Hiatt, an operations coordinator with the Logistics Division of Wal-Mart, was brought in to provide outside expertise.

After several planning meetings over the past few months, the team kicked off the Lean event on a Monday. They started by defining what they needed to do and why. On Tuesday, the group toured the major on-base DDWG warehouses and walked through the avionics depot. Later that night, the group traveled to LaGrange, Ga., and visited a Wal-Mart Regional Distribution Center to look at their operations.

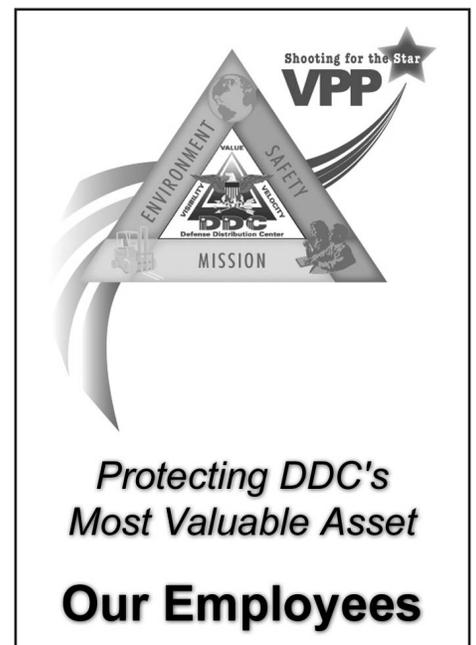
The team closely analyzed the current process for parts shipping and receiving. After that, they determined the ideal process. They took into account roadblocks that couldn't be changed to come up with a realistic process and an action plan that will be implemented over the next 18 months.

The plan will speed up parts delivery by moving the storage locations for the parts closer to the avionics depot

and creating a mechanism for sending critical parts directly to the avionics depot without going through most of the processing that normally occurs when they arrive on the base. As a result, the number of days it takes the avionics depot to repair a part should be reduced from an average of 26 days to 21 days.

The team took away more than just a plan for shipping and receiving. The event helped the participants understand the challenges faced by other organizations. Moore noted, "Through this event, we were able to form a partnership between DDWG and the 402d Maintenance Wing. DDWG is an integral part of production and war fighter support. We were delighted to participate."

Brian Keeling, a Lean consultant and facilitator for this event, also believes the outcome of this event highlights the relationship between DDWG and the 402d Maintenance Wing. "This team is on the right track. With AFSO-21 [Air Force Smart Operations for the 21st Century] being implemented on the shop floor and the administrative areas, it was only a matter of time before DDWG was asked to examine the supply management processes that affect the maintenance wing."



Inventory Integrity Team and Accountable Officers win DLA Team Performance Award

The employees listed below were awarded the DLA Team Performance Award in recognition of their commitment to supporting America's Warfighters by ensuring the proper stewardship of customers' assets and placing DLA as the DOD leader in inventory integrity.

Ken Adams, DDDC
 John Baughman, DDCN
 Connie Beach, DDRT
 Charita Branch, DDRV
 Bobby Bryant, DDJF
 Macy Cruz, DDGM
 Gregg Feie, DDC
 Robert Gomboc, DDC
 Vernon Grant, DDDE
 David Hickey, DDC
 Russell Hornkohl, DDMA
 Iris Imae, DDPH
 Corrine Jacox, DDWG
 Mike James, DDAG
 Diane Kowalkowski, DDDK
 Denise Kurtz, DDC
 Chris Lubic, DDC
 Scott Lukens, DDC
 Neal Miller, DDOO
 Tony Miller, DDC
 Jerome Mitchell, DDNV
 Gloria Monares, DDJC
 Jeff Morgan, DDCO
 Jeff Mountz, DDC
 Janice Nolen, DDAA
 Linda Opheikens, DDHU
 Revonda Parker, DDBC
 Walter Rosati, DDTP
 Joe Rutkowski, DDC
 Janet Sebrén, DDCT
 William Shortridge, DDSP
 Jacqueline Smalls, DDC
 Melanie Sorgenfrei, DDPW
 Jimmy Thomas, DDSI
 Joel Thompson, DDC
 Robert Triplett, DDSP
 Naomi Wilcox, DDYJ
 Reid Wilson, DDC

DDPH's Eustaquio one of DLA's Ten Outstanding Personnel of the Year

By Stacy L. Umstead, DDC Command Affairs Office

Navy Hospital Corpsman 2nd Class Annel Eustaquio was recently named one of the Defense Logistics Agency's Ten Outstanding Personnel of the Year.

Eustaquio, a supervisor/leading petty officer at the Defense Distribution Depot Pearl Harbor, Hawaii, managed an integrated team consisting of Navy, Naval Reserve, and civilian personnel in accomplishing numerous special projects ranging from warehouse reconfiguration and storage to processing enormous workload spikes in production. Her leadership ability enabled her to flawlessly fill the leadership role as acting Leading Chief Petty Officer and Senior Enlisted Advisor for more than 30 days, a leadership grade three levels, and one decade, above her rank.

She managed daily workload production, detailed work assignments and processed over 2,000

Property Disposal Orders and 5,000 Material Release Orders in this position. She maintained daily workload statistics, managed all daily reports, and processed all medicinal returns through the Pharmaceutical Returns Program. She single-handedly managed the in-processing of all Naval Reserve personnel to include all administrative functions, safety briefs, off limits areas, Defense Standard System access and training, pick/pack production training in carousels, real-time residual

items valued at over \$43 million. She developed a RRAM standard operating procedure and training plan and has trained hundreds of drilling reserve personnel.

During the four-month construction of a new customer service office, Eustaquio liaised between the command and SEABEE Construction Battalion personnel, smoothing obstacles and enabling DDPH to avoid over \$100,000 in labor and material cost.

She instituted and facilitated a command-wide

monthly required General Military Training to all military staff and reserve personnel. She crafted a Command Health and Habitability instruction to coincide with monthly zone inspections that has raised awareness, cleanliness and hygiene. As the Pharmaceutical Returns Medical Program manager, she revamped procedures, managed a comprehensive returns program and generated over \$10,000 in revenue for the government. She certified more

than 15 employees in basic cardiac life support and provided first aid training to over 100 DDPH personnel.

Eustaquio is an active volunteer in support of the local community. She regularly supports Special



Petty Officer 2nd Class Annel Eustaquio.

asset management access and training, and closeout performance information memorandums.

Eustaquio managed a key Navy real-time residual management, or RRAM, site with over 50,000 line

Olympics in Hawaii, numerous community fund raisers, the Great Aloha Run, the Ford Island Bridge Run, COMPACFLT Marathon, and provided medical support for command functions at the Fleet Industrial Support Center. She actively supports Asian Pacific American Heritage and Hispanic Heritage Month and is a single class away from completing her degree through off-duty education.

The Ten Outstanding DLA Personnel of the Year Award provides a highly visible means for the Director of DLA to recognize deserving superior performers in every segment of the DLA workforce. Performance recognized by this award must have been highly exemplary and inspirational to others and have contributed significantly toward the overall accomplishment of the DLA mission.

“Petty Officer Eustaquio is truly the most exceptional, multi-task oriented, dedicated, and compassionate Junior Enlisted professional here, or at any of my previous commands, she is most deserving of this recognition,” said DDPH Commanding Officer Navy Cmdr. Joe Vitelli.



DDJC's Villa receives Ten Outstanding DLA Personnel of the Year Award



Andres Villa, a material handler leader with the Consolidation and Containerization Point at Defense Distribution Depot San Joaquin, Calif., was recently recognized for his selection as one of the Defense Logistics Agency's ten outstanding personnel of the year in a ceremony at DLA Headquarters, Fort Belvoir, Va., Dec. 6.

“It is an honor to receive such a prestigious award,” Villa said. “It represents the dedication and hard work of our organization here at the (Consolidation and Containerization Point).”

Villa's priorities are the customer and teamwork. He combines the concern for customer service needed to meet tough shipping schedules with the ability to engage his team members to find ways to improve their processes. This is important because his team processes 15,000 lines a month of high priority shipments to 36 Pacific Command customers utilizing 463L air pallets or loose shipments with an average hold and processing time of just under two days—well under the goal of three days.

Working as a team, Villa and his group volunteered their time on Veteran's Day last year to work on a shipment of tents headed to Pakistan as part of a Department of Defense humanitarian relief effort. They received 20 truckloads of tents from Defense Distribution Depot Barstow, Calif., and San Joaquin stock and reloaded the tents onto air pallets. They had to manually fold many of the tents to conform to the shape of the air pallet for netting. By the end of the weekend, they built 121 463L air pallets that were shipped to Travis Air Force Base to meet four aircraft. The planes then carried the tents to Pakistan.

Being a member of the first Lean Rapid Improvement Event, Villa embraced the DDJC's Lean efforts. With his experience, he regularly encourages his team to continuously improve their processes.

Villa's recent efforts have brought a series of ergonomic improvements and elimination of wasted effort in their processes. For example, Federal Express now off-loads Jiffy bags into the San Joaquin DDJC's conveyable totes. This result has eliminated the need for personnel to touch the bags.

Additionally, there were problems with the receiving process for MEDEX shipments. For transshipments and items requiring corrections, staging areas were set up. Villa's team provided training and re-engineered the workspace to process these shipments on-line, eliminating extra touches and waiting time in the staging areas. Further, they found ways to use lift table and tilt tray devices in multiple areas of the operation decreasing the potential for mishaps from lifting strains and sprains. The outcome resulted in streamlined workflow, elimination of touches and staging areas, and improved productivity.

“Andy has continued to maintain his focus on the customer and used this to energize continuous improvements in the Consolidation and Containerization Branch,” said Dennis Barnum, chief, Transportation Division. “His energy and enthusiasm are contagious.”

Villa served in the U.S. Army for three years, and has been employed by DLA for 23 years. He is active in his community where he volunteers supporting youth activities.

DDSI's Cordeiro wins DLA Leadership Award - Tier IV

By Stacy L. Umstead, DDC Command Affairs Office

In a recent ceremony held at the Defense Logistics Agency in Ft. Belvoir, Va., Denise Cordeiro, Deputy Commander, Defense Distribution Depot Sigonella, Italy, was awarded the DLA Leadership Award – Tier IV.

The DLA Leadership Awards recognize five tiers of supervisors, acknowledging commitment to leadership and outstanding performance in the DLA leadership competencies. Cordeiro won for the category of Tier IV (supervisor with more than 10 years).

Cordeiro led the transfer of distribution functions from Navy to DDSI. Leading a joint team of U.S. Civil Service, Active Duty Navy, and Italian National workers. She has initiated and championed myriad business process improvements to enhance DLA logistics support to our war fighters in theater.

Historically, Naval Air Station Sigonella's Aviation Intermediate Maintenance Department supported the 26th Marine Expeditionary Unit, but when their 2005 deployment loomed, Cordeiro knew DDSI was the right agency to provide their ramp up and deployment support.

Cordeiro communicated DDSI's capabilities for staging and materiel handling, including International Organization for Standardization and quad containers holding critical support parts and equipment, and DDSI's ability to provide packing and shipping support to the Marines' forward operating positions. She was able to satisfy the MEU that DDSI could meet their distribution support requirements, and arranged for shipment of the containers to Sigonella from Camp Lejuene via opportune lift in April 2005.

Under Cordeiro's leadership, DDSI staff arranged for the movement of the containers from the port to the DDSI container staging yard, and for the safe off-load of the containers from the trucks – not an easy task with containers weighing up to 35,000 pounds. Almost immediately after the containers were staged and ready for business, the call came in for the shipment of helicopter engines and transmissions that were critically required in theater. DDSI personnel accomplished the retrieval and shipment of all the requested engines to destination in an unprecedented quick response time.

As the 26th MEU prepared to redeploy to the United States in September 2005, they again requested DDSI assistance in arranging for transportation and managing the physical movement of the ISO and quad containers. Not only did the oversize cargo require special handling considerations, the cargo had to arrive back at Camp Lejuene within a limited timeframe in order to enable the equipment and parts to be available to support Hurricane Katrina recovery efforts.

To ensure that the Marines could track their cargo to destination, they also requested that radio frequency identification tags accompany each container and piece of break bulk cargo. DDSI had only recently been outfitted with RFID tag burning capability, but Cordeiro knew the shipment would

provide an excellent opportunity to put RFID into action.

Once again, with Cordeiro's leadership, DDSI personnel came through with exceptional levels of support. A total of 31 ISO and quad containers and an engine were processed and moved to the port for shipment within a three-day window. The cargo totaled almost 500,000 pounds and measured nearly 30,000 cubic feet

– huge numbers in relation to typical operations.

Over the past six years, Cordeiro has been challenged by demanding leadership roles. Serving first as the inaugural Deputy Commander at the newly activated Defense Distribution Depot Pearl Harbor, Hawaii, she was then hand-selected to be the first interim Commander and Deputy Commander for the activation of DDSI.

Cordeiro, a creative, inspirational leader and an expert joint logistician, in less than six months, transformed DDSI into one of DDC's most efficient and innovative distribution centers and has received rave reviews from the European Command and Navy leadership for superb theater support.

Recently, Cordeiro distinguished herself in support of the deployment of the Enterprise Carrier Strike Group and Iwo Jima Expeditionary Strike Group.

Her forward thinking and creativity allowed DDSI to develop and implement a new materiel consolidation process for these groups as they passed through the Sixth Fleet on their way to the Fifth Fleet Area of Responsibility. The coordination for this new innovation involved leveraging of several Naval Air Station Sigonella departments, real time updates to classified ship movements, and constant contact and cooperation between the primary materiel movement partners located in Sigonella.

This new process resulted in over 13,500 cubic feet weighing over 138,000 pounds including redirection of over 6,300 cubic feet of cargo weighing over 66,000 pounds being delivered to the Enterprise Carrier Strike Group and Iwo Jima Expeditionary Strike Group while underway rather than having to wait for the materials to catch up to them once they arrived in the Central Command AOR.

By creating this consolidation initiative, she not only further enhanced logistics support but also saved valuable transportation



DDSI Deputy Commander Denise Cordeiro.

dollars by leveraging the volumes of material into one centralized area for further shipment.

Under her leadership, DDSI established, streamlined, and continually improves distribution processes in support of forward-deployed detachments. The results of DDSI's hard work, increased materiel velocity, increased in-transit visibility, and enhanced time-definite delivery, have significantly improved distribution processes in Southern Europe. DDSI's workload has already exceeded expectations by almost 30 percent.

At DDSI, Cordeiro has championed key Lean-based distribution initiatives, including an adaptive logistics network to support forward-deployed units operating throughout Europe and Africa, cost-effectively meeting customer response requirements at a consistency rate exceeding 98 percent.

"Ms. Cordeiro is the consummate professional. She is a highly motivated team player with proven leadership results and unlimited potential to further excel in the most demanding billets. On a daily basis she leverages her vast technical knowledge and leadership ability to further her contribution to the DLA/DDC mission success. She is an inspirational, mission-focused leader and renowned joint logistics expert," said DDSI Commanding Officer Navy Cmdr. Mark Semmler.

Cordeiro recently initiated and led the highly successful implementation of the Southern Regional Distribution Center operating under the European Command Deployment and Distribution Operations Center. Her innovative planning and implementation of this joint DOD approach resulted in a 70 percent reduction in air terminal hold time, increased cargo velocity, and a 20 percent reduction in total order receipt time to deployed Warfighters operating in the Fifth and Sixth Fleet AORs, including improvements that leveraged surface transport to eliminate the traditional requirements for aircraft to move cargo in theater, avoiding unnecessary air assets for other missions.

"Applying her extensive knowledge of both Navy supply and DOD distribution operations, Ms. Cordeiro has directly improved the materiel readiness of our Warfighters," said Semmler.



San Joaquin's Travis receives the Most Approved Suggestions Award from DLA



Timothy Travis, a distribution process worker with the Freight Terminal at Defense Distribution Depot San Joaquin, Calif., was recently presented the Most Approved Suggestion Award from the Defense Logistics Agency at the 39th Annual DLA Awards ceremony at Fort Belvoir, Va., Dec. 6.

Travis had 10 suggestions approved while assigned to the Freight Terminal. He takes a great interest in making the depot a better and safer place to work and improves safety for DLA as a whole. "This award is an honor being that I am able to look out for the welfare of my co-workers," said Travis.

One suggestion Travis submitted was to have placards for the dedicated trucks. This allowed the Freight Terminal to have better visibility and a lower rate of errors for dedicated truck loads. Additionally, during the transition of the Freight Terminal from warehouse 16 to warehouse 56, he recommended that exterior lighting be installed. He took into consideration that the lighting issues were not addressed during the building phase of the new warehouse. It was the safety of the employees that urged Travis to make the needed recommendation.

"Mr. Travis' dedication towards this recognition is above and beyond anyone's expectation. The DDJC Freight Terminal has improved on many of its processes along with safety issues that protect our number one resource, people," said Greg Reeves, Freight Terminal Chief. "I commend Mr. Travis, as DDJC would say, 'Just do it right.'"

Prior to Travis' civil service career which began in 1974, he served two tours in the U.S. Army. He joined the DLA team in 1994.

DDMA's Clement named DDC Employee of the Quarter

Patrick P. Clement, Defense Distribution Mapping Activity bindery machine operator, was named Defense Distribution Center Employee of the Quarter, first quarter, fiscal year 2007.

Clement is part of the DDMA Map Support Office Germany. During this quarter he tirelessly assisted in materiel storage and distribution processes for MSO-Germany, said Tech. Sgt. Jose H. Munoz, the Non-commissioned Officer in Charge of MSO-Germany.

Clement's unmatched work ethic and outstanding contributions enabled 11 units within the European Command to successfully continue Operations Iraqi and Enduring Freedom and Joint Guardian, and Pakistan earthquake relief.

Clement is always contributing to improving operations, Munoz said. He is highly competent with 31 years federal government service and has virtually mastered every aspect of MSO operations. He analyzes problems, rapidly implementing the best cost saving solutions that have been effective to the overall mission accomplishment of DLA, Munoz said.

This quarter, Clement has folded a total of 179,813 cartographic products free of error. Coordinating the procurement and movement of a new pallet wrapping machine, Clement saved DLA more than \$3,000 as well as numerous staff hours.

Clement's German language proficiency enabled MSO Germany to procure machine quote estimates from German contractors; saved \$15,000 on new equipment required for ever-changing operational demands.

Clement identified 630,000 large unfolded maps and immediately obtained the data required to initiate a request that would allow for the maps to be folded, opening space for new products. He oversaw proper maintenance and compliance of \$452,000 in material handling

equipment resulting in zero defects. Clement's extensive knowledge and dedication to duty has allowed him to confidently make corrections and spontaneous decisions related to the ever-changing operations of MSO Germany, Munoz said.

Clement's punctuality and strong sense of duty highlight his daily performances, Munoz said. Clement goes above and beyond the call of duty by assisting his fellow co-workers in storage and distribution issues. He assisted in issuing, packaging, and transporting over 20,000

of automatic distribution products to more than 250 customers.

His outstanding commitment plays an important role in ensuring immediate issue and delivery of 880 map release orders monthly. Clement spearheaded the movement, installation, and training of Defense Distribution Depot Europe personnel to properly utilize an industrial wrapping / strapping machine required to successfully execute Theater Consolidation Shipping Point processes.

During this quarter, Clement also successfully submitted three work orders for building upgrades that contributed significantly to a high level of readiness and safety.

Clement is continuously busy; however, he is never too busy to take the time to help anyone in need, Munoz said. He methodically briefs distinguished visitors on map folding and equipment operations

and assists in training as well. Working with others in a unified and cohesive manner is particularly one of his strongest characteristics. He has the ability to immediately establish and maintain excellent rapport with subordinates on all levels. A pace-setter, others look to him for leadership and guidance in professional and personal matters.



Patrick P. Clement, DDMA Bindery Machine Operator, DDC Employee of the Quarter, first quarter, fiscal year 2007.



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DDYJ's Harada selected as DDC Employee of the Quarter

By Stacy L. Umstead, DDC Command Affairs

Seiji Harada, primary information technology help desk technician at Defense Distribution Depot Yokosuka, Japan, was selected as the Defense Distribution Center Employee of the Quarter, first quarter, fiscal year 2007.

Harada works directly with customers to address system-related trouble calls throughout DDYJ and Map Support Office - Atsugi. He is also the project lead for system



Seiji Harada, primary information technology help desk technician at Defense Distribution Depot Yokosuka, Japan, was selected as the Defense Distribution Center Employee of the Quarter, first quarter, fiscal year 2007.

configuration changes that require implementation affecting the Standard System Build. His experience working with the Yokosuka-based supply and storage operations gives him unique skill in prioritizing fix actions to best support DDYJ's mission in times of system outage.

Harada's professional manner and customer service focus sets the

example for the DDYJ IT team, said Dean A. Bias, DDYJ Information Systems Director. Harada is also responsible for many of the innovative ideas and standards based improvements in the underlying infrastructure that keeps DDYJ's systems processing. His work demonstrates a longstanding dedication to the mission of DDC and DDYJ.

Recently, DDYJ employees were unable to logon and begin work due to software problems, Bias said. Harada knew the importance of getting out to the warehouse and communicating directly to the customer about the workaround in progress. With his background, he also knows which workers need to get the fix first for the best overall DDYJ effect. He immediately went into the warehouses and began enabling workers' systems. His customer service approach ensures he never leaves the customer until the fix is verified. He personally resolved the problem on most of the warehousing workstation by noon. This is approximately 150 of DDYJ's 370 computers.

When new security requirements caused changes to remote email access, several DDYJ employees had to switch from personal computers to laptops, Bias said. Harada immediately began the painstaking process to accommodate the new laptops. Once complete, he built all 17 laptops in a span of two days. Again, he scheduled and organized the entire deployment on an appointment basis to ease the amount of change required for each laptop user.

Harada's organizational skill again played a part in the system refresh for DDC's MSO in Atsugi. He planned the most efficient process to retrieve the new systems, build, configure and test them prior to deployment and finally deliver the systems so that the actual time at the site and customer interruption was less than half a day. The Director of MSO Atsugi praised his professionalism and attention to detail as the entire upgrade went flawlessly.

Harada's customer focus and dedication make him a valuable asset to DDYJ.

DDRV MEO Development Team selected as DDC Team of the Quarter

The Defense Distribution Depot Richmond, Va., Most Efficient Organization, or MEO, Development Team was selected as the Defense Distribution Center's Team of the Quarter, first quarter, fiscal year 2007.

The DDRV MEO Development Team distinguished themselves by exceptional professionalism and commitment to mission excellence in the planning and development of the DDRV Agency Tender, said John Yost, Deputy Director, DDC Acquisition Management.

The DDRV warehousing and material distribution services were initially announced for public-private recompetition in February 2005. This marked the first recompetition of a winning MEO under the revised Office of Management and Budget Circular A-76, the circular which establishes federal policy for competition of commercial activities. The revised circular implemented a new way of doing business and presented the development team with unique challenges, Yost said.

The DDRV MEO Development Team was determined to develop an Agency Tender that was strengthened by the lessons learned from the initial 2002 DDRV public-private competition, Yost said. The 2002 tender focused on successful phase-in and performance initiatives, and ensured the best value for the war fighter and the taxpayer.

The team proved to be a cohesive blend of knowledge, talent, skills and experience, Yost said. Each individual



Part of the Richmond team, left to right: Zack Martin, Steve Thein, Jerri Taylor, and George Owen.

brought their best efforts and ideas to the task while simultaneously functioning as a well-honed team. They had one focus—planning for a competitive Agency Tender and creating an MEO built on sensible organization alignment, best industry practices, and efficient use of resources to ensure a successful operation.

Though separated both organizationally and geographically (half of the team was in New Cumberland, Pa., the other half in Richmond, Va.), the team maintained outstanding communications and a distinct vision through data gathering, analysis and strategizing and continuing through document completion and the closing of the solicitation, Yost said.

Team members outside the DDRV organization became intimately familiar with DDRV's unique operational processes, understood the problems of the past, and adopted a can-do attitude in forging the path of a successful future operation.

The team worked tirelessly, forsaking in many instances time planned for family over the holidays, to ensure their mission was met, Yost said. "This team proved themselves to be consummate experts in their field and the ultimate in dedicated professionalism," Yost said.

While there was a core of individuals assigned to the team, their work would not have been possible without the support of every DDRV employee and the entire DDC Acquisition staff.

Team members included Michael Torner, Robyn Snyder, and Tracey Zimmerman, all from DDC Acquisition Directorate; Gwen Hoover, DDC Counsel; Lisa Stiely, DDC Logistics Operations; Kerry Weaver and Rose Anderson, DLA Human Resources Operations Center-New Cumberland; Doug Burwell, Robert Thien, George Owen, and Jerri Taylor, DDRV; and Joseph Wilck and Zack Martin, DLA Office of Operations Research and Analysis.

DDMA's Garrison nominated as DLA Company Grade Officer of the Quarter

Defense Distribution Mapping Activity's Navy Lt. Blaine Garrison was nominated a DLA Company Grade Officer of the Quarter, first quarter, fiscal year 2007.

"Lt. Garrison has excelled as the Officer in Charge of the Map Support Office Norfolk," said Navy Cmdr. John Pearson, DDMA commander. "Lt. Garrison ensures the daily mission is met by providing customer support, training, and outreach, and warehouse operations are conducted in accordance with policy."

Garrison has met the challenge of monitoring and coordinating a major facility renovation while planning for a relocation, Pearson said.

He has invigorated the MSO-Norfolk staff with a sense of purpose and direction, Pearson said.

Garrison quickly assessed the retail operation and worked with Defense Distribution Center, DDMA staff, and host activities to physically relocate DDMA's most active retail operation to a renovated facility due to the impending demolition of the current facility.

He reviewed and improved internal processes for handling deliveries of classified material when the map support office was a supplementary address, Pearson said. Garrison's efforts have resulted in local process changes to enable increased control and accountability and have led to the discovery and correction of a problem in the Distribution Standard System, or DSS, DDC's warehouse and transportation management system, that precludes identification of arms, ammunition and classified shipments to customers.

Garrison's attention to detail and persistence have resulted in DDC's exploration of the feasibility of installing optical fiber in place of copper wire to greatly enhance the speed of DDMA's web-based management system and benefit the collocated National Geospatial-Intelligence Agency, too.



Work safely.

DDJC awarded prestigious CAPE Gold

By Annette Silva, DDJC Command Affairs

The Defense Distribution Depot San Joaquin, Calif., has attained California's top recognition for performance excellence. The California Council for Excellence, which administers the California Awards for Performance Excellence, announced that DDJC will be one of three winning organizations to receive the prestigious 2006 Gold Level "Eureka" Award during CCE's annual awards recognition ceremony in San Diego later this year.

The award program is California's emulation of the Malcolm Baldrige National Quality Award, our nation's highest presidential honor for business excellence. The recognition is based on an examination of a 50-page application and a visit by a team of independent examiners who use the Baldrige Program's "Criteria for Performance Excellence" to systematically examine and evaluate applicants in seven categories: leadership; strategic planning; customer and market focus; measurement, analysis, and knowledge management; workforce focus; process management; and business results. Five CAPE examiners visited DDJC in November to validate its processes and results as described in DDJC's application.

Although numerous government organizations

have competed over the 13-year history of the CAPE program, DDJC is the first government and military applicant to earn CAPE's Gold level award.

"We are honored to be recognized by such a well-respected organization as CCE. We value the CAPE program's independent, external validation of our business processes and results along with their feedback report regarding our performance and opportunities for improvement," said Army Col. Doug Serrano, DDJC Commander. "The use of the Baldrige and CAPE criteria has provided us with an excellent strategic framework for management, and greatly assisted us in aligning our organization, and its resources, in order to better meet the requirements and expectations of our stakeholders, and especially our customers, America's war fighters," added Serrano.

DDJC applied for CAPE in July of 2005 to help determine strengths and weaknesses for opportunities of improvement. DDJC wanted to be a better organization and wanted to embrace the Baldrige philosophy that CCE was based upon.

After applying for CAPE in 2005, DDJC was awarded the 2005 Silver Level "Eureka" Award. With the feedback report from the CCE, DDJC was able to capture opportunities for improvement listed in the report to become an even stronger organization when competing for the Gold in 2006.

Key players in the CAPE process included

the DDJC Leadership Team, who embraced the Baldrige philosophy; CAPE writers, responsible for the application; CAPE support team, who provided all of the necessary support for the writers; and the employees, who were able to take the opportunity to infuse the Baldrige philosophy into DDJC's culture.

The CAPE process was very beneficial to DDJC, Serrano said. It gave DDJC the opportunity to enhance a culture of continuous process improvement and enabled the organization to constantly look at processes by using the Plan-Do-Study-Act format. DDJC was able to define, measure, stabilize, and improve our processes by using the Baldrige philosophy for continuous process improvement.

Thompson joins DDC Reserve Office after tour in Iraq

Navy Reserve Petty Officer 2nd Class Donnie Thompson recently completed his third tour in Iraq, his second at the Defense Logistics Agency's Contingency Support Team, where he served as DLA's Customer Support Representative for the Army's 4th Infantry Division. Working as a DLA CSR means being embedded in theater with US fighting forces to provide a DLA

presence and deliver world-class logistics in support to the War fighter.

"CSR's have a heavy workload on the frontlines and rely heavily on the support back in the U.S.," said Thompson. "It is important that the folks back here realize the importance of their roles and the impact they have on the missions in Iraq/Afghanistan as we provide quality support to the war fighter in a timely manner."

During his first deployment with DLA, Thompson served as the contract officer representative for hazardous waste.

In that critical position, he worked with local Iraqis to remove hazardous material mostly POL (Petroleum, Oil, and Lubricants) from FOB's (Forward Operating Bases) to local refineries to recycle. Due to the many hazards with incoming mortar rounds and rockets this proved to be a huge safety issue for the troops.

Thompson is a member of the Defense Distribution Center A106 Navy Reserve Unit, and upon completion of his tour volunteered for a one year assignment at DDC with the Reserve/Mobilization Office.

The DDC Reserve/Mobilization Office serves as the single focal point for recruiting civilians, reservists and active duty military to support all DLA/DDC mission requirements, contingencies, emergencies, mobilizations, exercises and domestic disaster relief.

"I can't stress enough how important it is to send the right people with the



Upon his return from Iraq, Army Brig. Gen. Lynn Collyar, DDC commander (left), presented Thompson the Joint Service Commendation Medal.



During his first deployment with DLA, Thompson served as the contract officer representative for hazardous waste.

right training to provide the proper support to units on the ground,” said Thompson. “I am proud to work with the DDC Reserve/Mobilization Office in providing the right person, at the right place, and at the right time to support our troops.”

“SK2 Thompson’s passion to support the war fighter, coupled with his deployment experience, has brought a remarkable element to our office,” said Deneen Diggs, DDC Reserve Program Manager.

“Having been there and done it, he has made it his personal mission to sit down with each person being deployed (civilian or reserve) and review all requirements and provide any necessary additional training prior to their departure.”

She added, “He is a tremendous asset and we have found that the time he commits to helping the deployed personnel has been very beneficial.”

DDYJ employee finds himself at the right place, right time, doing the right thing

By Michiyo Nakayama and Jonathan Lontoc, DDYJ Public Affairs



Kouichi Matsunaga, tractor trailer driver for the Motor Vehicle Support Division of the Defense Distribution Depot Yokosuka, Japan, shows off the commander’s coin he was awarded by DDYJ Commanding Officer Navy Cmdr. Will A. Clarke during a recent ceremony. Matsunaga responded to a hit and run accident he witnessed that occurred near Seya, Yokohama. The driver of the car was eventually caught because of Matsunaga’s quick response and desire to do the right thing.

Swarm

A DDC Initiative for Inventory Improvement

DDC employee helps save life

By Scott Woosley, DDC Command Affairs

Defense Distribution Center employees are involved in saving lives on the battlefield every day. They ensure our Warfighters have the necessary materials they need to fight and win.

One employee recently got more directly involved in saving a life when he stopped to give CPR to a man suffering from chest pains Jan. 12.

"I was on my way to work when I learned that there was a 'cardiac arrest in progress at the USF Holland Trucking Company behind the Hardee's on Paxton St.," said Terry Dobbs, an employee in the DDC's Logistics Operations Directorate. "I was only minutes away and knew that survival after more than five minutes of CPR is rare."

Dobbs, who is trained in CPR, said he felt compelled to help.

When he arrived at USF Holland, he was directed to the break room of the trucking company where he found an employee lying on the ground, unconscious and without a pulse.

Dobbs said that everyone was standing around without any idea of what to do.

The victim's co-workers told Dobbs that the 50-year-old man had eaten his

usual bowl of cereal before work and then collapsed. They also said that he had been complaining of chest pains for about a week.

"My first reaction was sheer panic," Dobbs said. "No one was performing CPR, so I knew time was critical."

But then his training took over. He assessed the situation and began providing first aid, including CPR, until paramedics arrived and took over.

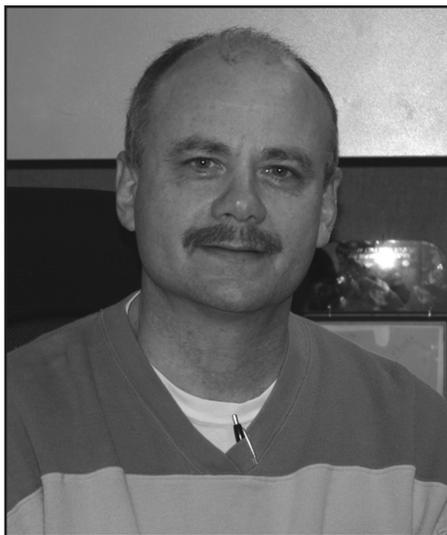
According to Dobbs, the survival rate of victims who suffer heart attacks

outside of medical facilities is about one to three percent and waiting for emergency personnel to arrive usually means the victim doesn't survive.

In this case, Dobbs' quick, knowledgeable response helped beat the odds—the victim was eventually taken to the hospital and recovered fully.

Dobbs gets a feeling of satisfaction knowing that he helped save someone's life.

"It's a satisfying feeling to hear the EMT call what I did a cardiac resuscitation," Dobbs said. "What a feeling."



Terry Dobbs, who works in the Defense Distribution Center's Logistics Operations Directorate, used his CPR training Jan. 12 to save a man who was having a heart attack.

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DDPW employees assist in area cleanup

Employees of Defense Distribution Depot Puget Sound, Wash., pitched in to clean up debris around their buildings following a span of record-breaking rainfall.

“Everyone in DDPW – all supervisors, the MEO and the CGA [Continuing Government Activity] – were invited to come outside for an hour of clean up duty. In return, we provided a reward of sodas, cupcakes and brownies afterward,” said DDPW Deputy Commander Susan Earle.



James Greene, Enrico Majillo and Phil Maestas sweep up debris.



Susie Christian and Mary Siniscalchi assist in the clean up effort around DDPW's buildings.



DDPW Commanding Officer Navy Cmdr. Bill Bailey drives one of the forklifts used to remove the debris from the area.

DLA Director visits DDDK, MSO-K

Defense Logistics Agency Director Army Lt. Gen. Robert T. Dail and Kim Huntley, Executive Director, DLA Customer Operations and Readiness, visited Defense Distribution Depot Korea, or DDDK, and Map Support Office Korea Jan. 31, 2007.

DDDK Commander Army Lt. Col. James Lippstreu, and Deputy Commander Pete Halseth discussed with Dail the capabilities DDDK has to offer theater customers such as cross-docking multi-mix surface containers, trans-shipments, and in-transit visibility of freight shipments.

Dail was impressed with the partnership DDDK has forged among the Korean National and U.S. workforce and DDDK's theater customers. He described the facility as world-class.

Huntley said that DDDK is the only facility in the world that has the best-

collocated facilities with a map support office, and that DDDK and MSO-K were setting the standard.

Dail said there were opportunities for DLA to take a more active role in collapsing multiple Army storage sites on Camp Carroll. He saw this as a similar concept that is being done in the states between DLA and Army maintenance sites.

Dail also sees opportunities to help the Army reduce transportation costs it currently incurs when requisitioning certain items.

DDDK's primary mission is to provide enhanced physical distribution services to the Army, Air Force, Navy, and Marines located on or units moving through the Korean Peninsula. DDDK is reducing transportation costs and customer wait time in support of forces located in Korea.

DDDK was established Jan. 28, 2005, and became the Defense Distribution Center's 26th distribution facility.

DDDK was established based on a support request from the United States Army 19th



DLA Director Army Lt. Gen. Robert Dail, left, talks with Defense Distribution Depot Korea Deputy Commander Pete Halseth and Commander Army Lt. Col. James Lippstreu about DDDK.

Theater Support Command now 19th ESC. In June 2004, a memorandum of agreement between the US Forces Korea, Installation Management Agency Korea Office, Civilian Human Resource Agency-Korea Region and the DDC was signed for the establishment for DDDK using existing facilities in Camp Carroll, Korea.

DDYJ hosts JMSDF 4th Maritime Service School

By Jonathan Lontoc, DDYJ Public Affairs

Hirobumi Akoh, warehouse supervisor, accompanies Japan Maritime Self Defense Force intermediate officer students during a walk through of Building 5000.

Besides the traditional mochi tsuki or rice-pounding ceremony and customary exchange of cultural gifts between



Hirobumi Akoh, DDYJ warehouse supervisor, accompanies Japan Maritime Self Defense Force intermediate officer students during a walk through of Building 5000. (Photo by Reiko Kobayashi)

allies, the U.S. Armed Forces and the Japan Self Defense Force have steadily forged an alliance through cooperative participation in world affairs and military training over the past several decades. This bond is evident in the ongoing relationship between Defense Distribution Depot Yokosuka, Japan, and the JSDF, Japan's combined naval, air and ground forces. The partnership dates as far back as 1952 when DDYJ was the distribution element of what was known as the Naval Supply Depot.

Recently, DDYJ welcomed naval students from the 4th Maritime Service School at Maizuru city in Kyoto Prefecture. The service school trains officers that will eventually become part of the elite in the supply corps of the Japan Maritime Self Defense Force. "Frequently, the school sends students to DDYJ to learn and observe distribution operations," said Akimasa Kojima, the senior Japanese National employee for DDYJ.

JMSDF has expressed a deep interest in the joint concept of logistics

employed worldwide by defense distribution centers such as DDYJ. The JSDF supply system is currently segregated and has been limited to the Japan Theater, but JSDF is now working with other countries to expand their reach. This visit gave them an opportunity to view operations first hand and provided them with valuable knowledge that they can take back with them to support a future joint supply system for Japan's defense forces.

The students were given an introductory brief on the Defense Logistics Agency. This included presentations on the structure of DLA from the defense supply centers who manage and procure supplies to the Defense Distribution Center with its global network of 26 distribution centers that store and ship those supplies. They were also given a tour of DDYJ facilities where operations for receiving, storage, inventory, system support, packing, and shipping were in progress. "The students were very impressed," said Kojima.

SDDC Commander visits Defense Distribution Depot Korea

By Polly Charbonneau, DDC Command Affairs

Army Maj. Gen. Kathleen Gainey, commanding general of the Surface Deployment and Distribution Command visited Defense Distribution Depot Korea, or DDDK, Feb. 16 to discuss current operations.

DDDK is one of 26 distribution centers managed by the Defense Distribution Center. Gainey commanded DDC from August 2002 to August 2004 during the planning for the DDDK stand up. She was thoroughly impressed with DDDK operations and facilities, describing them as “world-class.”

Gainey sees opportunity for DDDK to grow and provide additional service to customers located in Korea. She is supportive of additional streamlining of distribution.

Gainey lauded DDDK for their inventory accuracy and aggressive commitment to maintaining it.

Pete Halseth, DDDK deputy commander, shared with Gainey that “there have been no reportable safety incidents since activation.” This was a fact that Gainey greatly appreciated since safety was a top priority during her command of DDC.

Gainey also toured the collocated Map Support Office-Korea, or MSO-K. Gainey was pleased with the level of detail MSO-K Chief Roger Weston had readily available concerning planned maintenance for the material handling equipment.

DDDK was established Jan. 28, 2005, based on a support request from the United States Army 19th Theater Support



Army Maj. Gen. Kathleen Gainey, left, commanding general, Surface Deployment and Distribution Command, discusses current operations with Pete Halseth, DDDK deputy commander.

Command. DDDK’s primary mission is to provide enhanced physical distribution services to the United States Armed Forces located on the Korean Peninsula. DDDK stocks more than 14,000 National Stock Numbers and reduces transportation costs and customer wait time in support of forces located in Korea.

Saudi Delegation visits center to see how logistic support is provided to war fighters



Army Brig. Gen. Lynn A. Collyar, left, commander, Defense Distribution Center, presents a marble triangle etched with the DDC logo to Maj. Gen. Saad Ibrahim Al Thwaini, commander, Royal Saudi Land Forces Logistics. Al Thwaini and other members of the Saudi Royal Land Forces visited DDC Feb. 27 to see how the command functions.

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