

# Defense Distribution Center

# Review

News From and About The Nation's Distribution Depots

Vol 2, No 2

Defense Distribution Center, New Cumberland, Pa

Summer 1998



Top left: Nathaniel Boyd, AFGE 2501, DDSP (Memphis) and Col. Joseph Donnelly, DDSP; Above: Phil Porter, President, AFGE Council 169; Bottom left: Lavonne Paul, AFGE 1546 (left) and Jimmy Cuizon, LIU 1276 (right) with Col. Glenn Melton, all of DDJC.

INSIDE

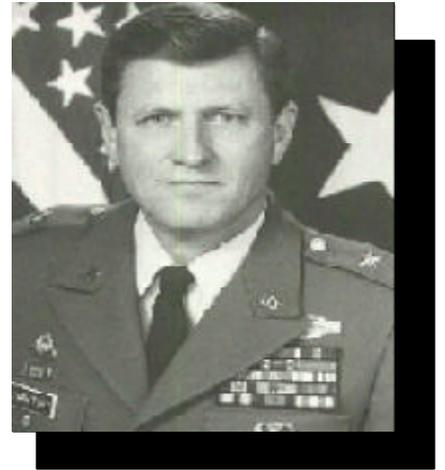
Commander's  
Column  
Page 2

Partnering  
Conference  
Page 4

CSRS  
Switch to FERS  
Page 17

Fifty Years Ago,  
June 1948  
Page 19

**BG Kenneth L. Privratsky**  
**Commander, Defense**  
**Distribution Center**



*An Interview with BG Kenneth L. Privratsky was conducted on June 16, 1998*

*Three depots (Barstow, Columbus, and Warner Robins) were announced on March 31, 1998, for A-76 review. How do you feel the process is working so far?*

The last time we talked, the first three depots that would be subjected to public/private competition in accordance with OMB Circular A-76 had not been announced. While our last interview was underway, however, very select members of my staff were conducting an in-depth analysis of which depots should be competed first based on various factors of consideration. That analysis was very tightly controlled and remains so. Everyone would have a different opinion on that analysis. Suffice it to say that I thought it was very logical. The conclusions were substantiated and verified by DLA. That led to the identification of our depots at Columbus, Barstow, and Warner Robins as the first three depots to be competed. As that was happening, we were also standing up a staff element within the DDC to focus exclusively on A-76. That office is fully manned at this time and headed by Ms. Twila Gonzales, a GS-14, who transferred here from the west coast. The organization she has put together is first class. It has been commended by depots and also by DLA and I am very proud of their hard work. Immediately after the announcement on March 31, 1998, the three pilot depots started training programs here at New Cumberland and also on site. Simultaneous with the identification and standup of internal A-76 teams, I visited Warner Robins, Columbus and Barstow and personally talked to the workers. I must say that I am very impressed with their positive attitude, their enthusiasm, and their innovative thinking. So, I feel the process is progressing remarkably well and as each day goes by I feel more confident that DDC depots can and will be competitive. How competitive they

become ultimately depends on the depots.

*Many government agencies and private concerns are now transacting business over the Internet. Do you see this technology fitting into our distribution operations? Are we ready for such a step?*

I think this is a great question. It is not, however, an easy question to answer but let me try. To frame the difficulty, let me ask you to think back 10 or 12 years when you, perhaps like me, purchased your first computer. Those computers, if we still have them today, are good for little more than doorstops. In the past decade, technology has taken a remarkable leap forward and things like the Internet have been given birth and have progressed beyond even their originators' imaginations in a short period of time. And so, the challenge for us is to look out into the next decade and to keep our perspective of what monumental change we have seen in the previous decade. Change in the future will be even faster than change in the past. How does it relate to distribution? We hear a lot today about the need to move information rather than material. I think that is very important for us to consider. We have, for example, in the materiel management business several inventory control points involved in the inventory supply process. Underway, as we speak, is an analysis that will form one virtual inventory control point leveraging technology to provide products with fewer resources. In my mind, I see a single virtual defense distribution and inventory control center joined to provide time definite, visible distribution from an inventory pipeline including direct supply sources and depots operated by government and industry, maximizing electronic commerce. So, I think the Internet will take on huge importance for us. I would expand just further by saying the role of that center will be a little bit different than today because it will

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Commander.....BG Kenneth L. Privratsky, USA  
 Deputy Commander.....Ms. Phyllis C. Campbell  
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include the need to consolidate products on demand within the pipeline for delivery into the industrial base through installations to units and into theaters around the world. That is my vision for the future. As we look ahead, our challenge is to leverage the Internet to become more efficient and to become experts at moving information so that when we decide to move products, we do so quickly and more efficiently than ever before as we meet the needs of customers. Are we ready for such a step? I think we are. Dialogue toward this end has already started at the Defense Distribution Center, within the Defense Logistics Support Command, and all the way up to the Director of DLA. I have been part of that dialogue. Comparable dialogue is occurring throughout the Department of Defense. I truly think that technology is leading us toward the revolution in military logistics that is so badly needed to protect our warfighting capabilities.

*What do you see as the biggest challenge now facing the DDC?*

Let me break this question down into what I see as a big issue and then several smaller issues. Clearly the biggest challenge for DDC is to become competitive with industry, to stifle any complacency about recent success, and to become very serious about the A-76 competition. Those depots who do will win. In some cases, we think we are a lot better than we are. We have progressed beyond the imaginations of many in achieving one-day processing. But many of us know that the consistency of that performance by many depots requires improvement. Were you to compare us with industries like the Federal Express Premium Service, you would discover they differ from us in their better consistency. We must provide consistent distribution services to meet customer needs on a much higher percentage of our work. Currently, we are meeting one-day processing goals. All depots need to do that and all depots need to achieve that for 90% of the work they receive. If they do not, then they do not deserve to perform government business in support of our warfighters. So the big challenge is to become competitive and to take on the smaller challenges to get us competitive. There are other challenges. Inventory accuracy is a big one. No depot in the DDC meets acceptable inventory accuracy standards. Those standards should be defined as 99% inventory accuracy for much of our stock. Anything less is less than industry standards.

*What was the most significant experience for you during your 28 months as the DDRE and now DDC Commander?*

Clearly, the most significant experience for me as the Commander of the DLA distribution depots was our experience first as the former east region and then as the Defense Distribution Center in raising our bar to achieve one-day processing. Coming to the conclusion that we needed to raise the bar was pretty simple. I underestimated the forces outside of our depots that wanted to keep us from raising the bar. It was clearly a struggle on the part of the depots to raise the bar. They worked long. They worked hard. Each of them eventually cleared the bar. Few understand the arguments that occurred simultaneously with the work under way in the depots because others thought one-day processing was not needed and would be more expensive. That argument went on for nearly six

months. We are now beyond it. It is very important we be beyond it. It is also important to understand that the argument took place. Whenever organizations undergo change, forces work for and against that change, often for very well intentioned reasons. That was the case within DLA as it related to one-day processing. This was a significant experience for me because it reiterated the importance of staying the course with one's convictions. I never doubted the path to our future. I occasionally doubted our ability to get there as soon as we did. Today, I have no doubt that had we not taken on this challenge of one-day processing and had we not argued our way through the process promoting the need for change, we would not win any A-76 competitions. As we look back on the past year, it is particularly nice to know that 12,000 workers in 22 depots met the standard within a year and in the process saved DLA an estimated \$60 million this year and probably as much or more in pipeline inventory savings throughout DoD as a whole. One has to feel very good about that.

*As you conclude your tour, what message would you like to give to the employees?*

There are some that would credit me with the improved distribution performance and cost savings. For those that would, let me say the only credit that I deserve is simply putting folks on the azimuth for change. I have had very little to do with the change itself. As a matter of fact, days after I raised the bar in the former east region in January 1997, I went TDY for six weeks of CAPSTONE training. During that period of time, and several months thereafter, key members of my staff were absent. The distribution workforce as a whole represented by depots and staff took on the challenge for change throughout the depth of the organization and produced the revolution in distribution. Everyone in the Defense Distribution Center was a part of that. They need to get up in the morning, throw their shoulders back with confidence as they face the new day, knowing they can take on challenges of the future and do every bit as well. I have never worked with an organization that has taken on change so dramatically and effectively. From my vantage point, as the commander of this large PLFA, I see selfless sacrifice daily as we move toward new processes to become more efficient. This has translated into millions of dollars of savings because our professional workers have withstood the pain when the belt tightening came close to them and working together they sought

*The workforce within Defense Distribution Center is the most professional...I have been associated with in my 28 years in the military. I am proud to have been a part of that ...they will remain leaders for change within the Defense Logistics Agency. I take my hat off to all 12, 000. It has been fun!*

# DDC INITIATIVES

## Labor/Management Partnering Conference Held

The first DDC Partnering Conference was held at the Harrisburg, Pennsylvania Doubletree Hotel on April 22, 1998. This joint labor-management conference brought union representatives and depot commanders together with DDC staff to discuss and learn about topics of mutual interest. Twenty-one depots were represented by 25 of 31 unions representing DDC employees. Among the unions in attendance were AFGE, BTMC, DEC, IA&M & AW, LIU, and NAGE.

Mr. Phil Porter, President, AFGE Council 169, was a keynote speaker. He discussed both the AFGE vision statement ("AFGE & DLA working together to survive and succeed together") and the AFGE mission statement ("To do for all that which none alone can do for themselves"). Porter also discussed the requirements for a successful partnership. He encouraged union representatives to become involved in the broader spectrum of issues in order to make better decisions. He also advised both management and unions to share ideas. Porter said that the three most important words in the union vocabulary are "communication, communication, communication." These are words, said Porter, "...that management, union representative and employee can all appreciate." He spoke emphati-

cally for the union and the employee to join management in an unconditional commitment for the organization. The organization must, then, said Porter, "...share the fruits of their successes and to recognize employees for their achievements."

Brigadier General Kenneth Privratsky, provided welcoming and introductory remarks. He indicated that our business is in excellent shape in comparison to where it was a year ago. He commented upon how well the depots responded to "raising the bar" towards one day processing. That one day performance goal, an industry standard, is essential for becoming a world class distribution operation. BG Privratsky stated that, "This 12,000 employee strong, \$1.4 billion dollar operating budget, 25-27 million receipts/issues per year business has, for the very first time, an opportunity to pave the way to its own destiny." Privratsky cautioned, "It will be up to the depots and employees, however, to continue to make the



*Assembled group of management and union officials at*

commitment to meet the challenges facing us." Among those challenges are A-76 public/private competition, reducing overtime and overhead expenses, doing more with less and flattening the organizational structure.

Additional presentations and discussion topics were the DLSC/DDC Strategic Plan, Distribution 2005 Plan, DDC Downsizing, Safety, RESOLVE Mediation Program, and Alternative Dispute Resolution. Of special interest was an A-76 briefing followed by a lively discussion between the attendees that lasted three hours and continued over lunch and into evening conversation.

Several topics were identified for union and management to research, discuss or take action. For example, there is a need to market the DDC and DDC depots to both the Department of Defense and local communities. There is also a need to resolve the issue of union participation in A-76 studies, as well as a need to work exhaustively on A-76. In addition, employees need more information on Employee Stock Ownership Program (ESOP). In general, training, information and participation emerge as themes for the future. Whether the subject is Alternative Dispute Resolu-

*See Labor, Page 20*



*Angela Bailey, Labor/Management Program Manager and John Dupree, AFGE 2010, DDJF*

# Reengineering Defense Transportation Documentation and Financial Processes

by Dennis Barnum

Management Reform Memorandum (MRM) 15 was signed by Dr. John J. Hamre, Deputy Secretary of Defense on July 7, 1997. It tasked the transportation and financial communities to develop a long term strategy to re-engineer the transportation documentation and financial processes used by the Department of Defense (DoD). Concurrently, short-term solutions were developed to fix the transportation account code process; test potential use of International Merchant Purchase Authorization Card (IMPAC) for paying airlift, sealift, domestic freight and express package bills; and, finally, eliminate the use of Government Bills of Lading (GBLs) for domestic express carrier movement.

The Long-Term Reengineering Task Force was established in September 1997 and consisted of representatives of Army, Navy, Air Force, United States Transportation Command (TRANSCOM), Defense Finance Accounting Service (DFAS), Defense Logistics Agency (DLA) and Coopers & Lybrand. The MRM 15 Team first assessed the "as-is" transportation and financial documentation and then developed the costs for these processes. These processes, while highly successful from a mission accomplishment perspective, are expensive, redundant, error prone and labor intensive. At the same time, the MRM 15 Team visited commercial transportation providers, third party providers and large commercial shippers to develop a "Best Practice" concept for the "To Be" model. Short-term tests contributed valid lessons learned on elimination of GBLs, the need for automated data transmission and the use of credit cards. Feedback and input sessions were held with the services, TRANSCOM, DFAS and DLA stakeholders to assure that their concerns were considered in the "To Be" recommendations.

Synthesizing what was learned from these building blocks, characteristics of the "To Be" process were identified. It was seen as important to use the same process across all modes; provide less data, but data that is accurate the first time; use commercial practices and documentation; rely on simplified, up-front pricing; use electronic business through Electronic Data Interchange (EDI) or the World Wide Web (WWW); make purchases with a purchase card; and to obligate and control funds up front. A rather tall order, that.

So how does this revolutionary process work? Relying on contract vehicles with simplified pricing to the maximum extent possible, the shipper or the transportation professional bulk obligates the funds in arranging for material movement, and then orders the service electronically with the purchase card account. The shipper or the carrier then creates the Commercial Bills of Lading (CBLs), using their processes and the carrier delivers the material to the customer. Upon completion, the carrier passes a point of sale

transaction to its bank and receives payment. The bank then sends a monthly statement to the purchase cardholder, who certifies and forwards the invoice to DFAS for payment. This process incorporates a tailored electronic commerce ordering process combined with a standard IMPAC card payment process.

What's the impact of this change? Tomorrow, the mainstays of today are eliminated. Transportation Account Codes, GBLs, Defense Transportation System, Transportation Interfund Bills, Military Standard Transportation and Movement Procedures documentation for payment, and much of the infrastructure that supported those archaic business methods are gone. In their place are commercial practices for documenting transportation; streamlined electronic methods of ordering service; simplified, less costly payment procedures; improved accountability and financial integ-



From Left to right, first row: Dennis Barnum, DDTP; Ron Cox, DFAS; Melissa Ashmore, Otis Newton, Ito Panama, USA; second row: John Ware, USAF; Mark Brown (Team Lead) USN; Dianne Constable, TRANSCOM; Billy Havsler,

riety; and an effective support process that maintains readiness, improves service, and reduces cost. The primary benefits of these changes are cost reduction and elimination of government unique forms and processes. There is also a reduced need to rework erroneous data and improved financial accountability.

The MRM 15 Team recommended a phased implementation of the new process. Phase I consists of 5 prototypes designed to engage the principal segments of the transportation industry in learning to do business with DoD in a new, streamlined way. Phase I will be implemented through December 1998 and, if successful, continue. These efforts actually begin the implementation of the "To Be" process and are not further proof of concept tests. This strategy will be implemented in a complex, but controlled operational environ-

See MRM 15, Page 22

## DDC PEOPLE ON THE MOVE

# Major Nick Herrera Returns From Kuwait

Army Major Nick Herrera's used to it by now, traveling halfway around the world to assist DLA customers, that is.

Herrera is DDSP's Deputy Transportation Officer. He just returned from two months in the deserts of Kuwait where he supported the DLA Contingency Support Team (DCST) during the recent buildup. In that capacity he served as liaison between DLA and its customers in the field. He had served in the same capacity in Bosnia in 1995/96.

"Many of our customers didn't understand how DLA operates," he said, "so I'd go directly to them in the zone of operations and offer my services as a link between wholesale (DLA) and retail (our customers)."

That meant he had to give a lot of briefings, especially in the early days of his deployment, provided training on in-transit visibility systems and how the wholesale distribution system related to the retail distribution system.

Often working 18 hour days seven days a week, he expedited critical items and coordinated the movement of cargo from DLA activities into the theater.

"I know the retail logistics language and I understand both sides," he commented. "I've been an Army customer, and I know how DLA works. Plus it certainly helped to have the entire DDSP team backing me help the customer. "This is what I've been trained to do, and what better place to go out and actually do what I know and understand

best!"

Herrera had done pretty much the same thing in Bosnia two years ago. That was DLA's first time setting up a DCST, and he wanted to be part of it. He was there for six months that time, providing help and advice



Major Nick Herrera, USA, in his DDSP office after his return from Kuwait

directly to customers. This time he was supposed to be in Kuwait for just a month, but was extended again and again, a week at a time.

*"I missed my family, of course...two months away is hard...but it's been what I was asked to do, and I loved it."*

"I missed my family, of course," he said. "Two months away is hard on someone with young kids, but it's what I've been asked to do, and I loved it."

Herrera was stationed at Camp Doha, 20 miles north of Kuwait City. It's a 27 hour trip from Harrisburg; seven hours ahead of our time, or eight hours when we're not under Daylight Savings Time.

A 13 year career soldier, Herrera is originally from Jacksonville, Florida. He's been at DDSP for two and a half years. This October he'll begin a one year course of study at the School of the Americas at Ft Benning. After that he may go back to Kuwait to work in FMS, or he may go back to a division.

Herrera has made many recommendations based on his experiences in Kuwait. One he considers most significant is that DLA should have a pool of pre-trained emergency-essential personnel who can respond in short order to establish and run a DCST. Plus he feels DLA should be prepared to run multiple DCSTs at the same time.

He is currently working with DLA HQ in developing a training program for this pool of emergency personnel and is developing guidelines for future DCST deployments.

## BG Privratsky Selected for Promotion

The Department of Defense announced on May 12, 1998, that BG Privratsky, current DDC Commander, had been nominated for promotion to the rank of Major General. Privratsky assumed command of Defense Distribution Region East on February 1, 1996. On April 26, 1996, Privratsky's first star, symbol of the rank of Brigadier General, was pinned on him. In October 1997, when the Defense Logistics Agency announced New Cumberland, Pennsylvania as the site of the new Defense Distribution Center, BG Privratsky became the fledgeling organization's first commander. It has been announced that Privratsky will depart the DDC on July 28, 1998, when BG Barbara Doornink will assume command. BG Privratsky's next assignment will be to the Pentagon, where he will serve as the Director of Transportation, Energy and Troop Support within the U. S. Army Office of the Deputy Chief of Staff for Logistics.

# George Harris Supervisor, Jerry McNair Employee of the Year

Mr. George Harris, Transportation Shipping and Packing Branch Chief, was chosen as the Defense Distribution Depot Warner Robins, Georgia (DDWG) 1997 Supervisor of the Year. During 1997, Mr. Harris combined the Packing Branch and the Surface Terminal Branch, and overnight his organization grew from 22 to 52 employees. His challenge was to bring these diverse operations into a single operation. Mr. Harris also had to develop work-arounds during the complete replacement of the conveyor system in the central packing and shipping facility. He re-engineered the transportation portion of depot processing to improve customer support and established shifts to coincide with receiving and warehouse operations to immediately move material when it arrives in the transportation area. He coordinated truck arrival schedules to ensure the right equipment is available at the right times and worked with his people on how and when to work the different priorities of freight. During one of the busiest times of the

year, Mr. Harris lost a majority of his workforce to training on the new conveyor system and on the Distribution Standard System. At any given time during one month, he had 25 percent of his employees in training. To compensate for the small workforce, Mr. Harris developed teams of volunteers to train in other disciplines. One of Mr. Harris' strong points is that he always makes adjustments to improve processes; he continually looks for ways to improve the operation and make the job easier for employees.

Mr. Jerry McNair, a warehouse worker in the Bulk Storage Branch, was selected as the Defense Distribution Depot Warner Robins Georgia (DDWG) Employee of the Quarter for the fourth quarter 1997 and as the 1997 Employee of the Year. Mr. McNair was involved in several rewarehousing projects during the year. He was a key player in clearing approximately 60,000 square feet of space to support incoming C-5 material; the project was critical for pro-

viding the required storage space in support of the C-5 depot maintenance of the aircraft. The project was completed on time, primarily due to his hard work and extensive knowledge of proper storage practices. Mr. McNair was also called up to rewarehouse material from a warehouse condemned because of structural roof failure. Once again, he cleared the warehouse of all material. Mr. McNair is one of the few people in the depot who can review a bulk storage area, develop a plan for how the material should be stored, and then execute the plan. Mr. McNair is a team player who motivates by example. He readily shares his knowledge with others and is well respected by coworkers and management.

## Evelyn Beshore Awarded First DDC Coin

DDC Commander, BG Kenneth L. Privratsky awarded Ms. Evelyn Beshore the first DDC coin in a brief ceremony on May 1, 1998. The new DDC coin is copper bronze in color and bears the Defense Logistics Agency logo on one side and the slogan "Distribution for Today...and Tomorrow. One Team, one focus...around the clock, around the world." The coin bears the inscription "In recognition For Outstanding Performance." Ms. Beshore, the DDC employee with the most years of service assisted BG Privratsky in unveiling the DDC sign in front of the Headquarters Building in New Cumberland, Pennsylvania at the DDC Activation Ceremony



*Evelyn Beshore, Defense Distribution Center Benefits Program Manager, receiving first DDC Commander's coin from Brigadier General Kenneth L.*

in October 1997. Ms. Beshore works in the Personnel Office of the Directorate of Distribution Administration and is a Benefits Specialist. Ms. Beshore routinely "goes the extra mile" in her attempts to help employees and retirees with their benefits problems.

## DDC PEOPLE ON THE MOVE

# Alfred Rawls and Harrison Golson Employees of Year

Mr. Harrison Golson, a Wage Grade 05 Materials Handler in the receipts processing area, has been nominated as employee of the year. He has consistently met the processing time frames for all bulk receipts in the receipts area and in all outlying warehouses, as well. Mr. Golson is very willing to go beyond what is expected to get materiel processed and moved in a timely manner. Mr. Golson not only processes his receipts in the bulk area, he also loads the materiel on the "mule train" and transports the materiel to the appropriate warehouse. In addition, Mr. Golson takes the time to offload the train if no materials handlers are available. Every day at 2:30 pm, Mr. Golson also goes to the Traffic Branch and loads trucks for the area. Mr. Golson is known for his can-do attitude and is never heard to complain. He is always willing to go the "extra mile" to see that the mission is completed.

Mr. Alfred Rawls has likewise been nominated as employee of the year, for his performance on the Overage Materiel Release Order (MRO) mission. When Rawls was assigned to the mission, the backlog of these MROs stood in excess of 300. Through Rawls' efforts, an immediate decline was seen and the decline remained consistent.

efficiency was increased for Inventory Integrity division and DDAG. Mr. Rawls was a positive influence during his time in "Army Prepositioning." His efforts and recommendations for improving the work process resulted in improved processes and cost savings for the project.

Rawls was a positive influence on customer service by communicating with item managers and contractors and by tracking shipments and recognizing and resolving potential problems. While acting as DDAG's customer service representative, Mr. Rawls has maintained an excellent rapport with customers, other DoD agencies and all those he communicates with on a daily basis. He has responded effectively and efficiently to all customer complaints, performing all necessary research, resolving reports of discrepan-

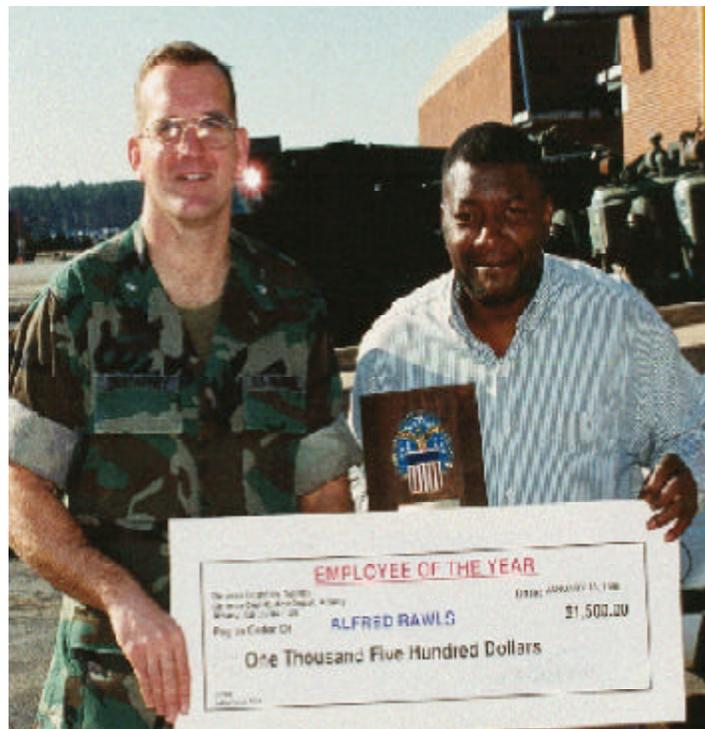


cies, thereby reducing costs and providing speedy customer service. *Harrison Golson receives Employee of the Year Award from LtCol Robert DeStafney, USMC, DDAG Commander*

## Randy Romine "Closes the Circle" in Washington, D. C.

Mr. Juan D. Lopez, Deputy Chief of Staff, Office of the Federal Environmental Executive wrote to DDSP recently asking for help with the "Closing the Circle" ceremony, to be held June 2, 1998, from 1030-1200 in the Old Executive Office Building. Ms. Kathleen McGinty, chairperson for the President's Council of Environmental Quality, was to host the award ceremony.

This was not the routine kind of support provided by a Primary Distribution Site for the nation's Armed Forces. It was not of a logistical nature. It did not involve trucks, or packing or even shipping. They wanted DDSP's Randy Romine to return again this year to sing the National Anthem at the ceremony. Lopez related, "His participation has always brought a great response from the audience and we would be delighted if he could come to perform for us again." After a request like that, how could Romine's boss, Jerry Clemens or even his Commander, Colonel Joseph Donnelly say "no"? Donnelly gave his assent and Romine was off to Washington to represent the DDC and DDSP. Along with the invitation came Lopez' thanks for supporting the Closing the Circle Awards program and for interest in promoting environmental excellence in the Federal Government.



*Alfred Rawls receives Employee of the Year Award from LtCol Robert DeStafney, USMC, DDAG Commander*

From the period from September 1996 through February 1997, Alfred Rawls reduced his backlog to less than 10 MROs. He shared his ideas on methods to expedite the process with other employees and provided support to everyone involved. By his initiative,

# Marie Cranford Awarded DLA Superior Civilian Service Award

Marie G. Cranford, Chief, Staff Support Division, Defense Distribution Depot Warner Robins, Georgia (DDWG), recently received the Defense Logistics Agency Superior Civilian Service Award. Recognized for her exceptional leadership and dedication, Ms. Cranford was credited with leading the depot through the most successful Distribution Standard System (DSS) implementation within the Defense Distribution Center (DDC).

DSS is a DLA initiative to network all distribution depots under one standard distribution system that controls the receipt, storage, inventory, and transportation operations. The system replaced the Automated Warehouse System (AWS) and the distribution portion of the Stock Control and Distribution (SCD) system.



Marie G. Cranford, Chief, Staff Support Division, DDWG

DSS positions DLA for future tailored logistics support. DDWG was the third Air Force depot to implement DSS.

Prior to implementation, many months of preparation were necessary to ensure a smooth, efficient transition between systems. Ms. Cranford worked diligently to ensure the depot was ready for the implementation; she was determined this conversion would occur without ad-

versely impacting support to local or worldwide customers. A part of this preparation was the establishment of a DSS cadre that, under Ms. Cranford's capable guidance, trained 700 DDWG employees during the latter part of 1997. Follow-up training was also conducted to ensure employees were completely familiar with and comfortable in using the new system. Over 27,000 hours were dedicated to training for DSS.

At 2130 on January 8, 1998, the last end-of-day cycles for AWS and SC&D were accomplished and the systems were turned off. At that point, under Ms. Cranford's guidance, data was transferred to DSS. A test run on January 11, 1998, was successful, and, thanks to Ms. Cranford's tireless efforts, DSS was officially brought on line January 12, 1998, - right on schedule. Backlogs were cleared within a week, and there was minimal impact of overall depot processing. DDWG's successful implementation was a direct result of Ms. Cranford's professionalism, initiative, leadership, and stamina, the essential characteristics of a proficient manager.

# Fred Milton Accumulates 3000 Hours of Sick Leave

In March, 1998, Fred Milton, Defense Distribution Depot Red River Deputy Commander, reached the 3,000 hour mark for sick leave saved. Milton said, recently, "In my case, reaching a milestone like this 3,000 hour plateau for sick leave can be attributed to several things." "First of all I grew up in a household where both parents worked for us to survive...and we raised most of the other things like vegetables and meat. My parents showed by example that a positive work ethic was necessary for you to get ahead and survive, both academically and professionally. My dad, a pipefitter at Humble Oil, worked 16 hours a day as a matter of routine and then came home to do the necessary work on our small farm. My mother worked a regular job each day and then worked in our home," he explained.

"Going to work, no matter how you felt, became the norm and that extended into my life at a very early age. Things usually got better if you did make that extra effort to get up and get going," he said. "Secondly, I have been fortunate to have minimal health problems. I thank the Lord for that. Also, I have planned my required medical visits after hours or on days that I had scheduled off on annual leave for other business. This has worked out extremely well for me and has contributed significantly to achieving this milestone," he explained.

"Thirdly, early on in my Federal Civil Service career, I had the privilege to work for some pretty straight talking, hard-nosed supervisors who daily reinforced the need to conserve this stuff they



Fred Milton, Defense Distribution Depot Red River Deputy Commander,

called 'sick leave.' I made a commitment to myself then to reach 2000 hours. I reached that almost 10 years ago. The 3000 seemed to come even quicker," he said. "Lastly, I think of this as an insurance safety net for my family. Just think If something did happen and I was not able to physically come to work, my paycheck

would continue for over a year and a half, and I would even earn more leave during that time. What a deal!" Milton said.

"As long as I continue to work, I will conserve my leave. That's my decision. It's money in the bank. I challenge all DDRT employees

See Milton, Page 20

## DDC DEPOT NEWS

# Alternate Work Schedule Spurs Productivity at Distribution Depot San Joaquin, California

Alternate Work Schedule (AWS) is a vital part of Defense Distribution Depot San Joaquin, California. AWS began in March 1998, with the goal of enabling employees to process receipts in one day. That goal has been accomplished.

In Small Parcel Operation Branch, Mechanization Branch, and

has other advantages, too. Bill Rivera, supervisor, packer, from Packing and Shipping said, "I am able to spend more time with my family, and use less leave because of the three day weekends."

DDJC Commander, Colonel Glenn Melton, commented at a recent town hall meeting, "In February, overtime was up and production was down. We are now processing high priorities, routine Materiel Release Orders and receipts in hours and minutes, instead of days." Melton also stated that overtime has been reduced significantly, and material assets shipped off the depot have increased by 20 percent in two months.

New procurement that arrives in the morning can be ready to go to the warehouse by 7 a.m. While most people are still sleeping, Ronnie Green, materials examiner and identifier from Small Parcel Operations, is already at work. He said, "The only drawback is getting to bed a little earlier," but he enjoys getting off of work at 12:30 p.m. He added, "I feel that I am personally having an impact on one day processing, due to the fact that I can process today's receipts earlier."

The AWS and the partnership with our customers and our transporters allow DDJC to give our warfighters around the world best support possible. They are the reason we are here, feels the DDJC Leadership Team – Marva Anderson, Lydia Jimenez, Robert Tankersley, and Marsha Williams. Williams stated, "The Leadership Program puts employees and depot leadership together to grow tomorrow's leaders today." The participants come from a cross-section of the depot, and after initial training, groups are formed and an advisor named. The team then gets to propose, present and complete a project that will improve or enhance the work or quality of life at DDJC. Training continues even after the project is complete as members are brought together periodically to learn news skills and enhance those already acquired. The Leadership Team is also chartered to market good news stories about the depot and its people.



*Robert Jackson, Packer, Packing and Shipping Branch, DDJC, scanning a bar code into the automated system*

Packing and Shipping Branch at DDJC, employees work four days a week, ten hours a day. Some employees start as early as 4 a.m. The advantage of AWS is the way it speeds our ability to complete the receiving, stowing, selecting and packing processes. More work is processed by the end of each day, with no carry-over of materiel for the next day's processing. Fewer overtime hours are worked, and shipment deadlines are met for United Parcel Service and Federal Express. Employees have responded positively to AWS, feeling that it enables them to work together as a team. Employees feel a greater sense of "...accomplishment in providing a one day achievement in meeting mission goals." In addition, "...there is a team effort between AWS employees and the regular shift," said Robert Michael, a packer from Packing and Shipping Branch. "We have become true partners with our transporters."

Due to staggered start times, there are no delays when trucks arrive," said Edward Scivoletti, supervisor, materials examiner and identifier, from Small Parcel Operation Branch. Working the early hours and ten-hour days



*Ansel L. Clatt, left, and John Byrd, right, materials handlers, Mechanization Branch, DDJC, select materiel and clear "pick" with*

# Alternative Dispute Resolution at Distribution Depot Corpus Christi, Texas

From May 6-8, 1998, DDCT management and union officials participated in an Alternative Dispute Resolution (ADR) workshop conducted on the host installation. The workshop was presented by Mr Michael Wolf. Mr Wolf is the commissioner of the regional branch of the Federal Mediation and Conciliation Service (FMCS) based out of San Antonio.

The FMCS has been in business since 1947 and is an independent agency of the federal government. The agency primarily serves as a peacemaker in labor-management disputes. It has 200 federal mediators in some 78 offices nationwide and mediates over 5,500 cases annually. To assist labor and management in avoiding costly and time consuming disputes, the FMCS commitment to dispute resolution extends far beyond the bargaining table. It has a vast array of training programs and services designed to strengthen ties, enhance communication and eliminate barriers that often hamper effective partnering.

The DDCT training focused on ADR and interest-based bargaining. Through a series of discussions, role playing and team building exercises designed to promote the benefits of teaming, the DDCT partnership team gained an even greater understanding of the importance of partnering and how management's and labor's interest are actually more similar than one might expect. "In today's world, working together toward a common goal is the name of the game in the competitive environment we're now operating in," stated Jose Gonzalez, President of AFGE Local 2142 at the conclusion of the workshop. "If we want to survive as a business, there is no way we can operate in a we-they mode. We need each other."

The whole idea behind partnering is to create a culture where

managers, employees and elected union representatives work together in creating a cohesive atmosphere that promote comprehensive changes needed to reform government and cut cost. Mr Wolf placed particular emphasis on the techniques of interest-based bargaining (IBB). These techniques included brainstorming, consensus decision making, problem solving and understanding and appreciating differences. Techniques are only one aspect of IBB. The real key to successfully conducting IBB is ensuring that participants on both sides of the table focus on common issues and not on taking positions. Positions are one party's adamant solution to issues.

A considerable amount of the workshop was devoted to discussing the various types of mediation to include ADR and ways to better partner not just in the partnership, but throughout the entire workforce. Mediation is defined as the intervention of a third party in a dispute with the purpose of assisting the disputing parties in voluntarily reaching their own settlement. If disputing parties can reach their own settlements, the expense and time spent in litigation are avoided.

Additional information on the mission and role of the FMCS, ADR, IBB or ways to improve partnering can be obtained by contacting Mr Michael Wolf . Wolf's E-mail address is: MJWolfSA@umpire.com. Interested individuals may also visit the FMCS website at: <http://www.fmcs.gov>. Those preferring a more traditional approach may call at (210) 308-4500 or fax to (210) 308 4501.

## Team Prepares For New Inventory Control at Defense Distribution Depot Norfolk, Virginia

How are you preparing for the DSS implementation? If you worked in DDNV's code S, your task would be immense. Close to 250,000 locations throughout the building must be completely relabeled with a DSS-compatible location scheme, and each of the new locations must have only one stock number in them.

In February 1998, basic plans were scrutinized and perfected. Mac McBeath, of Code S, and Lt. George Triepel, a former submarine supply officer and USS Enterprise (CVN 65) stock control officer, combined efforts and initiated the process. The first phase of rewarehousing consisted of "purifying" all bin locations to ensure each bin location would only have one stock number. In addition, it was done to make the task of labeling flow more smoothly. New labels and new cardboard boxes, for certain 36" bin locations, were ordered.

Why cardboard boxes? Glad you asked! The fifth level of each row of bins now has three 12" boxes in each 36" bin. The sixth level of each row of bins now has six 6" boxes in each of its 36" bins. In the past, these boxes were just there to provide a place to stow smaller material in a bin, allowing up to three (fifth level) or six (sixth level) stock

*See Inventory, Page 20*



*Ed Slover, DDCT Deputy Commander discusses partnering techniques with Michael Wolf, Commissioner, Federal Mediation and Conciliation Service*

## **Contract Operations Begun at San Antonio, Texas**

The long road leading to the outsourcing of Defense Distribution Depot San Antonio culminated on March 13, 1998, in a formal transition ceremony at the depot with Boston based EG&G Management Services taking over the management of the distribution operation. The presiding officer for the event was Brigadier General Kenneth L. Privratsky, USA, Commander of the Defense Distribution Center, headquartered in New Cumberland, Pennsylvania. To mark the occasion, the general and Depot Commander Colonel William L. George, USAF, passed a ceremonial key to the President of EG&G Management Services of San Antonio Rudy DiLuzio.

In a large bay of one of the depot's modern facilities Privratsky explained to a crowd of over 500 that this transition was the right thing to happen for both DLA and the community at this time. "This effort allows the Department of Defense to gradually reduce the government workload to this facility, while the contractor simultaneously creates an industrial base that will support the long term development goals for Kelly Air Force Base and the City of San Antonio," Privratsky said. He also expressed his faith in the EG&G Program Manager George McCleary, who had been commander of DDST from 1993 to 1996. Congressman Ciro Rodriguez spoke of the opportunities that exist for employees and the community in this new approach

to traditional government work. He added that San Antonio's strategic location and Kelly's facilities will only aid in creating a center of distribution excellence in this area.

Following comments by members of the San Antonio City Council and Navarra R. Williams, chairman of the board of the Greater Kelly Development Corporation, Privratsky and George presented the key to DiLuzio. "While the key would open no particular door in the depot, it symbolized the golden opportunities that existed for EG&G and the former government employees in the new organization," George said. The following Monday 197 depot employees became full time employees of EG&G and another 27 working part time. DiLuzio stated that the major aim of his company was to ensure continued employment for former DDST employees, to take advantage of the knowledge and skills that they learned over the years and to develop a commercial hub that the community could point to with pride. EG&G will be developing commercial business opportunities while continuing to support the on-going DoD distribution mission.

Defense Logistics Agency announced in January of 1997 that DDST would be looked at competitively. In December of 1997 EG&G Management Services of San Antonio received the award of a one year contract with three one year options. The

depot is currently slated to close in 2001 as part of the Base Realignment and Closure process from 1995. The general indicated that sixteen other distribution depots were to go through an A-76 process on an incremental basis beginning April 1. This process competes civilian contractors against government bids for a "best value" outcome that benefits the tax payer. He added that valuable lessons were learned going through the competitive process at DDST that will aid in the A-76 process.



*BG Kenneth L. Privratsky, DDC Commander and Col. William George, former DDST Commander present symbolic key to DDST to Rudy DiLuzio, President of EG&G Services, the*

# DSS at Distribution Depot Warner Robins, Georgia.

The Distribution Standard System (DSS) was successfully implemented at the Defense Distribution Depot Warner Robins, Georgia (DDWG). DSS replaces the Air Force's distribution portion of the Stock Control and Distribution System (SC&D) and is designed to standardize distribution processes. Months of preparation for the changeover ensured a smooth transition.

In early 1997, a 38 member cadre of functional area experts was established and began an intense program to prepare the rest of the work force for implementation. The cadre worked long hours to learn the new system. They developed training manuals and user handbooks and conducted formal classroom training in the various processes involved with receiving, storage, transportation, and inventory. Depot personnel spent over 27,000 hours in training for the new system, which is totally different from any previous systems. The first week of January was a busy one for DDWG and Air Force in instituting the procedures and actions to process and close out all transactions in the pipeline. Beginning January 4th, all routine requisitions were held at the Defense Automated Address System Center, with priority requisitions being held as of January 6th. Procedures were implemented for processing emergency requisitions. On January 7th, maintenance stopped sending returns to DDWG and the communication line was deactivated. At 2130 on January 8th, the last end of day cycle for AWS and SC&D was accomplished and the systems were turned off. From that point, data was transferred to the new DSS.

On Sunday, January 11th, DDWG was in a position to run a small introductory cycle with DSS. The test run was satisfactory and DSS was brought on line January 12th - right on schedule. As with all systems, there are some bugs to work out; but, the system is working well. Backlogs were cleared within a week, and there was only a minimum impact of overall depot performance.

Responsibility for implementation rested with Defense Distribution Center, the Defense Distribution Systems Center, the DLA

Systems Design Center, the Defense Mega Center, and the Defense Information System Agency. Air Force counterparts worked diligently to make the conversion invisible to the customer.

A strict schedule was adhered to during implementation. The close out of all Automated Warehouse System (AWS) transactions began in mid-December when incoming disposal transactions were stopped; those already in the pipeline were targeted for closure by the end of December. From mid-December through January 8th, all transactions were worked in to a closed status. Outstanding inventories were completed, denials cleared, shipping problems resolved, and customers notified of the transition.

## Demilitarization at Distribution Depot Red River, Texas

The Demilitarization (Demil) Program at Defense Distribution Depot Red River is under the supervision of Danny McElwee, Chief, Production Planning and Control Branch, Depot Support Office. This program is tasked with the responsibility of mutilating equipment and materiel to prevent further use of its originally intended military or lethal purpose.

How something should be treated is determined by its "Demil Code," reflecting how militarily sensitive it is. Items such as desks that require no demilitarization, for example, are coded "A." Small Arms components are coded "D" for destruction." According to McElwee, "Demilitarization is a safeguard against would be terrorists seeking any opportunity to confiscate weapons and weapons parts for their own personal agenda." "For this reason the Demilitarization Program plays a vital role in keeping weapons and other sensitive

items from getting into the wrong hands," McElwee explained. The demil of classified materiel is also an important part of the Demilitarization Program. This process involves the removal, by mutilation, of all sensitive markings or information.

Defense Distribution Depot Red River employees -- Paul Grant, Warehouseman, and Paul Hicks, Planner, are shown checking Demil Material at DDRT. A large percentage of demil material requires inspection prior to processing to insure proper identification of the materiel. Before transporting to the Defense Reutilization Marketing Office (DRMO) located at the Red River Depot. Paul Barrett, Program Manager, Information Security, and Darrell Shears, Physical Security Specialist, DDC-DA, New Cumberland, PA, recently conducted a Safety Assistance visit at DDRT. As a result of their visit, both reported the demil of classified materiel at DDRT as being the "very best" they have come across.

DDRT was well recognized in this area and is deserving of the slogan, "Pride through



Paul Grant and Paul Hicks, employees in the Demil operation at DDRT. U.S. Army Photo, R. D. Tollett, photographer

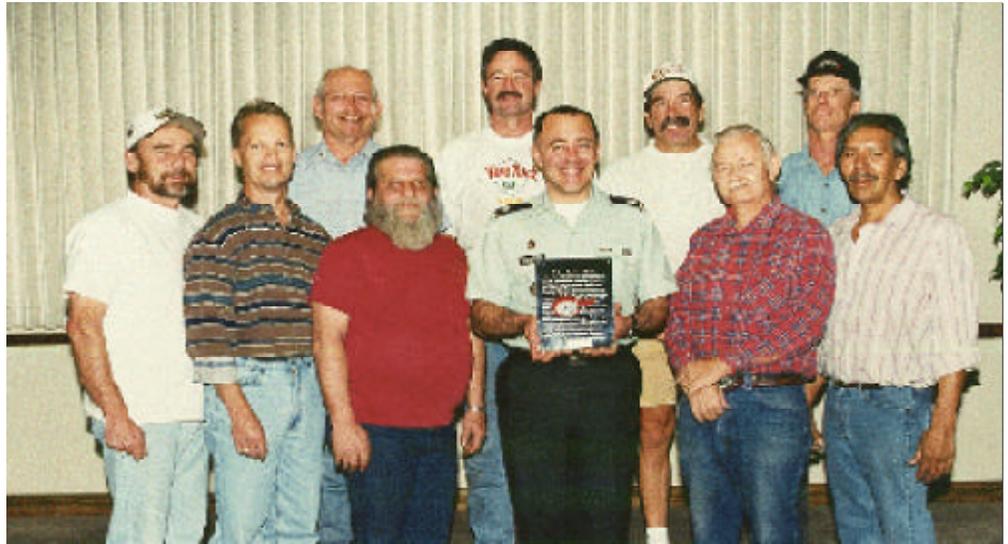
# Scissors Award Presented for Assistance with Distribution Depot Ogden, Utah Closure

On April 6, 1998, Defense Distribution Depot Ogden, Utah's Rapid Response Team and Ltc Robert Brescia, Commander, Distribution Depot Hill, Utah were presented the Scissor's Award for excellence in efficient and timely base closure by BG Kenneth L. Privratsky, Commander, Defense Distribution Command, New Cumberland, Pennsylvania.

As the Defense Depot Ogden, Utah's distribution mission was phasing down, it was apparent that resources would become available to perform other work. Depot management did an enviable job in moving resources to fill voids created by Priority Placement Program offers, VSIP/VERA, resignations, etc. A requirement existed to perform a myriad of tasks associated with the closure. With this in mind, a Rapid Response Team was created.

The team was then organized to prepare the depot for the tedious job of base closure. This task was under the capable leadership of Mr. Larry Sandland and several dedicated team members. Some of the team members had received separation notices or were retiring, but went about their tasks without reservation.

Mr. Sandland's knowledge of the depot and the various processes involved, allowed an expeditious movement towards the closure and conversion. The team members themselves were empowered to work independently once basic instructions were provided. They understood the processes required to accomplish the job and were



*Employees receive Scissors Award. Back row from left: Don Thomas, Dennis McBride, John Medina and Daniel Babington; Front row, left to right John Hennessy, Rick McCoy, Kirk Campbell, LTC Robert Brescia, DDTP Commander,*

able to utilize their knowledge to identify and expedite all necessary actions. Team members were Daniel L. Babington, Kirk A. Campbell, Dennis R. Day, John A. Hennessy, Gary R. Johnson, Dennis S. McBride, Ricky D. McCloy, John R. Medina, Jimmie L. Noon, George R. Prothero, Bradley R. Lewis, Octaviano T. Ontiveros, and Donald R. Thomas.

This dedication to duty reinforced the depot's reputation of maintaining a high degree of commitment and excellent work ethics under the specter of closure.

## Rack Construction Completes Facility at Distribution Depot Susquehanna, Pennsylvania

A \$10.6 million contract awarded recently to a local firm will finalize construction of the Eastern Distribution Center (EDC). Alexander Constructors Inc., of Harrisburg, Pennsylvania, will begin working in mid-June on a more than 73,000 sq ft addition to the southwest corner of the complex. When designed in the early 1980's, the EDC was to have three high pallet-rack bays. As the design progressed, cost estimates showed the project to be running over budget and one bay (along with the recently completed Transport Control Facility) was dropped from the project. This new construction provides that third bay.

The new high pallet-rack bay will be 73,730 square feet in area and, with a stacking height of almost 70 feet, will have the capacity to store 26,208 pallets. It will match the two existing bays in size and layout so the existing hybrid vehicles can be used. Other features of the project include a second hybrid vehicle maintenance platform, and a dehumidification system. Construction is expected to take about 2 years.

As part of this project, a rest room will be constructed central to all three high rack bays. A new service elevator will provide Facilities Maintenance employees access to both roof levels to service rooftop equipment. Other features of the project include a second hybrid vehicle maintenance platform, and a dehumidification system.

# Tornado Victims Aided by Distribution Depot Anniston, Alabama

When DDAA employees learned that the tornado victims in Birmingham were in need of certain items they decided to try and help with the rescue and assistance efforts. What started out as just a few items, quickly grew to boxes of new clothing for men, women, boys, girls, and babies (all sizes). There were also boxes of food, toiletries, cleaning supplies, linens, school supplies and toys, amounting to over \$2,500.

Although the overall effort was spearheaded by Peggy Boozer and Kathy Bundrum, the ultimate magnitude of DDAA's efforts involved a great deal of teamwork. Many employees pitched in - some brought items from home, others donated money, still others shopped for needed items and some did the sorting, boxing, and delivering of the items.

Sister Mary Roy, the director of the Center for Concern also donated numerous items including baby formula, baby food, linens and other desperately need supplies. When the Depot Property section heard of DDAA's efforts, they also got into the act and brought much needed items. Over \$900 in cash was collected - some of which was used to purchase clothing, toys, pampers, etc. and the remainder was given to the Salvation Army to be placed in a special Jefferson County Assistance Fund.

Many other depot employees sent monetary donations directly to the Salvation Army or the American Red Cross to help these organizations with their assistance efforts. Once all of the collected items had been sorted and boxed, then Nancy Harrelson and Mark Miller, DDAA Distribution Division #1 employees, delivered the truck load of items valued at approximately \$3,000.

DDAA Management has expressed their thanks to all who had a helping hand in the effort. Those who participated were unanimous in their assessment of the project, "...it was a unique opportunity to pitch in, and what we did came from the heart."



*Kathy Bundrum, left, and Peggy Boozer prepare to load one of many baskets of donated and bought items to be used to help the recent*



*William Williams uses forklift to move one of the packed boxes out to the*



*Vanessa Gamble and Nancy Harrelson and Charles Elston pack one of the boxes with items for Birmingham tornado victims.*



*Cleve Dillard relaxes while donating blood.. US Army Photo: Diann Bolt*



*Awaiting their chance to donate blood are, left to right, Phillip Hutchinson, Cleve Dillard and Tommy Vickers. Checking in each employee is Bloodmobile worker Tracy Nixon. US Army Photo: Diann Bolt*

## Employees Give of Themselves at Distribution Depot Red River, Texas

Employees at Defense Distribution Depot Red River, Texas continue to show their support for the community by donating blood on a regular basis. United Blood Services of Texarkana comes to DDRT, located at Red River Army Depot, for donations by employees of both organizations. The visits, occurring twice monthly, during March, June, September and December, typically collect 30 to 40 units of blood for use in local hospitals. Blood donations go, not just to fellow employees, but to any in the community in need of blood. These employees are making an important contribution to the well being of their community. Employees who donate blood are typically granted administrative leave for some period of time following the donation for the purpose of recuperation.

## New Inventory Office at Distribution Depot Letterkenny, Pennsylvania

Defense Distribution Depot Letterkenny, Pennsylvania opened its new inventory offices inside Building 2 with a ribbon cutting ceremony on April 17, 1998. The office consolidates all inventory functions into one area. Additionally, this office will be in the retained area for the DDSP-South Satellite function. DDLP has expressed their thanks to the Letterkenny Army Depot Safety Office, Directorate of Information Management and Directorate of Public Works for their assistance in the creation of the new office area.



*At the ribbon cutting ceremony are, left to right, Gerald Johnson (Chief of Inventory), Susan Rosenberger, Judith Hoffeditz, Laurie Kesselring, Julianne Crouse, Karen Hershey and DDLP Commander, Major William Quinones.*

# CSRS Employees Offered Switch to FERS

Employees currently covered under the Civil Service Retirement System (CSRS) now have an opportunity that few workers have - the chance to choose their retirement plan. They may either keep the retirement they now have, or they may choose to be covered by the Federal Employees Retirement System (FERS). Depending on what the future holds for each employee, this decision can make a difference in how early one can retire from the Federal government and how much retirement income one will have upon retirement.

FERS was created by Congress in 1986, and it became effective on January 1, 1987. Since that time, all new Federal civilian employees who have retirement coverage are covered by FERS. However, when the Congress created FERS, one of the rules it established was that people who already had enough Federal civilian service to potentially be eligible for a benefit some day under the old Civil Service Retirement System would have a choice whether or not to be covered by FERS. Employees currently covered by CSRS are now being given that opportunity. If the employee has any doubt about which retirement plan currently covers them, the Standard Form 50 that shows the employee's current appointment will say whether he or she currently has CSRS or FERS coverage. Employees who have any questions about their current retirement status should contact their servicing personnel office. Employees should also be sure that records accurately reflect all Federal service, since even a few days can make a difference in retirement benefits calculation.

The Office of Personnel Management has made a handbook available for all employees eligible to elect FERS coverage during the open season, from July 1, 1998 until December 31, 1998. If you are already covered under FERS, you do not need to read the handbook. In that case, you may want to consult the OPM booklet called "The Federal Employees Retirement System," (RI 90-1) which describes FERS benefits.

**How to Make the Choice:** Both CSRS and FERS are good retirement plans. Each plan has advantages and disadvantages. Neither plan is best for all Federal employees. In general, CSRS may be better if you think that you will retire from the Federal Government after a long career -- 20 or 30 years and before age 62. But if you are not sure what the future holds, if you're not planning to spend the remainder of your career with the Federal Government or you want to retire before you have 20 or 30 years of Federal service, FERS may be the retirement plan you want.

If you are like many people, your initial reaction may be that this will be a complicated decision. For some people who have complex situations, it may be. However, for most people, it becomes a fairly simple decision when they think about the choices in terms of their own situation. You need to consider factors such as your work history, when you want to retire, and whether or not you plan to stay in Federal service until then. To help you organize your thoughts about what is important to you, OPM has developed a checklist of factors that are important to many people in making their decisions.

Though the OPM handbook will inform you about how to make the decision of whether to change retirement systems, the decision is the employee's to make. You must make the decision based on what you know about yourself, your past, and your expectations for the future. You shouldn't decide based on what someone else did. There may be one key factor in that person's situation that would make his or her choice inappropriate for you.

This decision represents a choice between two very different

retirement systems. The handbook stresses the differences. If you try to understand the differences between the systems in terms of what's important to you, your choice will be easier. If you try to master exactly how each system works, your decision will take more time and effort on your part. Of course, the handbook does not replace the regulations that govern benefits under CSRS, FERS basic benefits, the Thrift Savings Plan, and Social Security, but it should contain all of the information you need to make your decision.

**If You Do Not Make an Election:** If you do nothing, your current coverage will remain in effect. The chance to switch to FERS should be considered very carefully, since most people will not have another chance to choose FERS coverage, unless they leave Federal service for more than three days.

**How The OPM Handbook is Organized:** The handbook begins with a review of the important features of CSRS and FERS, so you can understand how each plan works. Next there's a section called "Making Your Decision" that explains how to determine which plan better meets your needs. It also discusses some important cautions to consider when making your decision. The next section provides a brief description of the Social Security Program. Another section contains examples using several hypothetical employees that portray typical employee situations. The handbook also has an appendix that contains a handy reference chart for comparing the basic elements of CSRS and FERS as well as the special rules for employees who transfer.

**What Things Do You Need To Make Your Choice?** For many employees, the handbook will give you enough information to decide which retirement plan you like better. You will need only a pen to fill out the retirement plan election form. The forms are available electronically at the OPM website ([http://www.opm.gov/fers\\_election/index.htm](http://www.opm.gov/fers_election/index.htm)) in the "Transfer Forms" section. If you have already earned some Social Security credits, but are not sure how many, you should request this information from the Social Security Administration (SSA), using Form SSA-7004, Request for Earnings and Benefit Estimate Statement. Your personnel office may have the form or you can request it by calling 1-800-SSA-1213, or you can request a PEBES statement electronically on the SSA's web site at <http://www.ssa.gov/pebes/>.

If you want to do some calculations before deciding, there is a computer program that allows employees to enter data about your work history and future career expectations to compare CSRS and FERS benefits. To use the program, you may want to have your Social Security earnings history and the amount of your Thrift Savings Plan balance available. The program develops a projection into the future that requires making assumptions that may or may not turn out to be accurate, so you should not use the numbers it produces as estimates of the future benefits. Instead, the results allow employees to evaluate the relative benefits of the two retirement systems as they apply to the data provided. The program is available for downloading in the "FERS Transfer Model" section. It also should be available through your agency during the training sessions provided for all interested employees.

You will need some time to read at least the beginning of the handbook. Choosing your retirement coverage is an important decision, so set aside some time to read the parts of this handbook that are important to you, and to fill out your retirement plan

*See FERS, Page 20*

# Osborn Takes Helm at Defense Distribution Depot Jacksonville, Florida

Commander Osborn assumed command of the Defense Distribution Depot Jacksonville, Florida (DDJF) on June 1, 1998. For the last year, he had been heading Warehouse Division I and serving as Industrial Support Officer for DDJF.

He is a 1994 graduate of Webster University, St Louis, MO, where he earned a Master of Arts Degree in Business Management. He is a former Chief Submarine Sonar Technician who graduated from Officer Candidate School, Newport, RI in March 1983 and the Naval Supply Corps School, Athens, GA in October of the same year. Reporting to USS TINOSA (SSN 606) as Supply Officer, CDR Osborn earned the designation "Supply Corps Officer Qualified in Submarines" and, in January 1986, reported to PCU HELENA (SSN 725) as Pre-Commissioning Supply Officer. Detaching from USS HELENA in January 1988, his next tour of duty was as Supply Officer, Submarine Squadron 7, Pearl Harbor, HI. Returning to the Mainland in 1991, CDR Osborn reported to SUPSHIP Jacksonville, FL as Material Officer. In January 1995 he reported to USS JOHN F. KENNEDY (CV 67), where he served as Principal Assistant to the Supply Officer for Services and Readiness and earned the designation "Naval Aviation Supply Officer".

CDR Osborn's awards include the Navy Commendation Medal

(4), Navy Achievement Medal (2), Meritorious Unit Commendation, Battle Efficiency Ribbon, Good Conduct Medal (2), National Defense Medal, Sea Service Deployment Ribbon (3), Expert Rifle Medal, and Expert Pistol Medal.

CDR Osborn is married to the former Daryn Gardner and now resides in Jacksonville, FL. His children, Daniel, Dustin, and Deidra reside in Merritt Island, FL.



*CDR Douglas Osborn, SC, USN*

# Huete Assumes Command at Distribution Depot Albany, Georgia

Lieutenant Colonel Nora S. Huete became Commander of the Defense Distribution Depot Albany, Georgia on June 2, 1998. Her most recent assignment was Director, Ground Weapons, Automotive and Engineering Division, Life Cycle Management Center, MCLB, Albany, Georgia. She graduated in 1980 from Tulane University, New Orleans, Louisiana, with a Bachelor's of Art in Political Science and Spanish and was commissioned a second lieutenant in May 1980 through the NRTOC program. She attended The Basic School at Quantico, Virginia and the Ground Supply Officer's Course at Camp Johnson, Jacksonville, North Carolina in 1980 and 1981. Her formal military education includes Amphibious Warfare School (1990), Advanced Logistics Officer's Course (1994), and Command and Staff College (non-resident) (1996).



*LtCol Nora Huete, USMC*

After completing the Ground Supply Officer's Course, she served as a Camp Services Officer at Camp McTureous, Okinawa (81-82), and then transferred to the Marine Recruit Training Depot, Parris Island, South Carolina, where she served as a Series Officer, Company Executive Officer and S-4/Supply Officer (82-85). Lieutenant Colonel Huete was reassigned to Marine Air Group 29, New River, North Carolina as the Ground Supply Officer (85-87), then moved to Camp Johnson, North Carolina where she was an instructor and academics officer at the Supply School (87-89).

Following graduation from Amphibious Warfare School, she served consecutively as the Supply Officer, S-4 Officer and a Company Commander at Headquarters and Services Battalion, Quantico, Virginia (90-93). Lieutenant Colonel Huete then transferred to 3d Force Service Support Group, Okinawa, where she served as the G-3 Supply Services Element Officer, the G-4 Group Supply Officer and Executive Officer, 3d Supply Battalion (93-97). In August 1997, she was promoted to her current grade and reported to Marine Corps Logistics Base where she served a few months as the Operations Officer, G-5.

Her personal awards include the Meritorious Service Medal (gold star), Navy and Marine Corps Commendation Medal (gold star), and Navy and Marine Corps Achievement Medal. Lieutenant Colonel Huete and her husband, LtCol (sel) Tim Huete, USMC, live in Albany with their three children, Will, Ethan, and Anastasia.

# LTC Arne Curtis New Commander of Distribution Depot Europe

Lieutenant Colonel Curtis assumed command of the Defense Distribution Depot Europe on April 28, 1998. His previous position was as the Director of the Defense Language Institute's Washington DC Office from July 1995 to April 1998. He held concurrent seats on the Federal Interagency Language Roundtable's Management Committee and the Director of Central Intelligence's Foreign Language Committee Interconnectivity Working Group. He was also the Defense Language Institute's Liaison Officer to both the Executive Agent of the Defense Foreign Language Program and the Command, Control, Communications, and Intelligence Directorate of the Office of the Assistant Secretary of Defense.

LTC Curtis entered the Army in 1973 and served the majority of his enlisted time as an Armor Crewman with the 1/11th Armored Cavalry Regiment in Fulda, Germany. He received his commission in 1981 from the Officer Candidate School in Fort Benning, Georgia. After commissioning in the Ordnance Corps, he served first as a Platoon Leader and then as Executive Officer of A Company, 864th Engineer Battalion in Fort Lewis, Washington. He was subsequently assigned as Plans and Operations Officer for the Director of Materiel, 593rd Area Support Group, also at Fort Lewis. After completion of his Advanced Course, LTC Curtis transferred to the 8th Infantry Division in Baumholder, Germany, where he served consecutive tours as the Maintenance Officer for the 2nd Support Battalion, Command of B Company, 298th Support Battalion, and as a Materiel Management Officer for the 8th Infantry Division Support Command. In 1989 he was selected for the Foreign Officer program and served at the American Embassy in The Hague, Netherlands and attended the Royal Netherlands' Army Staff Officer's Course. His most recent troop assignment was in 1993 as the Commander of HHC, Army Training and Security Command in Kuwait during Operation Southern Watch.

LTC Curtis was born in Glostrup, Denmark and raised in Europe. He holds a BA in German Language and Literature from Old Dominion University. His military education includes the Ordnance Officer's Basic and Advanced Courses, the Chemical Officer's Course, and the resident program of the Command and General Staff College. He also holds the additional skill identifier of Strategist, and maintains general proficiency in four European languages.

His decorations include two Meritorious Service Medals, the Army Commendation Medal, the Army Achievement Medal, the Southwest Asia Service Medal, and the Parachutist Badge. He is a member of the honor society of Phi Kappa Phi, The US Naval Institute, and the Association of the United States Army.

LTC Curtis is married to the former Sally Vance of Norfolk, Virginia. They have three children - Chelsea (11), Sydney (5), and Kai (3).



*BG Kenneth L. Privratsky and Lt. Col. Arne Curtis at recent Change of Command ceremony at DDDE.*

## Fifty Years Ago: June 26, 1948 - The Berlin Airlift

The first major test of the Free World's will to resist Soviet aggression came in June 1948 when Soviet authorities, claiming "Technical difficulties," halted all traffic by land and by water into or out of the western-controlled section of Berlin. Berlin, of course, as the former capital city of Nazi Germany, had been divided into four sectors as was the rest of Germany. Berlin was located in the heart of the Russian Zone of Germany. The only remaining access routes into the city were three 20 mile-wide air corridors across the Russian zone. Faced with the choice of abandoning the city or attempting to supply its inhabitants with the necessities of life by air, the Western Powers chose the latter course and for the next 11 months sustained the city's 2 1/2 million residents in one of the greatest feats in aviation history.

Operation Vittles, as the airlift was unofficially named, began on June 26, when USAF C-47s carried 80 tons of food into Berlin, far less than the estimated 4,500 tons of food, coal, and other material needed daily to maintain a minimum level of existence. But this force was soon augmented by U.S. Navy and Royal Air Force cargo aircraft. On October 15, to promote increased safety and cooperation between the separate U.S. and British airlift efforts, the Allies created a unified command, the combined Airlift Task Force under Maj. Gen. William H. Tunner, USAF.

*See Airlift, Page 20*

# Labor

*Continued from Page 4*

tion, stock positioning, cross-training or A-76, there is now a profound need for all parts of the DDC community to share information with each other.

Jimmy Cuizon, Business Manager, LIU 1276, representing wage grade employees at DDJC, Tracy site, commented that, "This conference provided an opportunity to focus on what is ahead of us." Cuizon related that he, "...came away from this first-ever invitation to participate in a joint labor-management conference, applauding the efforts made by management to live up to its commitments."

Ernie Smith, President, AFGE Local 1148, a non-DDC representative who attended at his own expense, came because he felt that this forum was, "an opportunity to develop joint strategies for future successes." Smith represents DDCCO which was recently realigned in a BRAC 95 action. DDCCO is now facing an A-76 study. Mr. Smith said the conference was "informative" and helped him to realize the concerns of other commands. Smith said he shares in the AFGE, Local 1148 motto "Together We Can." Said Smith, "This type of conference certainly promotes working in a partnership."

The next day, a four-hour session was provided union representatives to meet as a group to discuss common issues and share ideas. Simultaneously, a commanders' session was held to have further discussion with DDC staff members. Those who attended are looking forward to future labor-management conferences. Several union representatives and commanders noted that this was a rare opportunity to actually have an uninterrupted dialog of issues. The next partnering conference is expected in the fall, 1998.

# FERS

*Continued from Page 17*

election form. Whether you switch to FERS or decide to keep the retirement coverage you have, you should complete an election form, SF3109, Election of Coverage, and return it to your servicing personnel office.

An election to transfer to FERS is effective at the beginning of the next pay period after your agency receives the completed form. An election to transfer to FERS is irrevocable once it has become effective. If you transfer to FERS, you then have a personal 30-day period to enroll in the Thrift Savings Plan or to change your enrollment. A

spouse does not need to consent to a decision to change retirement plans. However, if an employee has a former spouse who is entitled, by court order on file at OPM, to a portion of the employee's CSRS annuity or survivor benefits and the former spouse has not remarried before reaching age 55 and is still living, you cannot transfer to FERS without the former spouse's consent.

An employee's former spouse must complete SF 3110, Former Spouse's Consent to FERS Election, in order for the employee to be able to transfer. In limited circumstances, OPM can waive this requirement. If you don't know whether OPM has a qualifying court order on file or want to request a waiver of the consent requirement, ask your servicing personnel office for Standard Form 3111, Request for Waiver, Extension or Search.

# Milton

*Continued from Page 6*

to save their leave," Milton said. Milton and his wife, Brenda, have three children: Wendy Garza, Lori Lynn Milton, and Jason Milton. They also have one grandchild, Dustin Paul Garza.

Milton received a BS in Mathematics from Louisiana State University in Baton Rouge, LA, in 1966. He entered the School of Engineering and Logistics at Red River Army Depot in August 1966 and graduated in 1967. He has served as Supply Management Representative, Distribution Facilities Specialist, Supply Systems Analyst, Supervisory Inventory Management Specialist and Supervisory Supply Systems Analyst. Milton has also served as a Management Analyst, as Chief of the Administrative and System Branch at Red River Army Depot and as Deputy Commander DDRT.

Milton received the Defense Logistics Agency Meritorious Award in 1996 for his exceptional service and achievements while serving as Deputy Commander at DDRT from 1991 to 1996 and the DLA Superior Civilian Service Award in 1998 for his participation in the DDC Cost Management Board's review of depot operations DLA wide.

He is a member of the Army Aviation Association of America (AAAA), serves on the Board of Directors of the Association of the U. S. Army (AUSA), and Board of Directors of the Red River Credit Union. Milton, who is a very dedicated and respected DDRT employee, enjoys gardening and cooking in his spare time.

# Inventory

*Continued from Page 11*

numbers to be stowed in that location. With DSS, each stock number must have its own separate location. So, each of these boxes are now labeled with its own specific location.

How is all this happening? A team from within the DDNV workforce was created and trained to provide the "horsepower" to complete this vitally important task. This team has control of the entire evolution, from making the labels, touching each and every part in the warehouse, relabeling all locations to performing quality assurance for each transaction. Providing daily insight on how to make the process run more efficiently, they really have their hands full! "Accuracy is improving daily," says Ronnell Nichols, a member of the rewarehousing team. Dennis Peele added, "The only problem we have is with the 'hand-helds' (computer transmitter/receivers) locking up and sometimes slowing us down." In spite of some problems, the project is right on track for completion prior to DSS implementation.

DDNV now can report the steps required to implement a new system successfully. If anyone needs to rewarehouse 250,000 locations, you must take steps to guarantee the results.

## **Guaranteed Project Success**

1. Know what you need to do: (how much, how long, how difficult?)
2. Make a plan with simple steps.
3. Implement the plan with hardworking, conscientious people.
4. Continuously update your plan, according to need.

# Airlift

*Continued from Page 19*

To underscore Allied determination to resist Soviet pressure, three SAC bomb groups were sent to Europe, placing Soviet targets well within B-29 range. Airlift aircraft used three airfields within Berlin: Tempelhof in the U.S. sector, Gatow in the British sector, and Tegel which was built in the French sector in only 60 days using volunteer German men and women laborers. C-47s unloading at Tempelhof, formed the nucleus of the airlift until September

when the larger and faster four-engine C-54s capable of hauling ten tons had been put into service.

A special arrangement of flight patterns allowed for landing at the rate of one plane every 3 minutes. Later, two levels were used with spacing that allowed for landing at the same rate. Airlift pilots flew under an extremely rigid system of traffic control which required each pilot to fly an exact route at predetermined speed and altitude. If an arriving plane was unable to make a landing at Berlin on its first attempt, it had to return to its base in West Germany. Adding to the routine dangers facing airlift pilots was Soviet harassment in the form of jamming radio channels, directing searchlights at aircraft taking off at night, the "buzzing" of cargo

planes by Russian fighters, and barrage balloons allowed to drift into the air corridors.

At midnight on May 12, 1949, the Soviets reopened land and water routes into Berlin. However, the airlift continued until September 30 to build a backlog of supplies. The Allied airlift had saved Berlin from Soviet takeover and had taught valuable lessons in air traffic control, aircraft maintenance, standardized loading and unloading procedures, and other aspects of sustained mass movement of cargo by air. Cost of the effort in human lives totaled more than 65 U.S., British, and German personnel, including 31 Americans. Of a total of 278,228 flights, Americans flew 189,963. Cargo amounted to 2,326,406 short tons with Americans fly-

# Summer Safety

## Tip

### KEEP YOUR COOL IN SUMMER

#### HEAT

Use caution during work and play in the summer heat, advises Christ P. Megoulas, an Occupational Safety & Health Specialist with the Defense Distribution Center (DDC-AH). "There are ways, though," says Megoulas, "...to prevent a heat related tragedy from occurring." Though everyone should take precautions when spending time in the heat, supervisors and parents have a special responsibility to know what precautions should be taken and what the symptoms of heat-related illness are.

Helpful Tips for Keeping Cool when the "HEAT is ON."

1. To prevent heat rash, keep skin dry and clean and wear loose-fitting clothing.
2. To minimize harmful sun exposure apply sunscreen both before and during work in the sun. Don't use old sunscreen, it may have lost its protective capability. In addition, not all sunscreens work equally effectively.
3. Work in the shade whenever possible.
4. Because the body perspires, replace vital body fluids with five to seven ounces of water every 15-20 minutes.
5. If you or a coworker are suffering from heat cramps, move into the shade and drink lightly (1 percent) salted water.
6. Some heat exhaustion symptoms are clammy, cool, moist and pale skin; fatigue or weakness; heavy perspiration; intense thirst from dehydration; low to normal blood pressure and anxiety.
7. If you suspect heat exhaustion, move the victim into the shade, remove or loosen clothing, elevate the victim's legs, and give the victim lightly salted water.
8. Heat-exhaustion victims must be given immediate medical attention.
9. Early symptoms of heat stroke are high body temperature (above 103), no perspiration on skin, red or flushed skin, rapid pulse, difficulty breathing, and constricted pupils.
10. As with heat-exhaustion, heat-stroke victims must be given immediate medical attention.

*Supervisors and parents have a special responsibility to know what precautions should be taken and what the symptoms of heat-related illness are.*

## Using Mediation to Resolve EEO Complaints

DDC is offering mediation to employees with EEO complaints as an alternative process for resolving their disputes because it offers a prompt, equitable resolution to the fundamental issues in a dispute, improves relationships and communication, and promotes understanding between management and employees. The mediator helps people who are involved in conflict work out a practical solution for themselves, rather than judging what is right and wrong. In mediation the emphasis is on resolution, not blame, and the key to mediation is working hard to uncover the real issues. Traditional approaches used in resolving EEO conflicts, such as courtroom litigation, are slow and expensive, and often do not succeed in settling the real issues underlying a dispute. The time required to resolve a formal EEO complaint ranges from six months to several years or more. Employees requesting hearings before Equal Employment Opportunity Commission Administrative Judges are now waiting two years or longer for their cases to be heard. Prolonging a solution to an EEO complaint for this period of time only breeds frustration for all parties involved.

Non-selection cases offer great possibilities for mediation-based resolutions. Money is not always the underlying reason people apply for promotions. This is why employees who get cash settlements usually return to the complaint process. The money never touched the real motive. The reasons most people apply for promotions are both positive: challenge, growth, prestige, recognition, responsibility, and the work itself, as well as negative: boredom, bad supervisors, poor relations with co-workers, and poor working conditions. Once a mediator has a feel for why the employee wanted the job and what management's needs are, the mediator can get the parties together and see if they can brainstorm ideas that will satisfy both sides.

Mediation has now been used at DDC HQ, DDBC, DDDC, DDRT, DDSP, DDTP and DDWG in 25 EEO cases, 19 of which were successfully resolved. On the average, these resolutions were reached 44 days from the date of first contact with an EEO counselor, as opposed to the long, drawn-out process to resolve EEO complaints once they enter the formal complaint process. The ultimate rewards of using mediation are that the morale, well-being and good working relationships between employees and supervisors improve due to timely resolution of issues, and also, time and money spent on processing formal complaints shrink. Mediation is now available at all DDC depots and should be considered as the first, logical step, in the EEO complaint resolution process.

Further information on mediation can be obtained from your depot EEO Specialist or the EEO Specialists at DDC Headquarters, Betty Durham (DSN 977-4805) or Joann Schopman (DSN 977-7460).

ment in order to ensure that DoD customers' and industry's needs continue to be met and that we identify and resolve potential issues that relate to Phase 2, DoD-wide implementation.

To further engage the sealift industry, the Team plans to prototype the "To Be" process with intermodal over ocean container shipments from the East Coast using SEALAND and Defense Commissary Agency (DeCA), and on the West Coast using American President Lines and DLA. DLA and DeCA will act as shippers in the prototype. This will allow DoD to resolve issues with consolidated shipments, multiple consignees, and overseas theater issues, as well as compare the USA card and IMPAC and their effect on cash flow between Working Capital Funds. The sealift segment of the transportation industry has already embraced this concept, and is a willing participant in preparing for full implementation through the prototype process.

In order to stress the process and fully resolve any systemic issues, the strategy is to 'stress test' the Airlift process on both coasts and in two theaters similar to Sealift. The prototype will use air transportation from Dover, Norfolk and Charleston United States Army Materiel Command activities on the East Coast and Travis Air Force Base on the West Coast. Materiel will originate from Defense Depots Susquehanna and San Joaquin, and be bound for various destinations and consignees in the European and Pacific theaters. This affords the Prototypes the opportunity to work the issues related to air clearance, overseas customs, and multiple cargo categories, as well as a comparison of the USA card and IMPAC card for intergovernmental transactions.

For the express carrier segment of the industry, the plan is to prototype the process with Federal Express (FedEx), United Parcel Service (UPS), Roadway Package System (RPS), Emery Worldwide, and DHL, all of whom have volunteered to work with the Team. General Services Administration (GSA) currently has a long-term contract with FedEx for shipment of small packages domestically, and this contract does not involve use of a purchase card for payment. Therefore, this particular shipment method with FedEx is the subject of separate contract negotiations not included in Team planning prototypes. However, FedEx is participating in team's prototype for shipments outside the scope of the existing contract. This prototype will permit this segment of the industry to resolve issues with commercial documentation and customs, automated interfaces and data reduction and accuracy.

Much progress has been made in the surface freight approach, already confirming GSA's support for elimination of the GBLs in favor of the purchase card. This is, however, one area that the team has not done any proof of concept tests with Truck Load (TL) and Less-Than-Truckload (LTL) carriers. Therefore, the prototyping is being done on the "To Be" strategy with these industry segments, including, Old Dominion Freight Lines, Overnite Transportation Company, Consolidated Freightways, and Landstar to stress the process with the most diverse group of industry partners.

The plan is to resolve issues of purchase card use, reconciliation and certification, and WWW based ordering capabilities through this Phase 1 implementation effort. An option for this prototype is the use of the First Bank IMPAC card product "Power Track." Defense Distribution Depot Tobyhanna Transportation (DDTP-T) is the pilot organization in DLA and DoD to test the third party

payment of freight bills using U.S. Bank's "Power Track" software. The system is designed to speed up payment of transportation bills to our commercial carriers, minimize time in preparation and filing of shipping and billing paperwork and facilitate bill certification. All processes were successfully demonstrated using test data. Implementation commenced April 1, 1998.

Issues concerning funding, payment and/or reimbursement as well as electronic certification are being worked to enhance implementation. Additional carriers including Emery Airfreight, Overnite Transportation Company, Consolidated Freightways, and Roadway Package System are being added. The Team is confident that this approach is viable in the industry segments that they are preparing to prototype. Each of the issues identified so far represents some complexity in the process that they intend to work through during prototype to ensure the best approach for Phase 2, DoD-wide implementation.

The inter-theater issue is a crucial one, since overseas operations currently depend upon the documentation that is now provided. Shifting to commercial documentation will impact them, and any new process needs to minimize the impact in order to fully support the TRANSCOM goal of a seamless handoff of material to the Theatre Commander.

Another important issue is that of contingency billing. How will the "To Be" strategies accommodate the documentation and payment process of peacetime operations during the transition to contingency operations and war? Currently, the transportation funds availability and identification lag behind the operational imperative. The MRM 15 Team is actively working this issue, and will address it during implementation.

The MRM 15 Team will first implement Phase 1 prototypes. Thereafter, problem issues will be resolved and systemic changes made. A Phase 2 Implementation Plan will be developed. Finally, any potential role for a 3rd party logistics provider in Domestic Freight will be evaluated. Regardless of the final details, this initiative will change the face of distribution process.

*Dennis Barnum is Chief of the Transportation Division at Defense Distribution Depot Tobyhanna (DDTP), Tobyhanna, Pennsylvania. He was selected to serve for six months as a member of the MRM 15 Reengineering Team, as the DLA depot representative, by BG Privratsky.*

## Mona Jennings Wins Asian/Pacific Islander Award

Each year the Tinker Air Force Base Asian/Pacific Islander Heritage Committee honors outstanding Asian/Pacific Islander Americans. Ms. Mona Jennings, an employee at Defense Distribution Depot Oklahoma City, Oklahoma, was selected as the base-wide award winner in the civilian category for her outstanding job performance and her Asian/Pacific Islander contributions. Ms. Jennings developed a reject tracking system that aids her co-workers in determining accountability for problem items requiring special emphasis. Ms. Jennings was also instrumental in several successful Asian/Pacific Islander projects. Her accomplishments were recognized at the annual luncheon, where Major General Perez, the OC-ALC Commander, presented her award.

# Outsourcing News

The three Commercial Activities (CA) reviews are off to a great start, with cooperation and expertise provided from all levels. The Spring 1998 DDC Review provided the announcement and introduction of the reviews. This article updates our progress and responds to some common questions. Communication will be the key to a quality review. To ask questions or provide information, please call our hotline at 717-770-5107. The DDC selected DDBC, DDCO and DDWG for the initial reviews, based on a formula considering each depot's workload stability, mission complexity, customer considerations, geographic location and anticipated savings to be achieved. A total of sixteen depots will be reviewed within the next three years. We will conduct the reviews in accordance with OMB Circular A-76, the official process for competitions between the public and private sectors. This process provides a level playing field for all participants.

These three reviews have now begun. The DDC Commercial Activities Program Office (CAPO) hosted Depot Commanders after the announcement and provided a guidebook. Included in the guidebook were an employee briefing explaining the selection and CA process and commonly asked questions and answers. Depot Commanders and CAPO then identified members for the CA teams. Team members consist of subject matter experts from the DDC, the depots and contractor, Grant Thornton, LLP.

The teams were trained by our support contractor, Grant Thornton, LLP. Topics covered included an introduction to OMB Circular A-76; data collection and job analysis techniques: development of the performance work statement (PWS), quality assurance surveillance plan (QASP), and management plan; and the procurement process. A detailed planning session provided a great exchange of information. Roles and responsibilities were defined. The integrated team structure was developed. A communication plan and tips were presented. Developing a "contractible" PWS was discussed. An individual plan of action and milestones was developed. Employee briefings were conducted at the affected Depots. Included in the briefing were explanations of the CA Study Process and specific depot Depot milestones. In addition, current study status was discussed and team members introduced.

The teams have begun data collection and analysis. The Commercial Activities Program Office (CAPO) is fully operational and will coordinate CA Team efforts and provide the central point-of-contact from both the Depot level and DLA level. One key to a successful review is communication. The CAPO is the communication hub of the study initiative. Another key to the quality of these reviews is the expertise of the teams and the involvement of all employees. Employees can help through cooperating with the teams in data collection and analysis. Contact the hotline shown above or contact your local team if you have information or questions. Depot Team Members were selected based on their individual abilities and their contribution to the teams as a whole. The Contractor and DORRA support were specifically chosen for their expertise to complement the teams. In our next report, we will detail the development of the Performance Work Statement, which identifies the performance based requirement at the Depots. Remember, it is up to all of us to ensure a quality and fair review. Anyone wishing information about outsourcing may call the outsourcing information line at: 1-877-333-1946 (DDD-1WIN).

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Lottie Skipper – DDCO-S  
Don Spencer – DDCO-X  
Mark Stanley – DDCO-S  
Glenn Wilt – DDCO-X  
Forrest Wonderlen – DDCO-X  
Dave Hagler – DORRA  
Nancy McMeans – DDC-A  
Donna Robinson – DDC-R

### **Barstow Team DDBC, DSN 282-6277**

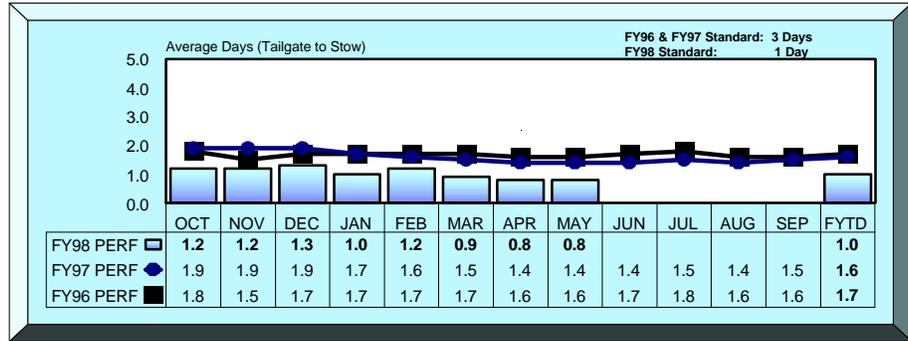
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Ramon Contreras, GT, Coach  
Lorie Perantie – DDBC-X  
Sean Bupara – DDBC-X  
Phil Smith – DDBC-X  
Maj Dean Corbett – DDBC-X  
Roxanne Fraase – DDBC-X  
Michelle Evans – DDBC-X  
Chris Webb – DORRA  
Nancy McMeans – DDC-A  
Jill Jennings – DDC-A

# One Day Processing a Reality for Most DDC Depots

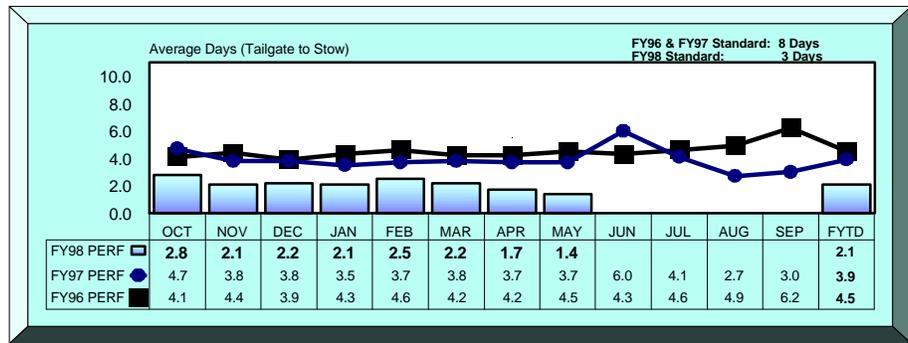
In April, 1998, the highest performance achievement ever was reached for the first time. The DDC that month met all one day processing goals for MROs and New Procurement Receipts. Of 19 DDC depots measured by MIS, 15 met the one day processing standards. Depot employees and Management teamed to make this achievement happen. DDC April performance against the one day standard was: New Procurement .8; High Priority MROs .5 and Routine MROs .8. The DDC average for Customer Returns was 1.7 against the 3 day standard.

As if not satisfied with success, the DDC did it again! In May, 1998, for the second month in a row, the DDC met all one day processing performance goals for MROs and New Procurement Receipts. Of 19 DDC depots measured by MIS, 12 accomplished this performance achievement. DDC May performance against the one day standard was: New Procurement .8; High Priority MROs .6 and Routine MROs .9. The DDC average for Customer Returns was 1.4 against the three day standard.

## New Procurement Performance (including retail receipts)



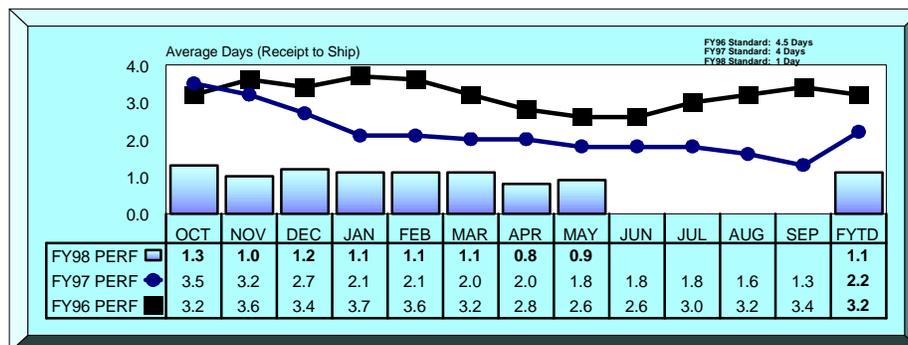
## Customer Returns



## High Priority MRO Performance



## Routine MRO Performance



**DDC Depots  
Clear the  
Bar for  
April, May!**