

LOGLINES



INFORMATION TECHNOLOGY

WIRED FOR SUCCESS

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from the
DIRECTOR

Navy Vice Adm. Alan S. Thompson, SC, USN
Director, Defense Logistics Agency

In the late spring I made several trips to visit our warfighting customers and military service partners at U.S. Pacific Command, U.S. Southern Command and Joint Special Operations Command to hear what they think about the Defense Logistics Agency's support and areas in which they believe we can improve. I've taken this input and brought it to the table in my discussions with several of the Defense Department's top logisticians, because sharing processes that work and retooling unsuccessful ones gives us the opportunity to shape the future of military logistics. Monitoring our ongoing initiatives and partnerships with all DLA stakeholders is vital to ensuring the Agency can adapt to changing customer requirements, tighter budgets and truly take its operations to the next level.

I have also sought input on DLA's achievements and challenges from the Agency's employees – the subject matter experts who ensure warfighters get what they need to remain mission-ready each day. In May, I invited all 23,000-plus military and civilian employees to participate in the DLA Culture Survey, one of the work force development initiatives outlined in my 2009 Director's Guidance. The results of this survey will be briefed to the Agency's senior leadership shortly and to employees soon after. Our next step is to develop action plans and resolve any issues the survey brings to light. These plans will be monitored at the monthly Executive Board meetings. I thank those employees who participated. Your feedback will help us focus and track our progress in areas critical to maintaining our high-performing culture, and I assure you strong follow up on these results is a high priority.

DLA has been hard at work in another of my focus areas – warfighter support enhancements – as we support and sustain the 20,000-member troop surge in Afghanistan. We are collaborating with

the military services and ensuring warfighters have suitable equipment to match the rugged nature of the Afghan landscape and are continuing to explore additional supply routes and methods to ensure supplies flow unhindered into the area.

Making all of DLA's operations possible – in Afghanistan, Iraq and around the world – is our Enterprise Business System, refinement of which is another of my highest priorities. An independent analytical team is helping the Agency perform a comprehensive review of its EBS-supported business performance, as well as its untapped potential, and afterward, we will implement appropriate system changes to enhance DLA's day-to-day business operations.

This has already been a demanding year in supporting warfighters while ensuring we get the best value from taxpayer resources. In spite of budget cuts, weapon system restructuring and changing missions, I firmly believe there is no better-equipped and -sustained military force in the world, and that is the end result of what all of you at DLA are focused on every day. ★

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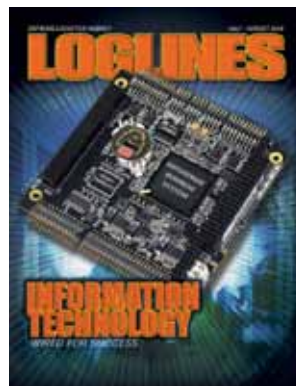
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— Photo illustration by Paul Henry Crank



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BIG BUSIN

Story by Beth Reece

Army Sgt. Joshua Sheptock secures food aboard a C-17 Globemaster III for air delivery. The Defense Logistics Agency's Enterprise Business System helps make the process of ordering such supplies easier and faster for customers.

— Air Force Staff Sgt. James L. Harper Jr.

When the Defense Logistics Agency began modernizing its 1960s-era business systems, David Falvey knew that just another computer software update wouldn't be enough.

"We couldn't get closer to our customers and have an agile supply chain without entirely replacing our outdated systems. They were just too antiquated," said Falvey, the first program manager for DLA's Business Systems Modernization program and current executive director for enterprise solutions.

The modernization of DLA's information technology backbone, which makes daily supply-management operations possible, began in 1999 with BSM. It triggered a new way of operating and gave the Agency a common IT architecture that merged multiple business functions and information stores into what is now called DLA's Enterprise Business System. Job processes and metrics changed, while sales soared and customer costs dropped.

"Organizations inside and outside



ESS

the federal sector point to DLA, the most business-oriented organization in the Defense Department today, as an example of how to modernize the right way,” Falvey said.

“There was a school of thought that when we finished replacing our outdated information technology systems, we’d be done with transformation. But in fact, transforming our processes and systems will always occur,” Falvey said.

DLA’s ability to connect warfighter demands with supply continues to grow through a series of enhancements now being added to the Agency’s Enterprise Business System.

Current EBS efforts will improve procurement processes; boost demand-planning capabilities; and integrate retail functions at shipyards, depots and air logistics centers entering DLA’s fold as a result of Base Realignment and Closure 2005 decisions, Patricia Whittington, EBS program manager, said.

“The Enterprise Business System will enable our work force to provide better,

faster support because all the information they need will be in a single system rather than three or four different databases,” said Mae De Vincentis, director of information operations and DLA’s chief information officer.

“We’ve gone from being a dinosaur living in a green-screen type of technology environment, where we struggled with an increasingly unreliable and aging system, to being able to [execute] a lot of our strategic initiatives like prime vendor and BRAC implementation,” she said.

The Transformation

DLA’s long journey toward modernization began at the turn of the millennium, when companies around the world were fretting over the “Y2K bug” that many feared would disrupt computer systems as clocks rolled over to the year 2000.

“We already had a modernized Distribution Standard System, but were trying to decide what to do about our 30-year-old, antiquated supply-management systems,” Falvey said. “Plus, we had just

come out of a period in which there was a big push by DOD to possibly outsource much of logistics to big third-party logistics providers.”

It was DLA’s wake-up call, he said, sure proof the Agency needed “a strategic, over-the-horizon plan to take it to the next level.”

Rather than start from scratch with a new system that would cost millions of dollars to maintain, the Agency’s leaders decided to replace the legacy systems with a commercially based enterprise resource planning system, or ERP. ERP is an IT industry term for multiple software and hardware components that integrate business functions, resources and information from shared data stores into one unified, companywide system.

In DLA’s case, the ERP-based Enterprise Business System combines order fulfillment, planning, procurement and financial functions, and is accessible by employees and customers around the world.

“The beauty of our EBS is that it in-

WIRED FOR SUCCESS



Air Force Staff Sgt. James L. Harper, Jr.

Modernization of the Defense Logistics Agency's information technology systems has improved how the Agency supports military customers, including those located at remote sites in Afghanistan where air drops like this are necessary for resupply.

tegrates these functions together so they can talk to each other," Whittington said. "Our employees can use it anywhere they have Internet access."

The Agency chose an ERP platform already being used by manufacturing companies, developed by SAP Public Services, and began fielding the system with limited users and items in July 2002.

"It was much more than just moving all of our information to a new computer system. Employees had to learn how to use new tools and processes," Whittington said. "We also had to change position descriptions to match the new business processes of the commercial ERP."

DLA's demand- and supply-planning functions, for example, had always been performed by one person, an item

manager. But the new ERP revealed that demand and supply planning were two separate functions in commercial practice.

"So when we did the business-process reengineering, we identified roles that went with each function and established two separate jobs: one that works with customers and one that works with suppliers," Whittington added.

More than 1,000 Agency position descriptions were recast into 167 standard PDs during implementation, and all employees received training based on their individual roles.

"In the long run it makes our employees more interchangeable," De Vincentis added. "It also makes it easier for management to shift heavy workloads if everybody is using the same system and they're

The Defense Logistics Agency's improved business tools help employees respond to warfighters' critical needs for food or spare parts.

Army Staff Sgt. Adam Mancini



Current Enterprise Business System efforts will help integrate retail functions at shipyards, depots and air logistics centers where mechanics like Air Force Airman 1st Class Joseph Martincic, shown here repairing an engine, make equipment repairs.

Air Force Airman 1st Class Joshua J. Seybert

familiar with how it works.”

While the commercial ERP can be reconfigured to meet an organization’s unique processes, Falvey said, DLA’s approach was to adapt to the new platform as much as possible in order to retain industry best practices already embedded in the software while incorporating defense-based practices where appropriate.

“Also, if you’ve made numerous reconfigurations and conversions to the basic system, you have problems when the ERP provider comes out with updated versions of the software,” Whittington added. “That means additional system testing that can be very costly.”





The ERP was fully implemented throughout DLA's supply centers in Philadelphia; Richmond, Va.; and Columbus, Ohio, by December 2006. And once the ERP replaced the legacy systems — the Standard Automated Material Management System and Defense Integrated Subsistence Management System — the Business Systems Modernization program was complete. Soon after, the system's moniker was changed to the Enterprise Business System to reflect the completion.

One of EBS's most obvious benefits was its information quality, Falvey said.

"Today when you go into EBS and make a data entry, it's updated in real time. In the legacy system, when you did a data entry it got cued up on some transaction file that would go in that night or next week or next month, depending on

the batch schedule," he said.

But, Falvey said, what's most remarkable about DLA's modernization is that it occurred during the Agency's busiest period. Sales and services soared from \$17 billion in 2001 to \$42 billion in 2008, mainly because of the wars in Iraq and Afghanistan.

"The fact that we were able to implement [modernization] in a time of

"Today when you go into Enterprise Business System and make a data entry, it's updated in real time."

— David Falvey

Modernization of the Defense Logistics Agency's business systems took place at the same time warfighters were fighting in Iraq and Afghanistan — the busiest period in DLA's history.

unprecedented growth and work load, take a dip in productivity — which always happens with the implementation of a new system — and then take advantage of a modernized system in order to continue to improve performance was an outstanding achievement for both the Agency and our customers," he said. "Our employees had a huge impact in the viability of DLA as a lasting institution."

The Next Level

The Agency scored high marks from the Defense Department for modernizing its processes, but improving supply chain management has become an enduring



Army Spc. Joseph A. Wilson

endeavor at DLA.

Further business system refinement is one of 22 initiatives set forth by DLA Director Navy Vice Adm. Alan Thompson in his 2009 Director's Guidance.

"We didn't spend hundreds of millions of dollars to do a system replacement and perform at the same level we did in the past," Thompson said. "We made an investment in anticipation of a return, that it would be the engine that would allow us to be even more efficient and effective."

Ongoing enhancements being made through the Enterprise Business System program include the addition of the Enterprise Operational Accounting System and retail integration of organizations joining DLA as a result of BRAC 2005.

The EOAS extends the financial functionality of EBS, reduces operating costs

and saves time because financial data can be collected, analyzed and reconciled from a single source, said Riley Crawford, Enterprise Operational Accounting System project lead.

"The primary benefit to everyone is that we're all part of one enterprise system regardless of what part of the DLA organization we're assigned to," Crawford said.

The accounting system was designed for field activities not included in the original EBS implementation, such as the Defense Distribution Center, Defense Energy Support Center, Defense Logistics Information Service, and Defense Reutilization and Marketing Service. The third and final rollout took place in June at the Defense National Stockpile Center and Document Automation & Production Service.

"The changeover to [the Enterprise Operational Accounting System] has generated lots of enthusiasm and excitement at DDC," said John Kurtz, DDC comptroller. "Like any new system rollout, we've had both successes and challenges, but we're making tremendous progress and look forward to maximizing the benefits of a modern financial system."

The Inventory Management and Stock Positioning system will also help DLA assume supply, storage and distribution functions at military industrial sites joining DLA under BRAC. Planners say IMSP will improve order processing, returns processing, local purchasing, forecasting and inventory management.

"The intent of IMSP is to modify [EBS] so it supports inventory management and stock positioning at the point

Enterprise Business System enhancements will boost demand-planning capabilities so the Defense Logistics Agency can provide accurate and timely support to warfighters stationed around the globe.

of sale where the services' maintenance personnel are being issued material," Whittington said.

DLA will also be able to collaborate with the services through Inventory Policy Optimization to determine appropriate safety stock levels for industrial customers who depend on parts to be

Army Spc. Nathaniel Allen





Army Staff Sgt. Adam Mancini

Defense Logistics Agency has become an example for federal agencies including NASA and the Federal Aviation Administration as they adopt their own enterprise resource planning systems.

readily available, she added.

The first IMSP implementation, which includes training employees how to use the new software, is occurring now at DLA Warner Robins, at Robins Air Force Base, Ga., and completion is scheduled for October. Future rollouts include DLA Oklahoma City, at Tinker Air Force Base, Okla., in November and DLA Ogden, at Hill Air Force Base, Utah, in January. Rollouts are slated to continue with the Navy and Marine Corps, and conclude with the Army.

As with the development of retail capabilities, procurement specialists from each of the supply centers are spending about three weeks per month at the Agency's headquarters at Fort Belvoir, Va., to analyze contracting requirements.

"We bring them all together so, as we configure the system, they're here testing it, telling us what works for their needs

Warfighters performing maintenance functions, like this Soldier tightening lug nuts on a Mine Resistant Ambush Protected vehicle, will get a boost via the Inventory Management and Stock Positioning system as the Defense Logistics Agency assumes supply, storage and distribution functions at military industrial sites that perform equipment maintenance.



Warfighters like Air Force Staff Sgt. Zeus Lee can expect better response times and better availability of supplies through Enterprise Business System enhancements.

and what doesn't," Whittington added. Everyone gets an equal chance to voice their concerns so the system is designed to address all the supply centers' priorities, she said.

Systems modernization at DLA has been mostly transparent to customers, outside of such benefits as quicker response times and better availability of supplies, Falvey said.

"We've kept this invisible to our customers as much as possible. We're

not training warfighters to do data entry in [EBS] because they still input data into their own systems, which then feed into ours," he said.

DLA has become an example for federal agencies including NASA and the Federal Aviation Administration as they adopt their own ERPs.

"I spend a lot of my time sharing our lessons learned with others, even with some organizations that started moving to an ERP years before we did," Whittington said. "Our employees should realize that the work they've done, and continue to do, is a model that other organizations are following."

Program managers and DLA leaders agree that improvements to business processes will continue throughout the Agency, whether employees are located at the supply centers, working alongside mechanics in maintenance shops or deployed with warfighters in Afghanistan.

"I think it's the hallmark of an organization that's in business for the long haul to continue to change, to continue learning and improving," De Vincentis said. "But one thing that has never changed about the DLA work force is the 'we can get it done' attitude, even in the face of obstacles. [I have] no doubt they will continue taking EBS to the next level." ★

ASSET VISIBILITY



TRACK AND CONFIRM

Story by Beth Reece

Commercial retailers let customers track the delivery of their purchases online, but Defense Logistics Agency customers can do more than that.

DLA's Asset Visibility System, known as AV, allows customers to see where an item in the Defense Department supply chain is stocked, how much is on hand and in what condition or when it's due in, and where orders are packed and shipped. They can then track each step of delivery.

Managed by the Defense Logistics Information Service, in Battle Creek, Mich., AV combines information on the status of unit equipment, war reserve and pre-positioned stock, fuel, ammunition, medical supplies, and other wholesale and retail assets. The AV application query tool shows if assets are available for issue or on order, if they are designated as unit assigned equipment, or if shipped assets are moving thru the transportation pipeline.

The system helps commanders and logisticians make better decisions, especially when operational requirements change or when there is a dire need for a part, said Teresa Lindauer, the program manger at DLIS.

The information displayed in AV comes from 26 separate data sources owned by the Department of Defense, U.S. Transportation Command, military services and DLA. "This integration and



fusion of data eliminates what we used to call ‘swivel chair logistics,’” Lindauer said. “We now have a robust picture of where assets are located and if there are possible stocks available to fill mission requirements.”

She added that the system also helps customers do their work faster and more efficiently.

“Prior to using AV, I would have gone through multiple systems, one at a time, to locate DOD assets. Using AV, I cut the research time down tremendously because I can obtain all the stock information I need in one location,” said Eric Drick, a supply chain manager at Warner Robins Air Logistics Center, Robins Air Force Base, Ga.

Asset Visibility replaced the Joint Total Asset Visibility application in January 2006 and began using commercial off-the-shelf software. The capabilities have grown as the product has been revised to format to military requirements.

User queries can be made in several

categories that range from “in-storage,” which pertains to assets available for issue at wholesale supply centers or retail-level supply activities, to “in-process” for assets that must be requisitioned from wholesale activities to meet demands at the retail level. “In-transit” queries exist for items already requisitioned but not yet received by the requestor.

“AV improves users’ ability to share supplies with other services or locations

“Sharing information in a joint environment to meet needs is not only a good thing, but imperative if we want success.”

— Teresa Lindauer

The Defense Logistics Agency’s Asset Visibility System helps users share supplies with other services or locations through lateral transfers, a process widely used by forces in Iraq and Afghanistan.

through lateral transfers, especially in emergency situations where mechanics are waiting for critical parts to repair out-of-service vehicles or aircraft, or when mission requirements may impact readiness or on-time deployments,” Lindauer said. “Sharing information in a joint environment to meet needs is not only a good thing, but imperative if we want success.”

If a unit in Iraq needs parts that AV shows as “available” at another location in Iraq, for example, arrangements can often be made to transfer the asset, which is a much cheaper and faster alternative compared to ordering parts from supply centers in the United States that will then have to be shipped overseas. It not only cuts cost, it cuts customer wait time.

Program managers intend for AV



Navy Petty Officer 2nd Class Jesse B. Awalt

to instill confidence in users when they can see their requisitions, determine the status, and know if they'll receive what they need when they need it. This should preclude multiple orders for the same items just to be sure they arrive. AV is also designed to encourage customers to reserve high-priority, immediate-delivery requisitions for real emergencies.

"If they know where their item is and how close it is to getting to them or that there's lateral support available, that puts less stress on the transportation pipeline and budget. Things that were previously flown in could legitimately be put on a ship or a truck for shipment," Lindauer added.

Asset Visibility can be used to gain such general information as the price, source of supply, unit of issue, and substitution data for any national stock numbered item. The system can also create a map showing the availability of items searched in wholesale and retail queries through AV's direct link to the Military Surface Deployment and Distribution Command's Intelligent Road/Rail

Information System. The results of any search can be sent to other AV users or saved in Microsoft Excel, Adobe Acrobat portable document format or files that may be imported to databases.

Recent AV improvements include the creation of a low-bandwidth version called AV Remote for warfighters who lack consistent communication lines.

"If a user loses connectivity while sending a query through AV Remote, they won't lose the query," Lindauer said. "When the lines come back up, the results of that query will be waiting on the user's desktop.

The AV and AV Remote systems are slated for upgrade in September with

AV 3.0, a change Lindauer said users will notice instantly. The new release greatly reduces the processing time for queries from minutes to seconds," she said.

Asset Visibility is made possible by the Integrated Data Environment, an Enterprise Business System capability that enables data exchanges between DLA systems and those of its customers and partners. While AV already provides information about the transportation status of supplies through daily feeds from the U.S. Transportation Command's Global Transportation Network, efforts are under way to merge IDE and GTN to give customers even greater visibility and transparency. 🌟



For more information on how to use
Asset Visibility, contact
DLA Customer Interaction Center
1-877-DLA-CALL
or e-mail
dlacontactcenter@dla.mil

(Left) A Marine CH-53E Super Stallion helicopter approaches an Air Force HC-130P Hercules during a helicopter aerial refueling mission in Djibouti. The Defense Logistics Agency's Asset Visibility System can pinpoint for users the nearest available source of fuel.

(Right) The Asset Visibility System can help construction workers like Navy Petty Officer 3rd Class Gwennette Jamerson know where their material is in the logistics pipeline.

(Below) Program managers expect the Asset Visibility System to instill higher confidence in warfighters because they can see their requisitions and track shipments from the point of origin.

Navy Petty Officer 2nd Class Erick S. Holmes



Marine Cpl. Pete Thibodeau



Team Spirit

Story by Heather Athey and Annette Silva
Photos by Annette Silva

When Army Col. David Rodriguez encounters a challenge as commander of the Defense Logistics Agency's Defense Distribution Depot San Joaquin, Calif., he's confident he doesn't have to face it alone.

"Our work force has adopted a team-approach attitude to problem solving, so when we are confronted with a challenge, our work force sees it as a DDJC challenge, not a management challenge or responsibility, and we work as a team to resolve issues," he said. "I know that I have a solid team behind me supporting me all the way."

Annette Silva works in Public Affairs at Defense Distribution Depot San Joaquin, Calif.

It's that sense of team spirit, Rodriguez said, and the employees' dedication and concern for warfighters, that make the California depot, DLA's West Coast strategic distribution hub, a great place to work. It's also one of the things that earned San Joaquin an award for being one of the top installations in the Defense Department this year.

The Commander in Chief's Annual Award for Installation Excellence recognizes the outstanding and innovative efforts of the people who operate and maintain U.S. military installations. Recipients of this award are selected for their exemplary support of DOD missions.

"Excellent installations enable better mission performance and enhance the quality of life for military men and women



and their families,” Defense Secretary Robert Gates said in a message announcing the five winners of the 2009 CINC award. “Each winning installation succeeded in providing excellent working, housing and recreational conditions.”

At DDJC, many of the workers are military veterans who have been on the other side of the supply line and know what it takes to keep warfighters mission ready. The depot employs 1,250 people who process nearly 4 million supply requisitions annually with an inventory of about 746,000 items valued at more than \$5 billion.

“When you stack DDJC’s mission and size against all the DLA logistics centers, we are not unique. DLA is full of superb, end-to-end supply-chain owners and managers, and our team is part of that chain,” said Adriaan Adendorff, DDJC deputy commander. “We connect our portion of the chain to complete the world-class support DLA provides to our warfighters.”

Part of what connects the team is the comprehensive training that has prepared 41 percent of the depot’s employees to perform multiple distribution functions, providing what officials call a more flexible work force. Feedback from employees has been positive, said Ron Cook, who works with the 6901 Distribution Process Worker Training program, which has been so successful it was recognized as a best practice by the undersecretary of defense for acquisition, technology and logistics, and has been exported to other Defense Distribution Center sites to broaden workers’ skills.

DDJC employees are also empowered to streamline their daily work processes through the DDC System, which links Continuous Process Improvement concepts with the DDC mission, vision, values, goals and objectives. After receiving training workers are equipped with the tools to enable them to initiate streamlining projects on their own, which officials said helps create cross-functional teams that give employees the responsibility, authority and accountability in providing services and managing results that benefit customers.

In addition to getting solid results for customers, the depot is a strong member of the local community. Its fire and police departments have partnership agreements with the local, state and federal law enforcement and fire officials and share training opportunities in order to provide seamless interoperation in the event of an emergency, said Rod Tatman, DLA Enterprise Support San Joaquin site director. DES San Joaquin administers the installation’s police and fire departments.

“Over the last year, we have responded to countless local emergencies, four large statewide complex fires and the largest structure fire in Air Force history when Travis Air Force Base, Calif., lost more than 150 homes in a fire storm,” he said.

The depot’s fire department is also one of only 137 fire stations in the United States to receive accreditation by the Center for Public Safety Excellence. Accreditation serves as the blue-

Members of the Defense Distribution Depot San Joaquin, Calif.’s fire and police departments participate in an exercise simulating hazardous incident response. The departments partner with local, state and federal authorities to provide assistance and share training opportunities to ensure seamless interoperation in the event of an emergency.



Victor Salazar, a distribution process worker, inputs data at a portable work station before packing the material for shipment. Through the 6901 Distribution Process Worker Training Program, 41 percent of the depot’s work force has been trained to perform multiple distribution functions.

print for all fire departments, bringing commonality among them and promoting excellence within the fire and emergency management system agencies. It is the first in DLA and the 13th in the Defense Department.

In addition to safety services, Tatman’s responsibilities include DDJC’s child development center, which provides child care services to depot employees at a reduced rate. The center is also currently open to the general public on a space-available basis, though public enrollees must pay higher tuition rates. Construction on a new center is slated to begin this year.

The amenities, including multiple fitness centers, on DDJC enhance the employees’ performance and help them strike a better work/life balance, in part because many of the services offer them the chance to participate without going off the installation and usually at a reduced cost. It also saves the workers’ off-duty time, Tatman said.

While the work/life programs at DDJC are tailored to the employees and local needs, they are comparable to programs offered at sites across the Defense Logistics Agency. These programs have helped other Agency organizations attain the same DOD recognition. The San Joaquin depot’s sister organization, the Defense Distribution Center Susquehanna, Pa., has been recognized twice, and DLA’s Defense Supply Center Columbus, Ohio, and Defense Supply Center Richmond, Va., have received the award five and six times, respectively.

Rodriguez said the team approach at his depot makes the work force there — many of whom rally behind the motto, “Team DDJC: We are San Joaquin” — stand out among the Agency’s field sites.

“I’m lucky to be the commander of such a great group of professionals. It’s easy to lead when you have a winning team,” he said. 🌟

INFORMATION, PLEASE

Story by Tim Hoyle
Photos courtesy Defense Logistics Information Service



Employees at the Defense Logistics Information Service sort through tub files full of punch cards to catalog logistics data during the 1960s. These days, the service uses logistics databases to catalog items for access by warfighters.

When Cris Miranda retired from the Army, he never dreamed he'd be going back to Iraq. When the Operation Iraqi Freedom veteran accepted a civilian job with the Defense Logistics Information Service, a field activity of the Defense Logistics Agency and the Defense Department entity that provides supply-chain data and logistics information-technology solutions to the military services, he thought he'd be "driving" a desk all day -- still supporting warfighters, but from Battle Creek, Mich., instead of the front lines.

Miranda soon found himself again in Southwest Asia, this time for a six-month stint from August 2008 until February, during which he supported deployment of the high-profile, heavily armored Mine Resistant Ambush Protected vehicles known as MRAPs.

The high demand and shortened timeline for deploying the life-saving vehicles resulted in them being fielded faster than is usual for a major customer end item like a tactical vehicle, Miranda said. The deployment was so accelerated that a DLIS employee was soon needed onsite to capture information about parts unique to the vehicle that were not already captured in the Federal Logistics Information System, the service's cornerstone information system, which feeds into DLA's supply-ordering systems.

Miranda's efforts in creating national stock numbers for the new items helped get them into the system quickly, so warfighters who received the first MRAPs shipped into theater could order spare and repair parts to keep the trucks in service protecting troops.

Tim Hoyle works in Public Affairs at the Defense Logistics Information Service.



A former Defense Logistics Information Service commander, Marine Col. Laura Sampsel tours the M114 Humvee transfer facility in Iraq with contractor representative Robert Cinci. Accuracy in logistics data ensures maintenance activities can find and order spare parts quickly.

The logistics information and support that DLA is providing to warfighters is critical, he said.

"We have to make certain that the information and products we [supply] are accurate and what the warfighter needs. Everyone's job at DLA is an important link in the [supply] chain. The information and products we are furnishing could be saving a life or, at the very least, making someone's job easier to accomplish," Miranda said.

Supporting Warfighters

Fielding a new weapon system such as the MRAP and its multiple variants requires preparing, reviewing and updating technical information for supporting items so the Defense Department supply chain can sustain and deploy the system.

Before a customer can request a supply item or a repair part, someone must collect data about the item, where it can be obtained, its capabilities and characteristics, and how an item varies by manufacturer. Substitute items are also identified to be used as replacements if the desired part is unavailable. To do this, DLIS catalogers capture data from product vendors, military item managers and other DLA stakeholders to offer warfighters access to one of the world's largest databases, which maintains information on more than 6 million active supply items.

The depth of skills possessed by DLIS' catalogers are part of what officials said has made DOD's common logistics language, known as the Federal Catalog System, the model for other nations. It's also why, they said, DLIS serves as the U.S. National Codification Bureau, representing the United States as part of



NATO's Allied Committee 135, which is charged with maintaining the treaty organization's codification system to bridge logistics knowledge across the globe.

Leadership in international codification has also made DLIS a sort of schoolhouse for international logistics officials on how to use the NATO Codification System and how to operate a national cataloging system. More than 109 foreign students from 41 nations have traveled to Battle Creek to build their skills since 2000, when DLIS began offering its training, known as NCB College.

Marine Col. Laura Sampsel, a former DLIS commander, said her employees have also taken their expertise on the road to bring the benefits of codification to logisticians in 20 countries. Briefers recently traveled to Iraq to show the nation's senior leaders how participation in the NATO Codification System would help them regain their logistics independence as Iraq continues to rebuild its military forces.

Whether they are deployed in support of combat operations in Southwest Asia or training at home for their next deployment, American forces can count on the products and services DLIS



Defense Logistics Information Service

Mission:

To provide interoperable, integrated, quality logistics data and enterprise IT solutions for joint warfighters, the military services, the Defense Department, other federal agencies and international partners in order to optimize the effectiveness and efficiency of the DOD supply chain.

Vision Statement:

We are the premier provider of DOD supply chain data and logistics information technology solutions.

Headquarters:

Battle Creek, Mich.

Scope of Business:

DLA IT Investments in

DOD IT Portfolio Repository	133
Enterprise Business System	
Projected Annual Sales	\$18.7B
DLIS Services	7.3M
DAPS Services	
Service Centers Worldwide	185
On-time Delivery	98.8%
Machines in	
Customer Workspaces	40.0K
Defense Automatic Addressing System Center	
Transactions Monthly	587.5M
IT Systems Accredited	95.1%
Enterprise Application Availability	99.74%
Enterprise First Recall Resolution Rate	74.59%
Desktop Licenses Provided	31,572
Employees:	
2,929 federal	
26 military	
Lines of Business:	
System Sustainment	
Program Management	
Infrastructure/Local Area Network Management	
Information Assurance	
Master Data Management	
Document Automation and Management	
Enterprise Data Services	



Mechanics repairing Humvees and other wheeled vehicles depend on logistics data supplied through Defense Logistics Information Service products to be accurate.

provides to enhance their readiness and the sustainment of personnel and equipment, Sampsel said.

An Expanding Toolkit

As warfighters' needs have evolved – forces are increasingly mobile and the battlefield less traditional – the information service has structured its products to keep pace. DLIS offers Web-based automated tools to help supply and maintenance personnel, logisticians and planners find critical information on items of supply and the maps and charts critical to mission success.

Within DLIS' online electronic shopping hub known as DOD EMALL, warfighters and other authorized government customers have a secure location and a powerful search engine to help them wade through product information from more than 1,450 commercial supply catalogs that contain more than 32 million items. Shopping from several catalogs and ordering items from multiple sources simultaneously saves customers' time by allowing one order using several sources of supply, officials said. More than \$800 million worth of orders were placed using DOD EMALL in fiscal 2008.

Shoppers can also meet procurement mandates for purchasing environmentally preferable products through the DOD EMALL Green Procurement System. The procurement system uses automated tools to mine vendor product descriptions and compare them to specifications issued by different regulatory

Dr. Richard Wang of the Massachusetts Institute of Technology teaches Defense Logistics Information Service employees about data quality during a workshop that stressed accuracy in logistics data systems.



version of the Federal Logistics Information System, called WebFLIS, to ensure users get up-to-date information about the cost and availability of items.

Another available tool is the DLA Map Catalog, which uses point-and-click functionality to allow users to identify and order maps and charts. A drawing feature allows shoppers to identify maps and charts associated with a mission by dragging their cursors from one point to another on an onscreen reference map. The shopping cart feature in the catalog then gathers data on the maps and charts so customers can easily order their selections through DOD EMALL.

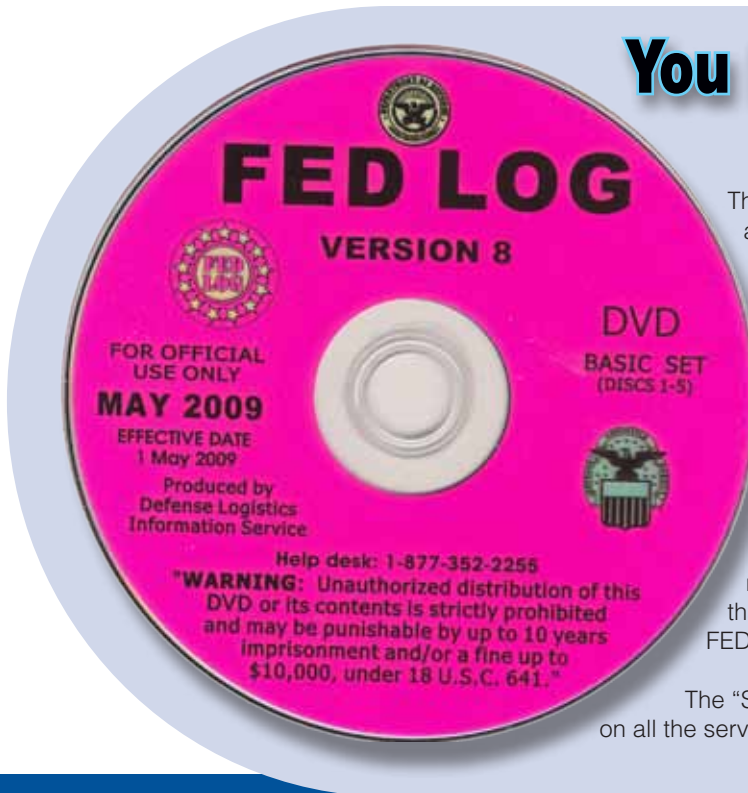
Refining Practices

Throughout its 46-year history, DLIS has evolved to accept new missions and to adapt to emerging technologies and best-business practices. Its roots date back to the end of World War II, when the military services independently operated separate supply systems and procedures for cataloging their supply items. Efficient use of stock was impossible because many items were given a different name by each military branch. Shortly after, two key laws were passed to mandate the establishment of the common logistics language, which DLIS calls the Federal Catalog System.

A new agency was founded in 1958 to administer the FCS, its mission eventually transferring to the Defense Logistics Agency, under which DLIS has transformed operationally to adopt

agencies like the Environmental Protection Agency, Department of Agriculture and Federal Energy Management Program.

Green products are also clearly marked in DLIS' federal logistics data publication known as FED LOG, which allows customers to research supply items using a CD-ROM or DVD. The discs are portable, so they allow deployed personnel without Internet access to obtain timely product information. For customers who can go online, the discs interface with a Web-based



You Need Answers We Can Help!

The Defense Logistics Information Service offers a variety of products and services like this DVD version of its popular Federal Logistics Data, which consolidates the contents of five compact discs.

The DLIS goal is to provide quality products to support the Defense Logistics Agency focus on support to the warfighter whenever and wherever they need logistics information and through whichever medium they require. Whether one needs such data through the Web, another type of online access or via an offline format like CDs or DVD, there is usually a DLIS product to meet whatever is needed.

A visit to www.dlis.dla.mil/prod.asp is a good way to learn more about these different products. The "CD-ROM/DVDs" link on that page includes information on how to request a CD Sampler of FED LOG and the other products available in a disc format.

The "Services" page (www.dlis.dla.mil/cserservice.asp) offers information on all the services DLIS provides.



industry and public-sector best logistics practices and emerging information technology and create quality logistics data to connect the two, officials said.

With a staff experienced in managing logistics information systems, DLIS was able to assume the management of the Logistics Information Network, LINK, developed during the Gulf War in the early 1990s. Personnel at U.S. European Command created LINK to provide greater visibility of assets in the supply pipeline, track requisitions and prevent duplicate ordering by customers.

Its experience with LINK helped the DLIS staff assume the sustainment role once again when DLA was ready to pass along the Joint Total Asset Visibility program in 2003. Officials said having one activity manage both programs would streamline operations because JTAV was intended to parallel its predecessor with a more strategic view of material readiness while LINK still focused more on individual requisitions.

Because of the critical need to ensure current, accurate data in the system, DLIS made JTAV one of four pilot projects for data-quality initiatives before it was slated for replacement by the Asset Visibility program. AV provides a real-time snapshot of items in DLA's supply chain, and users can access information on the status of unit equipment, fuel, ammunition, medical supplies, and wholesale and retail assets in storage or that have already been shipped to fill orders.

Because the AV program has the ability to provide a strategic overview and monitor individual requisitions, Agency planners have scheduled it to replace LINK later this year (*see "Track and Confirm" p. 10*).

Building Strength

DLIS has built a lean organization in part through its use of Continuous Process Improvement streamlining tools. The tools

Brent Johnson, a Defense Logistics Information Service instructor, teaches students from the Michigan Air National Guard how to retrieve supply item characteristics using the Federal Logistics Data tool.

empower personnel across the organization to reduce non-value-added inputs from their daily business operations so they can support warfighters through improved data products and data systems. Employees trained as facilitators create a learning environment that fosters practical application. Students learn the principles and are assigned projects so they can hone their skills by applying them to problems in an actual work environment.

The organization also fosters continuous learning in its workforce through the use of tuition assistance, distance learning and mentoring.

A Bright Future

DLIS entered into a new era of leadership in July, with the appointment of Deb Greger, executive director, as the service's first civilian director. Throughout its history, DLIS had always been led by a military officer.

The change to a senior civilian leader brings continuity that will be extremely beneficial as DLIS continues to evolve to a broader and increasingly complex set of services and capabilities, said Mae De Vincentis, DLA's director of information operations and chief information officer.

Greger said her past experience in helping DLIS explore new initiatives will come in handy as her command responds to the continuous changes in technology and the needs of warfighters.

DLIS has a legacy of being not only capable, but eager to adapt, which will serve it well as electronic devices become smaller and more portable and DLIS adapts its products and services to support those platforms, she said. ★



D.C. Production Office Prints Historical Publications

The Washington, D.C., office of the Document Automation & Production Service recently collaborated with the Naval History and Heritage Command to print a booklet highlighting 20 years of conflicts in Asia.

The booklet, titled "The Approaching Storm: Conflict in Asia, 1945-1965," is the first in a series covering the conflict's

global, regional and ideological stimuli. Between 2008 and 2015, the Naval History and Heritage Command and the Naval Historical Foundation are slated to collaborate on the booklets, which detail the Navy's involvement in the conflict. Plans for subsequent booklets include the fight for Vietnam's rivers and canals; naval special warfare; the prisoner of war experience; the Rolling Thunder and Linebacker bombing campaigns; Navy medicine at war; coastal operations; Navy leaders, advisors, and the Vietnamese navy; sealift and naval

Richmond Gears Up for Tanker Overhauls

The workhorse refueling tanker plane that has kept Airmen flying since it was brought into service more than 50 years ago is about to get a facelift.

The fleet of KC-135 Stratotankers is slated to be in service for another 37 years, officials said, so the flight control surfaces on the inside and outside of the aircraft — a total of 26 flight control items — are due for overhaul and rebuilding. The flight controls are all the moving parts that control the aircraft while in the air: spoilers, flaps, elevators and rudder.

Defense Supply Center Richmond, Va., is moving into high gear to support the overhaul, ensuring its ability to support the approximately 2,700 unique pieces used to build the 26 flight control items for the 80 jets that are expected to go through maintenance each year.

"Due to its age, the Air Force needs to overhaul the flight control surfaces

to minimize unit maintenance time and increase aircraft operational availability," said David Huguet, the KC-135 weapon system support manager in Aviation Customer Operations, who has managed the program for seven years. "The work will be done at Oklahoma Air Logistics Center over eight years and will require 254 full-time maintenance technicians."

The overhauls are scheduled to begin in 2010, and Huguet's efforts on the project, beginning in 2005, have been built into a joint Defense Logistics Agency and Air Force integrated process team. The team involves DSCR employees across the center and Air Force employees at Tinker Air Force Base, Okla., and within the Air Force Global Logistics Support Center.

The Richmond supply center is using the new Sales and Operations Planning Process, known as S&OP and initiated by DLA Director Navy Vice Adm. Alan Thompson in September, to facilitate strategic decisionmaking on the project, officials said.

S&OP involves balancing the needs of customers, the Agency's multiple field activities and funds available so senior

leaders can make informed business operations decisions.

Huguet said two projects under the S&OP process involve getting 530 stock items on expedited contracts or accelerated purchases, and establishing a six-month safety level stock for 474 show-stopper items associated with the overhaul project, as identified by the joint DSCR and Air Force team. Approval to

Navy Lt. Peter Scheu



logistics; Seabees and construction; naval intelligence; and the seaborne evacuations from Indochina. DAPS has signed on to print the entire series.

Printing high-visibility publications is one of DAPS' specialty services. The production service's Washington office also printed a hard-bound tribute book for the Office of the Assistant Secretary of Defense for Health Affairs: "When It Mattered Most: Remembering Our Fallen Medical Personnel in Iraq-Afghanistan." The book details 219 accounts of the men and women of military medicine, "some of the most poignant con-

temporary accounts to reach the American public," Secretary of Defense Robert Gates wrote in the book's foreword.

The DAPS Washington, D.C., office administers document production facilities in the national capital region and has facilities in the White House and at the Pentagon. A field activity of the Defense Logistics Agency, DAPS is the document solutions provider for the Department of Defense.

— Keith Beebe
Document Automation & Production Service
Public Affairs Officer

increase the safety stock level was given in March, and planners are now working to secure the items.

The short-term effect will cause the Agency's Enterprise Business System to generate additional purchase requests and increase inventory depth, Huguet said.

"The long-term effect will be to raise future purchase requests earlier to mini-

mize the potential for a stock-out situation, which could impact customer repair operations," he said. "The increased safety stock level provides an additional inventory cushion to account for fluctuations in demand or supply pipeline performance."

— Cathy Hopkins
Defense Supply Center Richmond
Public Affairs Office



Philadelphia Supplies Life-Saving Equipment for Injured Soldier

Defense Supply Center Philadelphia's Medical Directorate received an order from the Army late one Friday this spring, looking for an urgently needed filter for a dialysis machine that was keeping an injured Soldier alive in Iraq. The item would need to arrive within the week for the Soldier to survive, officials said.

Logistics specialists, medical contracting officers and the center's senior leaders immediately contacted manufacturers, vendors and distributors to find an available Haemofilter. One of the directorate's prime vendors, Owens & Minor, located the item in Mississippi. The shipment was moved via Priority Air Solutions to Frankfurt, Germany, where it was met by U.S. Army Medical Materiel Center Europe personnel. USAMMCE then shipped the component via National Air Cargo into Iraq. Medical personnel on the ground in Iraq confirmed receipt of the item in Baghdad two and a half days later, on Monday afternoon.

Despite the obstacles to filling the critical, life-or-death request on such a short timeline — vendors closed for the weekend; time differences between the supply center, vendors and requestor; and stock availability — officials said the entire supply chain team, to include the vendor and shipper, understood the urgency of the situation and made the effort a success.

— Dena Selkow
Defense Supply Center Philadelphia
Corporate Communications



BALANCING

Story by Heather Athey



Air Force Staff Sgt. Shawn Weismiller

When mechanics on an Air Force maintenance line reach into a bin to retrieve spare parts, they aren't necessarily aware of what happened behind the scenes to ensure those parts were available, just that they needed them to be there so the aircraft they were working on could be flight-ready.

Every day, Defense Logistics Agency customers get the supplies they need thanks to a balancing act choreographed by the Agency's Sales and Operations Planning Process. S&OP as it is called, helps DLA's decision makers prioritize customers' needs against how much it will cost to ensure warfighters get the best possible outcome.

At its core, S&OP takes customer requirements and balances them against what vendors can provide and available funding for non-energy-related product purchases. The result is information DLA uses to decide which customer has the highest priority and where the Agency will spend its dollars, said Simone Reba, deputy director of the Financial Operations Directorate.

"Like with your own personal checkbook, DLA doesn't have unlimited funding, so you have to make some tough choices," she said. "S&OP is really about balancing the fact that we have multiple customers in multiple locations and optimizing available money and identifying where we need additional funding to

An Airman loads a pallet of Defense Logistics Agency-provided supplies onto an aircraft for delivery to warfighters. DLA uses its Sales and Operations Planning Process to help determine how many of each commodity it needs to buy for customers.

make sure we are supporting the customers with the highest requirement [at a given time]."

The data S&OP provides is valuable, especially in the current economic climate, with pending military service budget cuts on the horizon, Reba said.

"As service budgets draw down, DLA will likely experience some reduction in customer orders, reducing DLA's purchasing power. S&OP can help us

The Sales and Operations Planning Process takes customer requirements and balances them against what vendors can provide and available funding for non-energy-related product purchases.

determine the best balance between supply and demand, ensuring that our resources are spent to support the most important customer weapon systems requirements," she said.

Officials do not anticipate a significant decrease in demand for energy-related products because that demand is largely inelastic, or unchanging, Reba said.

"If the Navy cuts down on its ships' steaming hours or the Air Force cuts flying hours to a large extent, that's really the only way we'll see a sizable reduction in the services' energy consumption," she said. "But there is much more discretion when times are tight for non-energy products, so that's where we'll probably experience the most reduced orders. Reduced non-energy orders would have a trickle-down effect to distribution and reutilization and marketing, also eventually reducing their orders."

By using S&OP, Agency leaders can see the larger, enterprisewide picture to determine potential impacts of moving individual DLA business unit resources from planning and purchasing of an item to its disposal.

"For example, what may reduce costs



Navy Petty Officer Rachel N. Clayton

The Defense Logistics Agency balances customer needs with available supplies via its Sales and Operations Planning Process, which aims to achieve the best outcome for warfighters like these Sailors on the USS George Washington.

decisions may have made sense from an individual organizational perspective, but may not have been the optimal decision from an Agency perspective.

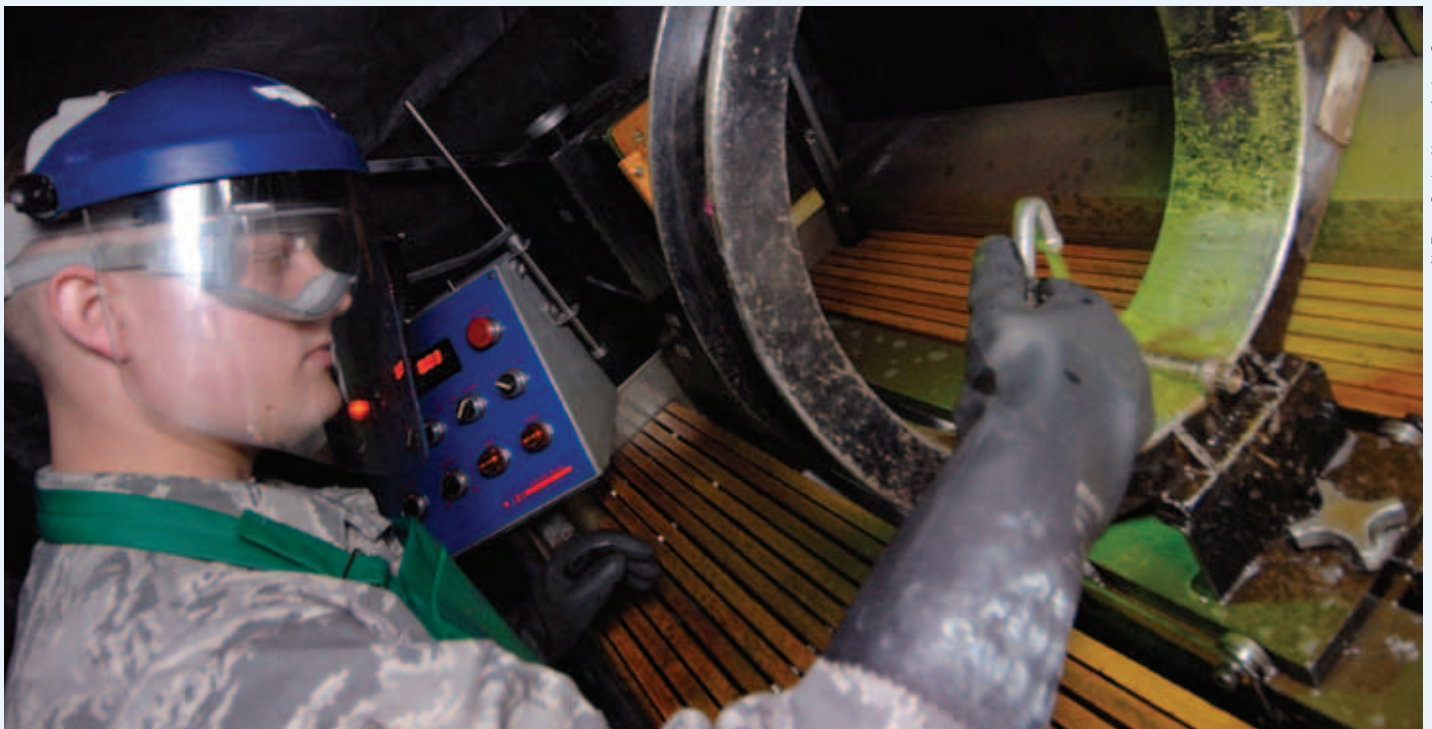
In addition to seeing potential impacts on the Agency's operational units before decisions are set in stone, DLA's organizational construct has made balancing supply and demand more complex, said Mike Scott, executive director for materiel, process and assessment in the Logistics Operations and Readiness Directorate.

As DLA adopted the Enterprise Business System, it also made fundamental changes to its organizational structure, said Tim Morefield, a specialist in sales and operations planning for the Logistics Operations and Readiness Directorate.

An Airman tests a bolt for structural integrity by using a magnetic bath process. The Defense Logistics Agency uses its Sales and Operations Planning Process to determine the right number of bolts and other parts to order to meet warfighters' needs.

for supply management may increase costs for distribution and reutilization and marketing," Reba said. "That doesn't mean that the initiative still may not be in the best interest of the Agency or the Department of Defense. However, by using S&OP to identify all Enterprise end-to-end costs up front, we are making a much more informed decision."

Prior to implementation of the Enterprise Business System, the Agency's information technology backbone that is used for business operations and other Agency transformational efforts, DLA treated its operational units as separate, independent entities, though they all worked together to support warfighters, Reba said. The resulting resource



Air Force Senior Airman Andrew Satran

Instead of having multiple supply centers service the same customers and suppliers, planners developed an organizational structure that would provide a single DLA entry point to customers. This single face from DLA to suppliers also better leverages the Agency's buying power, he said.

The resulting structure for non-energy commodities at DLA is a demand chain and supply chain structure. Demand chains are responsible for interacting with customers to understand their priorities and resolve any concerns. Management of customer demand is assigned to one of the supply center commanders, Scott said.

Under the current construct, each of the Agency's supply centers is the lead for at least one demand and one supply chain. The Defense Supply Center Richmond, Va., owns the aviation demand and supply chains, the Defense Supply Center Columbus, Ohio, owns the land and maritime demand and supply chains, and the Defense Supply Center Philadelphia owns the subsistence, clothing and textiles, medical, and construction and equipment demand and supply chains, Morefield said.

But because the focus of the demand and supply chains are not the same – demand chains focus on specific customers and supply chains focus on specified suppliers and items – each supply center also plays a support role for the other centers, Morefield said.

"The demand and supply chain construct means all of the supply centers, in either their lead or support roles, are highly intertwined with each other and can no longer act as individual stand-alone entities as was largely the case [before EBS]," Morefield said.

S&OP also helps clearly identify which military services are buying which



Navy Petty Officer Rachel N. Clayton

Using the Sales and Operations Planning Process, Defense Logistics Agency planners can determine how many supplies, like lumber and electrical wire, it must buy to meet customers' needs.

parts and supplies. In the Enterprise Business System, parts are coded based on which of the Agency's supply centers is charged with their management. Coding of the parts is based on the supply chain that buys the most pieces.

Scott said the concept is easier understood using an example.

"The Warner Robins Air Logistics Center, Ga., needs a part. From a DLA procurement perspective, most aviation parts are assigned to the aviation supply chain at Richmond," he said. "If a one-to-

one relationship exists between a demand and supply chain, balancing customer requirements with vendor purchases is more straightforward."

That means if one customer demands one item and one supplier provides that item to the supply center, that then sells it to a customer, the customer demand is easy to track across the Agency's operations, he said.

"But it gets trickier when an item is purchased by multiple military services, and those are referred to as common items," Scott said.

"So in our example, if the part Warner Robins ALC requires is [a common item] assigned to the maritime supply chain Columbus, from a purchasing perspective, S&OP is used to balance the aviation demand chain requirement against the maritime supply chain purchase priorities to ensure that Warner Robins gets all the parts they need when they need them," Scott said.

The system is designed to take into account all customer demand, but not necessarily to buy the total number of items customers think they'll need, he said. Balancing common items helps prevent the

Agency from overstocking items that may then not be used and will take up valuable warehousing space – ultimately costing the Agency money, Reba said.

Both Reba and Scott stressed that keeping an eye on all these moving parts helps DLA get warfighters what they need and also ensures the Agency is a good steward of taxpayer dollars. A big part of the process involves leaders from the individual business units coming together to discuss their resource requirements and how those requirements affect their respective demand and supply chains, other DLA Enterprise businesses, and ultimately customer's rates for goods and services rendered. 🌟

TEN QUESTIONS WITH...

MAE De VINCEN

The Agency's chief information officer discusses hot topics in technology.

1. You came to DLA in 1975, at what is now the Defense Supply Center Philadelphia. How have your experiences prepared you to oversee and modernize the technology backbone that enables DLA to serve warfighters?

I had the good fortune of working in a broad range of functions over 26 years at Philadelphia, including contracting and various aspects of systems design and management support. I helped DSCP lead the way for the Defense Department on innovative technology-enabled supply support such as the medical prime vendor initiative. In 1999 I became executive director for information systems and technology for DLA's Defense Logistics Support Command. In this role, and beginning in 2001 as DLA's director of information operations, I became responsible for providing comprehensive IT systems to facilitate DLA's supply-chain-management objectives, including oversight of the Business Systems Modernization strategy. I think my broad background in all

Defense Logistics Agency Photo



facets of supply-chain management and modern IT capabilities and the similarly broad functional and technical backgrounds of key executives and Information Operations employees at headquarters and in the field help us understand and support our customers.

2. There has been significant progress on the Enterprise Business System. Where is DLA in its plan to implement the system enterprise-wide, and what challenges stand in the way?

We have made great strides in fielding a full-spectrum enterprise resource-planning capability in seven of DLA's eight supply chains. Efforts are under way in the remaining supply chain, energy management. Developmental efforts to enhance EBS capabilities in finance, procurement and inventory management include the Enterprise Operational Accounting System, retail-integration tools and other software upgrades.

As is usually the case when enhancing technology-enabled business processes, there are several challenges like ensuring funds are available and that requirements remain stable. Another challenge is change management – getting everyone involved, including some mission partners outside DLA, to embrace and implement the revised practices.

Enterprise Business System

Business Systems Modernization

Information Operations

TIS

3. What will further extension of EBS mean to DLA and its customers?

Extension of EBS will mean the Agency can further enhance various aspects of its business processes to better support warfighters. We will be more agile and have better collaboration tools, improve our ability to manage retail inventory support at the military services' industrial sites, and obtain savings as DOD's single interface to industry for procuring consumable and reparable spares.

4. You recently spotlighted the importance of IT security by sponsoring a network security focus day and publicizing the need to protect DLA's IT network from unauthorized intrusions by restricting mobile data devices like thumb drives. What does a secure IT network, called for in the 2009 Director's Guidance, mean to Agency employees and warfighters? Can these restrictions be lifted?

Security mechanisms are deployed in a layered fashion to protect DLA information while

sustaining usability for mission support. This includes implementing DOD's restriction on use of mobile or removable media as part of the strategy to defend against attacks. There are indications at this time that this particular ban will be lifted, but only in limited circumstances. In the interim, we have processes in place to transfer information from removable media to approved media types.

5. There has been much talk in the news about the White House appointing a cybersecurity czar responsible for all government information technology network security. What implications does this have for DLA?

DLA adheres to network security directives issued by U. S. Strategic Command and its Joint Task Force-Global Network Operations. I expect we still would get our guidance from those sources, even if DOD information security practices were overseen by a federal czar.

Regarding this question and the one before, networked assets like those used by DOD and DLA for logistics support are inevitably at some risk because DLA interacts with customers and suppliers all over the world, within and outside DOD. A top-down approach to cybersecurity has potential to yield benefits for everyone.

6. The Information Operations Directorate routinely partners with the military services, an example of which is IGC, or Integrated Data Environment/Global Transportation Network Convergence, which combined DLA's Integrated Data Environment with U.S. Transportation Command's Global Transportation Network. What are some other partnerships that benefit warfighters?

DLA consistently shares lessons learned during enterprise resource planning implementation with others in DOD. Now that the military services are at various stages of their own logistics ERP efforts, we have met frequently to discuss use of current and emerging IT solutions, shared challenges and lessons learned. We are collaborating even more as a result of Base Realignment and Closure 2005 decisions that involve DLA directly in the services' retail industrial supply support and procurement of depot-level reparable. We also partner with the services' as they define, and DLA catalogs, spare-parts requirements for new weapon systems.



tions CyberSecurity Enterprise Operational Accounting System IT Network

TEN QUESTIONS WITH...

7. Information Operations supports IT functions at DLA locations worldwide. What are some challenges to supporting IT infrastructure in austere environments?

Two primary challenges are the greatly reduced lifespan of IT equipment due to the theater environment and ensuring availability of the right IT support when it's needed. Remote locations often preclude availability of on-site IT personnel, so most support must be accomplished remotely. We have tools that allow technicians to help from thousands of miles away and extra devices pre-staged at central locations that can quickly be brought online as replacements until a technician can arrive on scene.

Extension of the Enterprise Business System means the Agency can further enhance various aspects of its business processes to better support warfighters.

8. How has IT support enhanced the work abilities of forward-deployed Agency personnel?

DLA has many employees forward with customers – some at industrial sites, others essentially embedded with customers either as regional- or activity-specific support in the contiguous United States or on the front lines overseas. We take steps to give these employees maximum access to the same business-support tools available at traditional DLA sites. In some cases we literally deploy that IT capability with them. For example, our deployable Distribution Standard System operating off a small server has given us a system we can quickly take anywhere to help us provide full distribution service. We also have developed a deployable communications package that includes satellite computer communications, voice-over-Internet protocol telephones and satellite phones.

9. Two of DLA Director Navy Vice Adm. Alan Thompson's 2009 initiatives include support to expanded operations in Afghanistan and support of personnel and equipment resets from the Iraqi theater. How will Information Operations aid DLA's efforts?

Much like the DLA deployment in Iraq, IT will be an integral part of the planning and execution of expanded operations in Afghanistan. As the military resets its overall deployed posture, DLA employees and DLA-provided IT connectivity will be there with the services to help

acquire essential items and dispose of unusable assets. We will be ready with additional DLA deployable communications packages for locations not connected to existing military infrastructure.

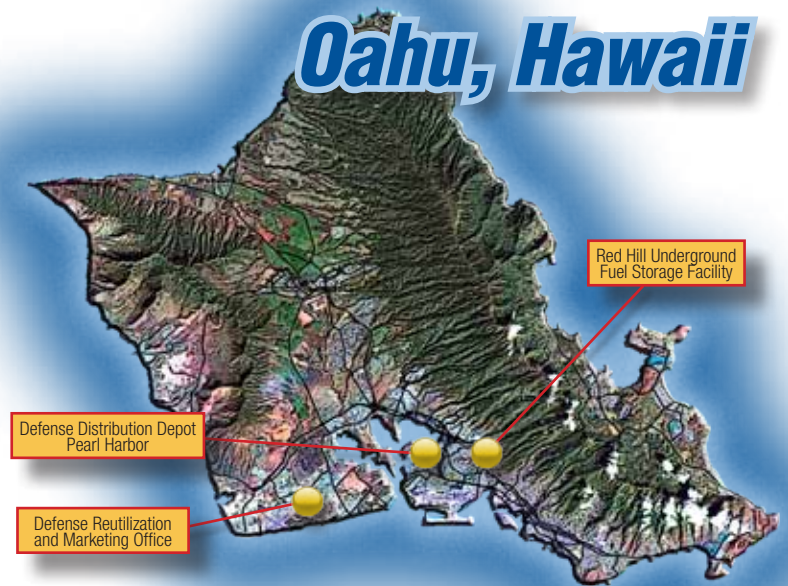
10. What do you see for the future of the Information Operations Directorate at DLA?

The future of Information Operations at DLA is in some ways quite clear. We will continue to provide increasingly effective IT systems, infrastructure and logistics data services, while keeping our networks secure. We strive to make services as up to date and usable as possible, especially as our own work force and those who rely on DLA's logistics data services become increasingly mobile. It also means we must constrain related costs and help preserve security of the broader DOD IT network. That said, the related details are not as clear. No doubt there will be many developments over the next few years that will impact IT at DLA. We have a good technology and best-practices basis from which to go forward, along with a dedicated work force and solid contractor support that will help us meet these challenges. ✪

Director's Travels

IN THE Pacific Theater

Oahu, Hawaii



Defense Logistics Agency Director Navy Vice Adm. Alan Thompson traveled to Oahu, Hawaii, this spring to get a first-hand look at how the Agency is supporting warfighters in the Pacific area of responsibility.

In addition to meeting with major customers at U.S. Pacific Command, Thompson was able to visit most of the DLA locations on Oahu. At each stop, the director received a briefing from the commander or director there on various

ongoing projects and a tour of the facility.

One of the locations Thompson visited was the Hawaii Map Support Office.

"It was immediately apparent to me that the MSO was a professionally run operation and the MSO team took pride in their work," he said. "Over the next few months, I look forward to future visits to the rest of the Pacific region."

Thompson also visited the Red

Hill Underground Fuel Storage Facility, Fleet and Industrial Supply Center Pearl Harbor, the Defense Reutilization and Marketing Office at Barbers Point, Defense Distribution Depot Pearl Harbor, the Document Automation & Production Service's office in Hawaii, and Defense Supply Center Philadelphia-Pacific. He also ate lunch aboard the USS Lake Erie with a group of Navy supply officers.

Officials he met with during the trip included: Marine Forces Pacific Commander Lt. Gen. Keith Stalder; Navy Rear Adm. Thomas Traaen, U.S. Pacific Fleet's deputy chief of staff for logistics, fleet supply and ordnance; Army Maj. Gen. Raymond Mason, commander of 8th Theater Sustainment Command, at Fort Shafter; Pacific Air Forces Director of Logistics Col. Brent Baker; Army Brig. Gen. John Seward, deputy commander of U.S. Army Pacific. — *DLA Public Affairs*

Members of the Oahu, Hawaii-based Map Support Office flank Defense Logistics Agency Director Navy Vice Adm. Alan Thompson and his official party for a photo commemorating his visit to the Pacific theater.



WAR GAMES

Story by Jonathan Stack

In the midst of two wars, the United States' military continues to train troops through joint military exercises on land, at sea and via computer simulation.

And just like in the real world, warfighters on the training battlefield receive onsite support from the Defense Logistics Agency to ensure a smooth flow of supplies, repair parts and fuel.

This spring, Anita McMillan, a customer account specialist at the Defense Supply Center Richmond, Va., participated in exercise Key Resolve 2009, a simulation-driven command post exercise involving U.S. and Republic of Korea forces stationed on the Korean peninsula. The exercise focused on deploying troops

and equipment to Korea in the event of an attack.

McMillan's role was to provide the status of Class IX requests and expedite them when necessary. Class IX supplies include repair parts for aircraft engines, tactical vehicles and electronics.

"DLA supported the warfighters [participating in Key Resolve] by standing up a 24-hour DLA support team cell that provided Class I (subsistence), II (clothing, other textiles, tools), III (petroleum), IV (construction materials), VIII (medical material) and IX support," McMillan said. "If there was an emergency request, DLA was there to assist in a timely manner."

The DLA support team for the exercise consisted of 15 in-country personnel

augmented by 20 employees from the different Agency supply centers.

McMillan said the Agency's support to joint exercises is critical because it allows DLA to learn about warfighters' needs and what items are critical to mission success.

"This was a benefit for DLA because it gave the Agency an idea of what would be expected assuming this was [a] real-world [situation]," she said. "It allows DLA to answer questions such as 'Is there enough stock on hand?' or 'How much time it would take to get parts or meals ready-to-eat in theater.'"

The Agency's Defense Supply Center Philadelphia also participated in Key Resolve 2009 and has participated in other



Navy Petty Officer Gabriel S. Weber

The Defense Energy Support Center, executive agent for bulk fuels for the Defense Department, provides fuel supply specialists to Defense Logistics Agency support teams that support joint exercises.

U.S. Pacific Command exercises, including Cobra Gold and Terminal Fury.

“DLA-Pacific, with the support of regional field activities, contributed by standing up a DLA support team which provided support and information on DLA managed commodities to support USPACOM’s training objectives,” said Air Force Capt. Donovan Gonzalez, DSCP-Pacific plans and readiness chief.

DSCP and other field activities support the field training portion of joint regional exercises by deploying subject matter experts to the exercise sites to provide onsite support for DLA managed supplies.

Gonzalez said the experts go to planning conferences, articulate the Agency’s capabilities, get requirements from military components and ensure warfighters get their orders into the supply system in a timely manner to guarantee delivery by customer deadline.

“Our business as a combat support agency is to support the warfighter and the things we do during exercises enhances the overall exercise mission objectives by providing seamless customer support,” Gonzalez said. “DLA’s top priority is always warfighter support. This means supporting the readiness and sustainment of those who are in harm’s way or are preparing to deploy.”

He said that warfighters benefit from learning about DLA’s processes and procedures.

“It gives the joint warfighter a better understanding of the types and means of support that we provide in peace time

Marine Sgt. Freddy Cantu



and contingency situations,” he added. “It also directly impacts the warfighter by having the right support in place so they can accomplish exercise objectives.”

Participating in a joint environment allows DLA to demonstrate to combatant commanders that the Agency is a dependable and responsive source of supply that gets the right items to where they need to be when they’re needed, he said.

“During these exercises and real-world missions, fuel is a very critical commodity,” said Randy Hardy, the Defense Energy Support Center deputy chief of operations. “If the United States armed forces don’t have fuel, they aren’t going far.”

As the executive agent for bulk fuels for the Defense Department, DESC provides fuel supply specialists to the DLA support teams during the joint exercises.

“The process of DESC providing fuel, whether it’s an exercise or real world, isn’t going to change,” Hardy said.

One joint exercise DESC participates in is Operation Bright Star, which takes place in Egypt. It is a biannual joint/coalition exercise designed to increase regional involvement in pursuit of improved security and defense capabilities.

Two Marines fire 80 mm mortar rounds during Exercise Key Resolve 2008. Defense Logistics Agency employees participate in the yearly simulation-driven command post exercise involving U.S. and Republic of Korea forces to ensure a smooth flow of supplies, repair parts and fuel.

DESC provides two on-the-ground quality assurance representatives who travel from Egypt’s Cairo Ops Center to the various fuel facilities, performing fuel coordination between the U.S. military and National Service Products Organization, which operates three companies that manufacture military and civilian products. The organization also provides contracting services.

The representatives meet weekly with the NSPO throughout the exercise, which quickly eliminates minor problems.

“When you bring in somebody from DESC who understands the whole process they can take care of the fuel piece and help [the warfighter] learn,” Hardy said.

Gonzalez said that participating in joint exercises benefits DLA by allowing it to understand how joint warfighters operate. With this understanding, DLA personnel can tailor programs and processes to best support warfighters’ needs. ➦

I AM

DLA



My name is:
Bill Hendricks

I am:

The quality manager at Defense Energy Support Center Middle East in Bahrain.

Describe your job in a sentence:

My primary job is to assure the petroleum and chemical items procured for and supplied to our customers is done at the level of quality they expect.

How long have you worked for DLA:
I started with DLA in January 1979.

What's your favorite thing about working for DLA:
The variety of people, places and products I deal with every day and the challenge they present.

What's your best memory of working here:
It's so hard to pin it down to just one, but probably watching the first space shuttle blast off and thinking about all the hard work I had done to help build the external fuel tank.

How do you make a difference to the warfighter:
I like to think that what we do lets those in harm's way have one less thing to worry about.

