

WORLD



DLA Disposition Services

www.dispositionservices.dla.mil

January 2013

**Navigating
The Road Ahead**



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**DEFENSE
LOGISTICS
AGENCY**

DLA DISPOSITION SERVICES

WORLD

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DLA PHOTO

DEMIL ACTIVITIES
AT DLA
DISPOSITION
SERVICES BAGRAM.

Anticipate and Deliver. Be Exceptional.
DLA Disposition Services



DRMO

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Great challenges, great opportunities await

What is ahead for us in 2013?

Our Annual Operating Plan, or AOP, is meant to answer that question. We all have a role in executing the plan. The plan also touches subjects that concern us all, such as safety. It looks at how we'll sustain the fine gains in organizational culture that your efforts have brought about in the past two years.

So, in this issue of World you will see several reports that mention the AOP. We also have other things to report on too, like the great November effort to support disaster relief after Hurricane Sandy.

Then, there are topics that require a crystal ball (if we only had the NSN for one). We know we will be affected in some way if what is called sequestration (or, the "fiscal cliff") occurs because of a national-level failure to agree on how to manage reductions to the DoD budget. As you follow news reports about that, please keep in mind that there will be rumors and news stories about possible impacts for parts of the military that may not apply to us.

I promise that we will get out accurate information on the impact of things like sequestration to you as quickly as possible once the facts are known.

While there may be changes to adapt to, as written the AOP will support your work on behalf of warfighters and allow you to continue to build on your great stewardship record. Your work was tremendous in the past year, despite challenges such as fielding RBI and budget changes. Everyone who worked on fielding RBI at their site or supported the effort deserves credit for hard work and for patience as we worked through problems. Thank you all.

The coming year will have its own challenges and more great opportunities to serve. I know we will do what must be done and then some.

One of those things we must do is meet our commitment to help DLA achieve \$10 billion in cost savings by FY18. Our share of this is \$108 million.

Along that line I wanted to repeat here what I shared by email in early December. It has to do with an initiative that will help us achieve this goal, our effort to optimize the DLA network (to include transportation and infrastructure) and look for opportunities to improve customer service delivery.

As part of this we will work with DLA Distribution to align core competencies where it makes sense. The work on this effort will begin after the holidays. For those of you who have been around a while, you know this is not a



Twila Gonzales, SES
Director
DLA Disposition Services

new idea. There can be a lot of goodness associated with this and I ask for your support, and definitely your personal leadership, in this endeavor. Timelines are still being determined and all of the details will be worked between DLA Distribution and us. My main objective is to evaluate a range of options as we create our optimized network that improves and enhances our support to our global customers and moves us toward our goal of becoming the Center of Excellence for Reverse Logistics.

When I wrote everyone before Thanksgiving I said I was thankful for your dedication and passion for our mission and your steadfast support and service to our customers. I meant that. I want to repeat that your tenacity to always do the right thing inspires me every single day.

Thank you for what you will do in the year ahead for our warfighters and our nation.

Our AOP is a guide. It is your spirit that will carry us down the road.

-Twila



Hurricane Sandy response: DLA delivers



CITY OF RYE POLICE IN WESTCHESTER COUNTY, NY, BRAVED FLOODWATERS IN DLA-PROVIDED MILITARY VEHICLES TO RESCUE A DOZEN RESIDENTS DURING THE HEIGHT AND IMMEDIATE AFTERMATH OF HURRICANE SANDY COMING ASHORE.

PHOTO COURTESY OF RYE POLICE

The Hurricane Sandy mission for DLA Disposition Services quieted after months.

The first sounds of DLA Disposition Services' Hurricane Sandy response support contributions came from diesel engines, heard above the din of wind and rushing water. They came as former military humvees and cargo trucks pushed through the waters of the storm surge on rescue missions. Law enforcement agencies got those vehicles for Sandy

through DLA's Law Enforcement Support Office. Police in Rye, N.Y., said they saved a dozen lives while Point Pleasant Beach, N.J., police said they saved 64 lives in "the height" of the storm using DLA-provided equipment.

As the sounds of life saving died away, the rattle and rumble of heavy trucks filled streets in damaged areas of New York City as a massive effort to remove storm debris and the wreckage of homes began. In the boroughs of Staten

Island and Queens some of the sound came from trucks detailed to the NYC Department of Sanitation under a pair of contracts put together rapidly by DLA Disposition Services.

For 16 days, trucks operated by Clean Venture, Inc. removed and relocated debris on Staten Island. The firm, which primarily serves the Mid-Atlantic and New England states, ran 60 trucks 24 hours a day for the life of its contract.

The second contract was with American Environmental Services. That Pennsylvania-based firm worked in some of the hardest hit parts of the city in Queens and served on Staten Island as well. Its 25-day effort wrapped up Nov. 30. At the height of operations, AES had 225 "roll offs" spotted in places where debris was being collected. The large open top dumpster-like containers were filled with rubble in neighborhoods and then taken away by trucks and replaced with empty containers.

Our Mission

DLA Disposition Services supports the warfighter and protects the public by providing worldwide disposal management solutions.



Our Vision

DLA Disposition Services will be the preferred choice for worldwide reuse and disposal solutions, and an integral partner in safeguarding national security and improving efficiency and effectiveness in the global supply chain.



In the case of both contracts, the debris went to major collection points for loading onto barges for movement away from New York City. The pace remained fast and even as operations under the second contract wrapped up Nov. 30 the daily tally was 1.23 million pounds of debris moved. The cumulative total of material removed under the two contracts was 75.34 million pounds.

That weight was a small part of a massive debris collection and recovery program, and the end of those DLA contracts didn't mean the end of support. The sound of recovery continued down on the southern flank of New Jersey, in Wildwood, which by news reports is considered the most popular beach area on the 127-mile shore. While damage there was much less severe than along the coastline just below New York City, there was still recovery work to be done. In early December, Wildwood became the most recent location to get help from DLA Disposition Services. The sound of hydraulics on a bucket loader and the clanking noise of a venerable D7 bulldozer could be heard as authorities worked to put sand dumped inland by Sandy back where it came from on the Jersey shore.

All told, local governments and law



U.S. ARMY PHOTO

enforcement agencies from 22 localities in four states and two military units drew 282 items with an original value of \$3.9 million for Sandy response, relief or recovery operations. Most equipment reportedly came through the storm intact and will be available for future emergencies.

Ken MacNevin
Public Affairs

ABOVE: A MILITARY TRANSPORT TRUCK ROLLS THROUGH WATERLOGGED HOBOKEN, NJ. TRUCKS LIKE THESE - MANY MADE AVAILABLE AS EXCESS BY DLA BOTH BEFORE AND DURING HURRICANE RESPONSE EFFORTS - WERE INSTRUMENTAL IN FACILITATING RESCUES AND THE TRANSPORT OF FIRST RESPONDER EQUIPMENT TO OTHERWISE INACCESSIBLE LOCATIONS.

BELOW: MORE THAN 75 MILLION POUNDS OF DEBRIS WAS REMOVED BY DLA DISPOSITION SERVICES CONTRACT PERSONNEL DURING CLEAN-UP EFFORTS AT SITES LIKE THE STATEN ISLAND, NY, DEBRIS DUMP PICTURED.

FEMA PHOTO



Afghanistan retrograde support on track

As the longest war in American history begins to wind down, DoD is ramping up to remove nearly 12 years' worth of equipment from Afghanistan in less than two years. According to DLA Disposition Services Deputy, Army Col. Rick Ellis, Disposition Services is a vital member of the United States Forces-Afghanistan team, "postured to meet or surpass all retrograde timelines and metrics."

Ellis said retrograde property must be

greater expense, higher security risks and more difficulty identifying property that can be retrograded without impeding units that are still in the fight."

To meet the anticipated requirement to DEMIL thousands of vehicles, including MRAPs and other armored vehicles, DLA Director Navy Vice Adm. Mark Harritchek challenged Disposition Services to demilitarize 400 vehicles a month. At the time, Ellis said, DLA Disposition services was destroying approximately

100 vehicles per month. "That jumped to over 350 in less than three months—no small feat," he said, "and currently we have no backlog in Afghanistan."

Sites in Afghanistan also had to "right-size to anticipate, meet, and exceed customer expectations," Johnson added, "and the Bagram site is a prime example." That site expanded from nine to 21 acres, he said, and "added and

•See Retro, pg. 18

"Personnel, equipment and resources have flexed to meet the growing demands of property coming in daily."
- Lt. Col. Chris Johnson

returned to the U.S. based on solid business case analyses, equipment service life, future defense requirements and logistical reality, or it must be disposed of in country, which is where DLA Disposition Services enters the equation.

As Don Phillips, the new Bagram site chief said, "We want to send the message that DLA Disposition Services has clearly heard and acted on the requirements of our customer as we support increased retrograde operations."

Although there were lessons learned from the Operation New Dawn Iraq drawdown, Army Lt. Col. Chris Johnson, DLA Disposition Services' regional director for Central Command, said Afghanistan poses significant logistical challenges that compound the challenge of removing over a decade's worth of equipment.

"Land-locked Afghanistan is hampered by a lack of serviceable or safe roadways, the absence of a Kuwait option for receiving property, and the fact that retrograde operations are being conducted by units that are in contact with the enemy," Johnson said. "These unique characteristics contribute to



DLA PHOTO

DLA DISPOSITION SERVICES SITES IN AFGHANISTAN HAVE INTERMITTENTLY OFFERED SOON-TO-BE-DEMILITARIZED VEHICLES UP TO LOCAL EMERGENCY AND RESCUE UNITS AS ON-SITE TRAINING AIDS TO HELP THEM PRACTICE FOR EXTRICATING PASSENGERS AFTER ROLLOVERS OR OTHER MISHAPS. DLA DISPOSITION SERVICES HAS BUILT UP ITS DEMIL CAPACITY IN THEATER TO MEET THE DLA DIRECTOR'S CHALLENGE OF DESTROYING UP TO 400 VEHICLES PER MONTH.



Iowa Guard encourages reliance on reut

Sgt. Maj. Timothy Perkins manages the equipment of the United States Property and Fiscal Office of the Iowa National Guard, and he's got a message for those discounting DLA Disposition Services as a source of supply. Look again, he said, because you might find a thing called readiness, or training, or stewardship.

Perkins said he can prove it, and he'd like to see Guard units from other states rely more on DLA Disposition Services as well.

"Our state is a real firm supporter of this," Perkins said. "Last year we got \$7.8 million worth of stuff from DLA Disposition Services, and this year, so far, we are up to \$5.6 million."

While Perkins personally trusts DLA Disposition Services as a regular source of supply, he acknowledges that others may be skeptical: "The problem is getting rid of this myth that it is all garbage."

Enter readiness. Perkins says National Guard property acquired from DLA has gone toward that neverending mission in the Guard: maintaining unit readiness.

Perkins said each Guard unit maintains a list of required equipment and a count of how many of those items are in stock. These are things the unit has to have to perform its core functions and designed capabilities, or, what used to be known as the "wartime" or primary mission. For rookies in the readiness business, Perkins explains that a mandatory unit status report must be produced to count those key items of equipment and supplies on hand.

"They give you a rating based on



CHIEF WARRANT OFFICER 3 TROY MAY (LEFT), THE PROPERTY BOOK TEAM CHIEF FOR THE UNITED STATES PROPERTY AND FISCAL OFFICE, IOWA NATIONAL GUARD, AND SGT. MAJ. TIMOTHY PERKINS, EQUIPMENT MANAGER, USPFO, IOWA NATIONAL GUARD, STAND NEXT TO TRUCKS REUTILIZED THROUGH DLA. PHOTO BY U.S. ARMY STAFF SGT. CHAD NELSON.

how many of those [reports] you have filled," Perkins said. "You want to be an S-2 or an S-1. As an S-2, you have to have 80 percent of all your equipment. The higher [level of fill] you are, the better off you are."

Some of the Iowa units once had low readiness ratings, said Perkins. That was once. Now, "some units have gone from an S-3 readiness rating – which is having 60 to 79 percent of their equipment – to over 90 percent, which is an S-1 rating."

Perkins said he has to remind people that no matter the reason they acquire property, it's already been paid for, so they avoid spending money for something Uncle Sam already has.

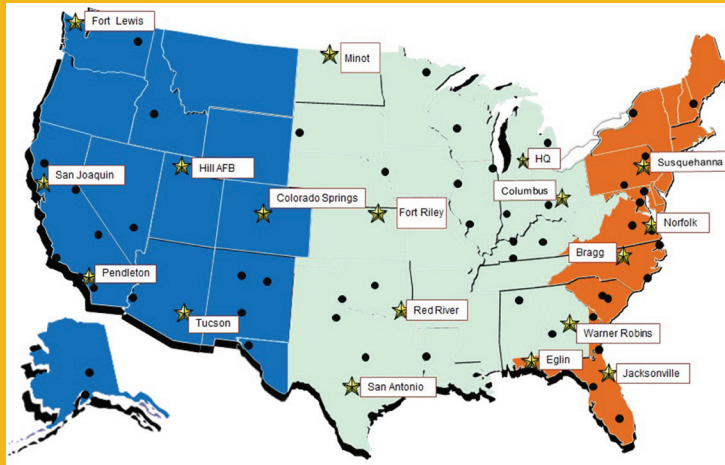
So that's unit readiness. What about positive impacts on training? Perkins said he's got those too. Perkins recently acquired five used Simulated Mine-Resistant Ambush Protected vehicles from DLA for Iowa's Guard.

"We have units that are authorized MRAPs but won't see them for years and years," Perkins said. "To practice crew drills and those kinds of things, we grabbed those."

The MRAPs will stay at Iowa's joint training base, Camp Dodge, so units from across the state can train with them, Perkins said.

•See "Guard," pg. 18





SNO: the search for efficient, quick service

As fiscal 2014 approaches, the Defense Logistics Agency's Strategic Network Optimization effort is scheduled to begin. In her Director's Intent section of the Fiscal 2013 Operating Plan, Director Twila Gonzales wrote that DLA Disposition Services was engaged in the overall SNO effort and using analytical tools to match ourselves better geographically to serve agency customers.

"These results will create efficiencies by eliminating double handling and unnecessary movement of material throughout the network and improve our customer service delivery model," Gonzales wrote.

For those still unfamiliar with SNO, it is a DoD initiative requiring DLA, U.S. Transportation Command, and each of the military services to identify ways to reduce logistics costs without sacrificing warfighter support.

DoD has called for "a time-phased, priced-out implementation plan to optimize global distribution (forward/reverse) network providing responsive, reliable, and cost-effective service ..."

DLA Disposition Services Logistics Management Division Chief Darran Duncan explains that "our portion of the plan is the reverse-flow material," which he

said needs to produce expected savings of \$10 million by FY18.

"We're in a reset," explained Neil Watters, DLA Disposition Services' chief of warehousing. After briefing a proposed network plan to the DLA director, Watters said the director "felt there was a whole lot of impact on the customers, so we have had to step back and start a different path."

Watters explained that, for now, planners have gone back to the drawing board to come up with new recommendations. Duncan added that the main goal remains finding ways to cut costs while avoiding negative impact to the customer. Among the tools they can use is the Supply Chain Guru, which Watters said examines where property originates from and how to best dispose of it through the reverse flow in the supply chain.

"So we can look at property density across the United States and see where we should process that property in an optimum network," Watters explained. "Everybody uses the tool; we just use it in the reverse."

Watters said that the hope is to eventually develop metrics for disposal more akin to the performance-based metrics

used in DLA's distribution community to better measure customer support. While distribution metrics are based on aspects like "time to fill orders," Watters said those used to measure disposal services are based more on how customers feel about the services.

"When we talk about making infrastructure changes, it is challenging to assure our customer that there will be no impact ...," Watters said. "So if you start talking about a service delivery model and I can point to how fast your property is gone after you call us, and how fast we have cleared your books, where we are located becomes less relevant. To us, it's about how do we get from where we are at to performance-based logistics."

Watters said everybody understands costs need to come down and nobody wants service degradation. He said he believes the services do care about their disposal service and are invested in creating some savings.

"How we resolve that is really up to us to make it happen," Watters said. "That's the problem, and we're trying to find the solution."

Tim Hoyle
Public Affairs



LESO focuses on customer accountability

Another year saw another record-setting pace set for DLA's Law Enforcement Support Office in FY12. The current fiscal year promises to bring big changes as well, as the popular source of used military goods for lawmen continues to evolve.

After realigning under DLA Disposition Services' leadership umbrella from DLA headquarters in FY09, LESO staff immediately focused on process standardization and property accountability system changes. Then came the need to actually grow the customer base.

"We focused on promoting the program; actively encouraging participation and showing law enforcement all the ways in which military surplus could help them increase their capabilities and meet their mission," said LESO Program Manager Carlos Torres.

As a result of those aggressive – and successful – marketing efforts, coupled with shrinking law enforcement budgets nationwide, the number of participating agencies grew significantly in the past few years, and property requisition rates boomed. The magnitude and scope of DLA's support for law enforcement produced substantial and visible outcomes.

One effect was a dramatic spike in regional and national media attention the program received in 2012. For every commentary published critical of a police need for military equipment, another two or three would provide customer accounts of how surplus equipment – boats, lights, generators, humvees – was



PHOTO BY KEN MACNEVIN

A KALAMAZOO, MICH.. SHERIFF'S UNIT SENDS A DIVER FROM THE DECK OF A BOAT REQUISITIONED THROUGH THE DLA LAW ENFORCEMENT SUPPORT OFFICE. LESO'S POPULARITY HAS GROWN EXPONENTIALLY IN A FEW SHORT YEARS.

used to rescue flood victims or corner criminals. A relatively tiny office by DLA enterprise standards, LESO punched well above its weight as far as the attention generated by its enthusiastic customers.

The second effect of a growing law enforcement customer base was a determination by DLA that the program's soaring popularity demanded additional resources. After a series of customer accountability requirements and agency analyses, LESO received authorization for six new full-time Battle Creek-based employees who will mostly check inventories, perform physical inspections of property and help expand the scope of compliance reviews.

"This is military-unique property that needs to be tracked and monitored. Participants know we will be checking up on them," said Torres, noting that the growing rolls of participating organizations remain fully aware of the require-

ments to remain in good standing with DLA and DoD.

Additionally, the office has permission to adopt a specialized version of an item tracking and property book system currently used by the Forest Service. That new system, currently in development, is scheduled to go live in FY13.

"Now, we expect to have the tools and resources needed to keep the proper checks and balances on this valuable program," Torres said.

With more staff and an improved property accountability system, LESO is poised to remain an important facilitator in the military's equipment disposal and reuse chain and a critical source of specialized or otherwise cost-prohibitive equipment for cash-strapped law enforcement agencies.

Jake Joy
Public Affairs



Europe Gets Cultured

DLA Disposition Services shined in 2012, receiving overall positive feedback from employees who responded to DLA's most recent workplace culture survey. As culture remains a focus area in the activity's annual operating plan, Culture Action Team members around the world will surely continue to lead the way as they help push both leaders and co-workers to develop the most attractive workplace they can.

"The Denison survey measures our organization's culture – our beliefs and assumptions – with a numerical rating in four key areas of performance: adaptability, involvement, consistency and mission," said activity Culture Champion Alicia Arvelo-Torres.

Disposition showed employee opinion improvements across the spectrum in 2012, but how will it use the survey's findings?

"The real value of the survey is that it allows honest conversations, which lead to thoughtful action plans to achieve high performance," Arvelo-Torres said.

In Europe-Africa, Culture Action Team Champion and Property Disposal Specialist Michael Hoskinson said changes instituted by his region after the 2010 survey results produced more positive changes in the 2012 results.

"Denison told us that even though there were many changes throughout the DSD, they were the right changes and that the employees are comfortable in their workplaces," Hoskinson



DLA PHOTO

MEMBERS OF EUROPE-AFRICA'S CENTRALIZED DEMIL DIVISION "HUDDLE" IN A MEETING WHERE INFORMATION DISSEMINATION DUTIES ARE SHARED AMONG STAFF. EUROPE-AFRICA'S CULTURE ACTION TEAM REP MICHAEL HOSKINSON SAID THE REGION HAS SEEN SOME POSITIVE CHANGES SINCE FOCUSING ON WORKPLACE CULTURE.

said, adding that "Even though we scored high in most areas, we realize that there is still work to be done and [our] plan focuses on the five lowest scores shown in the Denison Results."

Proactive region response to the Denison survey results, and lessons learned from two Performance-Based

style" huddle, where information is put out by employees rather than the section chief.

"The idea being that each employee, when given a task, will rise to that task and grow; sharing an interest and participating in the actions of the business," Hoskinson said. "This allows for the employees to take ownership of the information being presented rather than just being bombarded with information from the manager."

"I was invited to the first huddle and was really impressed at how the employees took to this format of meeting and how much fun they had," Hoskinson said, noting that he had encouraged other sections to sit in for a huddle and see if it could work for them. "Everyone seemed to have come out of the meeting with a better feeling than when they walked in."

"Even though we scored high in most areas, we realize that there is still work to be done." -Michael Hoskinson

Leadership System workshop sessions have helped create a more "in-tune, approachable, and visible leadership staff," and spurred 12 focus group sessions held at 11 separate sites led by the region's culture champion, Hoskinson said.

Another noticeable change, according to Hoskinson, is that Europe-Africa's Centralized DEMIL Division has changed its meeting style, switching from a more traditional gathering to a "Zingerman-

Jeff Landenberger
Public Affairs



HDI aims to become 3rd DLA “Star” site

Since the Occupational Health and Safety Administration’s audit team visited in October, progress continues toward achieving “Star” status in the Voluntary Protection Program for the Hart-Dole-Inouye Federal Center.

“Our application has moved from the regional office to the national office, and we have not lost a step in our efforts to make the HDI Federal Center an even safer place to work,” said Bill Cohoe, DLA Installation Support’s local safety and occupational health chief.

Headquarters staff members for DLA Disposition Services are among agency employees that have continued participating in the quarterly self-inspections and assisting Cohoe in transitioning the oversight of the campaign from a bi-weekly VPP steering committee to an occupational safety and health committee. He believes that more near miss reports are being submitted because “people believe in the program more now than ever.” Near miss reports assist the safety and occupational health team in trending. The team uses the trends to develop programs or processes to further reduce mishaps and injuries.

Seven years of preparation went into readying for the OSHA audit team’s arrival. After spending a week making its observations of the workforce’s



ABOVE: NANCY MUGAVERO, OSHA REGION V VPP MANAGER, SPEAKS TO DLA EMPLOYEES IN BATTLE CREEK. RIGHT: DLA PERSONNEL CELEBRATE THE ARRIVAL OF THE SAFETY INSPECTION TEAM.



PHOTOS BY JEFF LANDENBERGER

adherence to VPP principles, the auditors reported to senior leaders that it appeared employee efforts to create a safer working environment had paid off, noting that “the workforce really came together to make the OSHA inspection a success and the employees, supervisors and directors truly shined.”

According to OSHA’s VPP website, the program is intended to promote effective worksite-based safety and health. Part of the process of adopting VPP practices helps management, labor, and OSHA enhance cooperative relationships for a more comprehensive safety and health management system. Earning recognition through VPP recognizes what OSHA describes as “the outstanding efforts of employers and employees who have achieved exemplary occupational safety and health.”

After hearing the auditor’s report, DLA Disposition Services Director Twila Gonzales praised the workforce for its effort to support VPP certification. In a message to all local employees after the audit team’s departure, Gonzales said the recommendation for Star status could not have been done without the employees’ work in creating a safe environment.

“They were highly, highly impressed and identified a number of best practices

that will be shared throughout the VPP community,” Gonzales said. “Specifically, the Marketing/Video Committee, union support, the ergonomics program and our Emergency Response Team are considered areas of excellence.”

In the end, Gonzales said all elements of the federal center’s safety and health management program met the quality expectations of VPP. In practice, OSHA’s website states that the evaluation visit allows the program to ensure prospective sites have met VPP performance-based criteria for a managed safety and health system. The “Star” recognition is meant for employers and employees who demonstrate exemplary achievement in the prevention and control of occupational safety and health hazards and in the development, implementation and continuous improvement of their safety and health management system.

If approved, HDI will hold the distinction of being only the third DLA activity to graduate from the OSHA VPP challenge and achieve Star status. Hoping that the approval will come, Cohoe said planning has begun for a VPP Star ceremony when the final OSHA Star approval letter arrives in Battle Creek.

Tim Hoyle
Public Affairs



Mobile tech testers get early present from DLA

A trio of DLA Disposition Services employees got an early present Dec. 18 as they became the first among a cadre of 20 nationwide testers to receive iPads loaned from Uncle Sam.

"Everyone in the test group is very excited to take part; they can't wait," said Mobile Technology Lead Kristy McNally.

Now before anyone gets the wrong idea and imagines recipients hanging out in the break room, playing Words With Friends while customer phone calls go unanswered, know that DLA – and every service and agency across DoD and the federal government, according to McNally – is similarly working to explore and leverage the potential of mobile devices in the workplace. And they mean business (sorry, no apps or music downloads allowed).

Participants include disposal service reps, environmental protection specialists, material examiners and Law Enforcement Support Office staff from across CONUS and Hawaii who were nominated by their regions, interviewed, and deemed to be proactive, enthusiastic, comfortable with the technology and willing to provide extensive feedback and share ideas with the mobile technology lead, peers and disposition customers.

"They are basically the mobile ambassador of their site," McNally said.

The initial test period on the devices will run from January to sometime in April,

and it won't be all fun and games. The participants will take part in regular working group sessions, email exchanges and telephone conferences to provide feedback and develop and share best practices with job role peers.

"These testers will be asked to find ways to make it work for them," McNally said. "The number one ground rule we set is for participants to be patient and flexible."

Potential uses for the devices will evolve, and impact measures will develop during the test period. DLA hopes to see increased productivity, improved feedback for

better customer support and instant field accessibility to government information for both employees and customers. Additionally, McNally said the device's camera could allow users to quickly, easily upload photos and lead to lower costs, elevated property reuse and increased customer satisfaction in the activity's Reutilization, Transfer and Donation services.

LESO Eastern Team Lead Dan Arnold, who received his iPad Dec. 18, said he "can't wait to deploy it."

"This will streamline our Program Compliance Reviews, giving us the ability to review

the law enforcement agencies' property books on the spot," Arnold said. "We will also be able to send photos via email of high visibility property or serial numbers to LESO for record or verification."

Testers could potentially provide instruction to customers and bookmark, cite and present important references and regulations.

"There's so much they need to be aware of, this will provide them on-the-spot training and knowledge access," McNally said. She said users could directly share forms or inert certifications, view and annotate PDF files, work on Microsoft Office documents and "email resources to customers right then and there," instead of waiting to return to the office and perhaps forgetting or getting sidetracked.

The devices are CAC-enabled, but access is currently limited to agency email, contacts and calendar. McNally hopes to access CAC-enabled resources, like FLIS Plus, DSS and eWorkplace in the spring. McNally said there will also be an effort to create a straight-to-FLIS Plus photo uploading ability to further leverage the iPad's internal camera.

McNally said test period feedback, evolving defense mobile technology policies and the agency's financial picture will ultimately dictate the initiative's future.

Jake Joy
Public Affairs



PHOTO BY JEFF LANDENBERGER

LESO EAST TEAM LEAD DAN ARNOLD GETS SOME SCHOOLING ON HIS NEW DLA IPAD FROM LOGISTICS INFO SERVICES TECH GURU SCOTT JACOBS.



Colo. Springs hosts cust. training



DLA PHOTO

PROPERTY DISPOSAL TECHNICIAN JESSICA WILLIAMS TEACHES CUSTOMERS HOW TO TURN PROPERTY IN TO DLA DURING A WEEKLY ORIENTATION CLASS AT DLA DISPOSITION SERVICES COLORADO SPRINGS.

In an effort to both improve customer service, trim inventory and become more efficient in pursuit of the agency's "Five Big Ideas" and the DLA Disposition Services annual operating plan, West region's Colorado Springs site holds a customer orientation every Friday. The class walks customers through the turn-in procedure and provides tips on how to search inventory for used property.

Property Disposal Technician Jessica Williams conducts the portion of the class where customers learn how to turn property in.

"We want our customers to have successful turn-ins, and this class helps ensure that," Williams said. "It also helps

ensure that the receivers get property that has been properly labeled and organized."

Williams explained the benefit of taking time to teach customers how to fill out 1348s.

"It saves the receiver time with research or filling out missing fields on the 1348," Williams said. "As a whole, the class helps speed up the process – from initial receiving to reutilization or sales."

Speeding the receipt-to-issue duration means less time property sits in the warehouse.

DLA Disposition Services Colorado Springs Property Disposal Specialist Michele Clay educates customers on how to search for property using Enterprise

Business Systems. She said one customer was unable to search after the switch to EBS. "Once they came here and sat down with me so I could show them how the new system works, [they've been] able to obtain property ... about five to seven items a week, for the last four weeks." Clay said.

When asked if her students were surprised by what DLA Disposition Services has to offer, Clay said, "I don't think they are really surprised, as we have been around for years, and most of them know of us. They are mostly surprised at how good the condition is of most items."

Jeff Landenberger
Public Affairs



Deployers training online in FY13 to save money

Nine Afghanistan-bound employees recently became the first deployers in DLA Disposition Services to receive online contingency ops support orientation via DCO before putting boots on ground in mid-November.

The training change came on the heels of an Office of Management and Budget-directed mandate to dramatically curtail travel funding. The group represents the first of six training groups projected to save DLA Disposition Services \$80,000 in FY13 through online training.

Post-training surveys and participant conversations produced mixed reactions to the training change. Property Disposal Specialist Sherry Lee, of J51's Civilian Expeditionary Workforce program office, said a majority of people liked it and were thankful for the opportunity to spend a few more days with their

families before departing, but some expressed disappointment that they were missing out on some key face-to-face interaction and relationship building that might be of benefit while downrange.

"The DCO was a distant second to getting the team together for face-to-face with folks like Vickie [Rodgers] and Sherry," wrote Bagram site Chief Don Phillips. But, Phillips said, not requiring "non-Battle Creek folks to come early is a plus, from those I've talked to."

It was a plus for DLA Disposition Services Pease employee Sonny Waugh.

"The contingency team did an outstanding job getting everyone ready for the deployment ... there was nothing that could not be accomplished at home stations that would warrant a trip to Battle Creek," Waugh wrote from Camp John Pratt. "I have been deployed both ways," he said. "Going to Battle Creek

and straight to Ft. Benning, Ga.; I would say going straight to Ft. Benning is the better of the two."

The traditional trip to Battle Creek is a four-day affair – two travel days with two full training days in between. The DCO training meant avoiding at least two more airplane rides for many, and training was condensed to 10 hours. Site chiefs still received contracting officer representative training at the conclusion of the second day's classes.

Deployment preparation training includes representatives from relevant functional areas and support offices who provide information on how deployers should account for travel, training time, legal issues, family advocacy resources, safety and health concerns, EEO and OPSEC concerns and others.

Jake Joy
Public Affairs

Agency gaining on alternative fuel vehicle goals

Not so long ago, a driver in DLA Disposition Services could expect to drive either a gasoline or diesel vehicle. Today, however, Environmental Protection Specialist James Chitty said those two choices have almost been replaced by more environmentally friendly alternatives.

In 1992, the Energy Policy Act established a goal that all domestic federal light duty vehicle fleets should be composed of 75 percent alternate fuel vehicles, yet Chitty said it was a goal difficult to achieve as manufacturers offered few, if any, alternatively fuel vehicles. The goal became obtainable in the past few years as manufactures strove to increase AFV offerings and such vehicles began to replace gas and diesel fueled vehicles in the DLA fleet, he said.

According to Chitty, those increases have taken DLA Disposition Services'

vehicle fleet from zero alternative fuel vehicles in 2005 to the present, where 65.4 percent of the vehicle fleet is capable of using alternate fuel today. So far, the Mid-America region has met the 75 percent goal and Hawaii and Guam in the Pacific Region have exceeded the goal with 100 percent AFVs. These alternate vehicles consist of hybrid vehicles and "E85" vehicles also known as "flex fuel" models. Based on the current trends for replacing gas vehicles, Chitty said the entire DLA Disposition Services vehicle fleet should reach or exceed the 75 percent goal in FY13 or FY14.

Chitty also said that mission requirements had to be maintained along the way. He explained that a policy memorandum that outlined the steps to improve the vehicle fleet management directed the vehicle fleet

must have the correct number and types of vehicles to carry out our mission as well as use alternate fuels when available.

"To ensure our vehicle fleet management practices improved, countless DLA Disposition Services employees had to take action, and they did," Chitty said. "The reason we are seeing the move towards AFVs is that individuals took the needed actions to identify them on vehicle replacement paperwork annually provided to GSA."

Chitty said those employee efforts were reflected in DLA Disposition Services' drive towards "fully meeting the 75 percent AFV goal of the Energy Act and the 30 percent reduction in the use of fuel by 2020 that is required by the Defense Department's Strategic Sustainability Performance plan."

Environmental Management System



RBI to help guide the way

While driving, glancing down repeatedly at a map sitting in your lap might not be the best, safest navigation method.

If the future of DLA reverse logistics is a highway, and activity personnel are the drivers, then RBI is the newfangled, dash-mounted GPS, there to tell logisticians exactly where they are and remind them how to get to where they're trying to go – without taking their eyes off the road.

At this point, much has been written and discussed about its upgraded abilities, and user deployment is at the half-way mark. But to recap, RBI replaces the outdated and impossible-to-integrate DAISY property management tool with one that's DLA- and DoD-compatible. The change is expected to improve the accuracy, detail and currency of information, support better decision making and reduce waste in the logistics chain.

"There's an ongoing effort to view the entire DoD inventory that's available for use ... this is a step in that direction," RBI Human Performance Lead Cindy Gremban-Barnaby said. Key to any RBI success will be its ability to integrate with the Distribution Standard System and DLA's Enterprise Business System.

Rising costs fueled the need for an alternative, as well.

"DAISY was becoming increasingly expensive for us to maintain," said RBI Manager Paul Mank. "The fewer systems you have to support, the less it costs." Mank said a change was also necessary for the organization to meet accountability requirements – DAISY could not achieve audit readiness.

The continuing RBI training and rollout have had some impact on services as employees break from their day-to-day routines to learn and deploy the new tool, and hiccups can often be expected during the deployment of new business methods.



RBI USERS GET TRAINED AT DLA DISPOSITION SERVICES HILL. RBI WILL REPLACE DAISY AND ALLOW INTEGRATION WITH DSS AND EBS.

"The access process has been a challenge," Gremban-Barnaby said. "Not everybody has the same security setup on their computer ... there's been a lot of technical details to work out."

Once the wrinkles are gone, and everyone who needs it has become an active user of RBI, employees are expected to find that the tool isn't just about saving money and leaving an audit trail – it will legitimately streamline cumbersome processes.

"Once everyone gets adjusted to it, they will benefit," said Gremban-Barnaby. "It should eliminate some of the drudgery involved with looking things up."

From providing real-time asset visibility to improving research capabilities and providing online reporting capabilities for users, RBI is expected to transform a

variety of business procedures.

One example of associated changes – the systematic reduction, standardization or elimination of local stock numbers – promises to give logisticians "a better idea of what's out there," Mank said. Also, he said, "We're going to automate a lot of rules that people typically apply by running their finger down a list of NSNs."

An additional functionality Mank cited is RBI's ability to help construct a customer demand for each item in the inventory. That ability can help determine how much time and effort should be spent on the warehousing and marketing of each item.

RBI deployment is halfway complete, the RBI page shows current information.

Jake Joy
Public Affairs

Donation Screening
27 MAR ---- 31 MAR
DAY DOD & SPECIAL PROGRAMS



Inventing DLA's Future Best Business Practices



"There's a way to do it better – find it." Thomas Edison

Creativity abounds in DLA Disposition Services. Critical thinkers and the efficient at heart constantly envision opportunities to reap cost, time and effort savings. To translate those great ideas into real actions, three pathways exist for the inventive employee to share their idea with the enterprise: Best Business Practices, the Employee Suggestion Program and Continuous Process Improvement.

Best Business Practices

Joe Material Handler has an epiphany one day at his site and is suddenly overcome by a foolproof idea to make his workplace more efficient, improve its customer service and save a boatload of taxpayer treasure. He discusses his idea with his supervisor, gets the go-ahead to try it, and lo and behold, savings are realized.

"You had a problem to solve, you solved it and helped put it into practice and now want to share it with the wider

workforce – that's a Best Business Practice," said DLA Disposition Services CPI program manager Shaan Gandhi.

Gandhi has developed standard operating procedures for the submission and adoption of a BBP. And while there isn't an established formal recognition or reward for submitting ideas, he said employees may be recognized, "your idea could be implemented at other locations," and everyone – customers, fellow employees and taxpayers – will share in the benefits.

When potential BBPs are submitted to Gandhi's office, they are examined, clarified if necessary, and forwarded to the respective subject matter expert or "process owner." That expert or body of experts then has a set period of time to evaluate the proposal and respond. The BBP may then be implemented in test locations to ensure the idea checks out and improves a process across the board.

"Once a trial is complete and the practice has been proven out, we put it

into policy," Gandhi said. "Now everyone will adopt it."

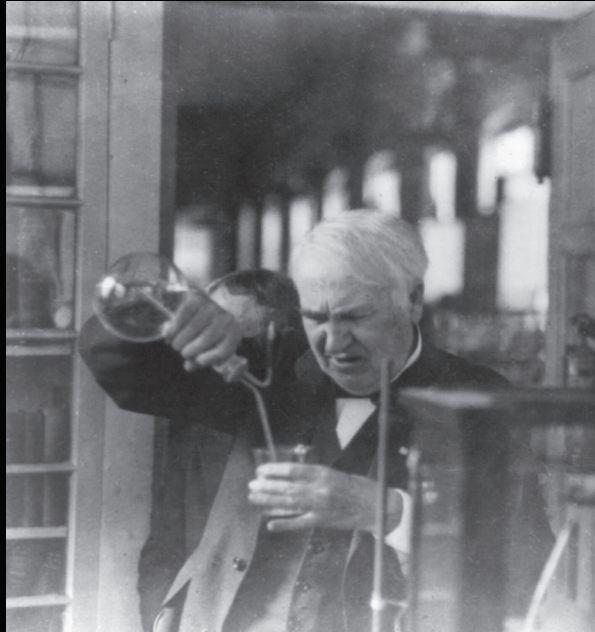
To use an example from the Lewis site, customers were driving into the site and getting confused on which section of the yard was their correct destination. Employees responded by developing a full-color dashboard placard to hand incoming customers: a reference map. That BBP submission, once tested, could be rejected, classified as a BBP local to the Lewis site, or, if fully adopted as a BBP, enshrined as policy and put into effect at sites around the world.

The BBP standard operating procedures provide step-by-step instructions and guidance and can be found, along with the submission form, within the Continuous Process Improvement tab of the DLA Disposition Services eWorkplace portal - <https://eworkplace.dla.mil/sites/org/drms/Pages/ContinuousProcessImprovement.aspx>

Jake Joy
Public Affairs



Inventing DLA's Future Employee Suggestion Program



"To have a great idea, have a lot of them."

Thomas Edison

The Employee Suggestion Program is back and better than ever, representing a pathway for employees to receive compensation and fame for their flashes of logistical brilliance.

In 2011, before ESP was temporarily bogged down by technical issues, it attracted 144 suggestions and paid out over \$9,000 in awards for ideas yielding \$23,000 in estimated yearly savings to DLA. It has the potential to transform business and reward employees once again in FY13 – if they just take the time to develop and submit their ideas.

"Each and every suggestion is valuable," said ESP manager Angie Wilbur. "It is important to remember that no matter how big or small your suggestion is, let your voice be heard. You never know how big of an impact it will make."

A suggestion has to demonstrably improve the economy, efficiency or

effectiveness of the organization. To ensure a suggestion has the best chance of consideration and adoption, the following information should be provided:

- Expected benefit to the government or improvement to customer service
- One year cost and savings estimate for implementation and execution
- Resources, supporting data and worksheet

Spelling out a specific course of action is a must. Additionally, employee suggestions must be ideas that are "beyond or outside normal job responsibilities." That means if an employee has come up with a better way to do the job they already do every day – well, good for them and great for the agency – but it does not warrant a cash reward. ESP is the wrong venue for having the insight recognized. If an idea related to an employee's everyday job role is fully realized, it's got potential as a Best Busi-

ness Practice. If the idea needs work and development, it's a possible candidate as a Continuous Process Improvement project.

Like Best Business Practices, suggestions submitted through ESP are routed to and evaluated by their respective subject matter experts or "process owners." That expert or body of experts has a set period of time to evaluate the proposal, make a decision and provide a written response.

Instructions and rules, an automated tool for providing suggestions, and a suggestion status tracker are all available to agency employees at <https://internal.dlis.dla.mil/esp/Default.aspx> or by navigating through DLA's internal eWorkplace portal to the DLA Disposition Services "Command" tab, then click on Employee Suggestion Program.

Jake Joy
Public Affairs



•From “Retro,” pg. 6

reconfigured cutting stations (where metal is torch cut into pieces) to be more process centric.”

Johnson said the Bagram site improved productivity by providing direct support to locations where military units decide what to do with property, called RPAT and retro sort yards.

“The new facility in the east expansion area of Bagram Airfield increased our capability to handle vehicle surges,” said Mike Kelly, of DLA Disposition Services Misawa, currently deployed as yard chief at Bagram.

He said the new site took care of “big increases in demil-required non-rolling stock, white goods from the forward operating bases and more shipments from the 401st Retrosort Yard as units continue to move (to Bagram Airfield).”

To meet the challenges of what Johnson refers to as “a kinetic operating environment,” sites across

Afghanistan and the supporting Expeditionary Disposal Remediation Teams have taken a “systems view” of supporting U.S. forces. He said that “has resulted in a holistic concept of support in which personnel, equipment, and resources have flexed to meet the growing demands of property coming in daily. Additional cutting stations were installed at pivotal yards and Disposition Service personnel adjusted locations to better meet the ever increasing amounts of material.”

Also, sites like Disposition Services at Camp Leatherneck nearly doubled in size, according to Frankie Rivera of DLA Disposition Services Susquehanna. A disposal support representative at Leatherneck, Rivera said that “with the additional acreage we are better positioned to handle the increase of property coming from the Marines R4OG retrograde element. This will enable Disposition Services to better support the drawdown of U.S. Marine units across Regional Command South-



DLA PHOTO

SENIOR LEADERS ARE REGULAR VISITORS TO DLA DISPOSITION SERVICES SITES IN AFGHANISTAN AS THEY SEEK FIRSTHAND INFORMATION ON THE WORK DLA IS DOING TO SUPPORT RETROGRADE OPERATIONS. RECENT VISITORS HAVE INCLUDED THE DEPUTY COMMANDING GENERAL OF THE 1ST THEATER SUSTAINMENT COMMAND, BRIG. GEN. STEPHEN SHAPIRO, SEEN HERE DURING A VISIT TO THE BAGRAM SITE WALKING WITH DON PHILLIPS, THE RECENTLY ARRIVED SITE CHIEF.

west.”

“Members of the DLA Disposition Services team are striving daily to exceed the U.S. forces’ support requirements by aggressively pushing our capabilities forward,”

Ellis said, “so that our teams are at the right spot, with the right capabilities, at the right time in the retrograde cycle.”

Lt. j.g. Eric Mills and Ken MacNevin

•From “Guard,” pg. 7

And what about just plain stewardship? Perkins said he sees it in the national stock numbers of items on DLA’s reutilization inventory.

For an example, Perkins said, he found plastic silverware sitting in Germany. The kind of plasticware you’d take to a picnic. A big picnic.

Perkins said that, even after shipping costs, the

requisition of two entire CONEX boxes of the utensils – the kind a chow hall full of soldiers uses during an annual training period - “saved \$88,000 for the Iowa National Guard just on this one acquisition alone.”

Then there’s the weekend duty kind of stewardship, as well. DLA Disposition Services occasionally receives excess property like office supplies. Perkins said during the most

recent drill weekend across Iowa, 65 Guard units were each issued \$500 in office supplies acquired through DLA disposition.

“Five hundred dollars times 65 units impacts our budget significantly,” he said.

**Jeff Landenberger
Public Affairs**



Inventing DLA's Future

Continuous Process Improvement

"I find my greatest pleasure, and so my reward, in the work that precedes what the world calls success."

Thomas Edison

As an avenue for making business better, Continuous Process Improvement deviates from BBP and ESP in that employees may have identified a problem or challenge but are still searching for a solution. To find it, there will be some work involved.

"You might have a gut feeling," said DLA Disposition Services CPI manager Shaan Gandhi, "but you don't have the data to support it. You think 'I really don't have all the information I need to make a good decision.'"

CPI guides the decision making process through objective diagnosis and prescribed remedies.

"It's neutral; blind to the people involved, but very much tuned to the process," Gandhi said. "We slice and dice and make sure (an outcome) is not detrimental to some other part of the process – we're here to facilitate."

Capturing metrics is a key to revealing possible opportunities for positive change.

"The whole idea is to compare. If you can't measure something, you can't improve," Gandhi said. "You want to say, 'it took 10 hours before, now it's taking us eight hours.' Money, hours, space – there are so many variables."



A standard CPI form is located in eWorkplace. The form basically states "This is my challenge and I'm looking for how to get to this particular outcome," Gandhi said.

Gandhi said he will call and ask for any additional details or explanations needed. After that, the CPI office examines the study recommendation to ensure it deals with a true, repetitive process and whether it directly supports DLA's mission and goals.

Three potential types of events exist for CPI ideas that meet requirements. The first type is informally categorized as "Just Do It."

"That's when you've thought of an improvement, something that should be done – you just haven't done it yet," Gandhi said.

These activities are characterized by having a well-defined problem (metric, current performance level and expectation are both known and currently measured); the solution is known, ready to implement, and resourced, and implementation can be done quickly. These

types of process improvement evolutions might be accomplished in one day, five days, perhaps a couple of weeks, but nearly always less than seven weeks, Gandhi said.

The second type of event, the one most common to DLA Disposition Services, is a Rapid Improvement Event, or RIE.

RIEs typically take seven to 20 weeks to complete and include a team of seven or eight people. The team could encompass customers and suppliers, process stakeholders, subject matter experts, and include a CPI support advisor and data extractor.

The RIE's originator and their sponsor must create a "charter" that fully describes the project: Why perform the study and what's the goal? What are the scope and boundaries of the study? What data might be attainable (cost, performance, quality measures)? Who is on the team, how much time is programmed for each week and how long will it take to finish? What is the project cost and how does that compare to an estimation of three years' savings?

Six CPI events are currently underway in DLA Disposition Services, including three RIE-type and three major projects.

Projects include:

"Lean the Demil." There are up to 26 major "touch points" in handling demilitarization-required property. The project's end goal is reduce the number of touch points by a third, reducing error rates and producing financial benefits.

"Optimize the receiving process."

Many variations exist in the receiving processes of field sites. This project seeks to eliminate many of those variations and make receiving processes

•See "CPI," pg. 22

CPI project nets big savings

Camouflage netting has provided shade and disguise to U.S. troops for the better part of a century, and new netting is produced all the time. Because of design improvements to the military's netting – specifically, its radar-dispersing coding, most netting must be demilitarized.

While an expensive mission - \$365,000 just to ship netting to Tucson for demilitarization in 2011 - a second look or closer examination will often reveal what was previously hidden, no matter how well camouflaged.

In 2011, a Continuous Process Improvement team, chartered by J311, began examining how the agency dealt with the disposition of camouflage netting. After months of study and transportation network tweaks, the team's efforts produced significant time and cost savings – knocking that previous \$365,000 in disposal costs down to \$200,000 in just one fiscal year.

"The initial thought was that there are more efficient ways to dispose of camouflage netting," said J311 Management Program Analyst Lee Silvers. "The overall process was too big, too cumbersome."

Some of the inefficiencies the study addressed related to touch points, as in "every time a person touches an item, it means more labor," Silvers said.

The team attacked touch



U.S. ARMY PFC. LUKE I. SCHLUETER STANDS GUARD BEHIND CAMOUFLAGE NETTING IN KUNAR PROVINCE, AFGHANISTAN. CAMO NETTING TECHNOLOGIES MEAN MOST NETS HAVE TO BE DEMILITARIZED. THE TRANSPORTATION TO DEMIL SITES CAN BE COSTLY TO DLA. PHOTO BY ARMY STAFF SGT. MARK BURRELL.

points, knocking the average from 24 to 14. They also reduced the disposal duration average by more than half – from 92 to 45 days, in part by helping handlers identify the best of three government cost-saving disposal options up front: send the netting to local landfills, include their destruction under existing regional hazardous waste contracts or use traditional shredding and burial methods at a DEMIL site.

Previously, camo netting destruction occurred

at Tucson. Part of the study pegged the cost of shipping pallets of netting and body armor from the East Coast to the demilitarization facility in Pine Bluff, Ark., instead of all the way across the country to Arizona. That identification of an alternate facility alone dropped the shipping price from \$4,200 to \$1,800.

An unexpected benefit of the study came from the scrutiny of not just where the netting was shipped, but how it was shipped.

"Hey, we could save some

additional money be recycling the triwalls," Silvers recalled thinking.

At a cost of \$44 for each triwall, the team determined that triwall reuse could save \$1,320 per pallet – or about \$60,000 each year just by ensuring sites are informed of their availability.

The effort was among the first CPI events conducted by J3. Hopefully, "this can be used as an example for others to follow," Silvers said.

Jake Joy
Public Affairs



Reading for professional growth

Immunity to Change

by Robert Kegan and Lisa Laskow Lahey

People know the word immunity. Advertisers pitch over-the-counter remedies they claim will strengthen the immune system. Human organ transplants are sometimes endangered by the body's natural immunity system. The immune system sees a transplant as a dangerous invader.

The medical use of the word immunity colors the ideas that led Harvard professor Robert Kegan and Harvard research director Lisa Laskow Lahey to write the 2009 book "Immunity to Change." Their view is that most people almost involuntarily reject change even when they want to change, just as their body might reject an organ transplant that was needed to make the body function. Their mindset wants to protect itself.

Kegan and Lahey are both psychologists and have worked together for 25 years. You won't have to have read their previous works to gain from reading *Immunity to Change*. If you have read their earlier works, which this reviewer has not, the authors say you will benefit. Some of the foundational books, papers and professional articles they have authored date back more than 10 years prior to the 2009 writing of this book – the work was not an overnight idea.

The resulting book is not a simple, breeze-thru-it-over-lunch book. It is complex, studying ways a person can alter their mindset so they can make needed life changes. It leads the reader through three levels of adult mind development that almost mirror classic stages of early childhood social development theories based on how children play. The purpose, as the book states, is to help readers see that "ongoing psychological development after adolescence is at

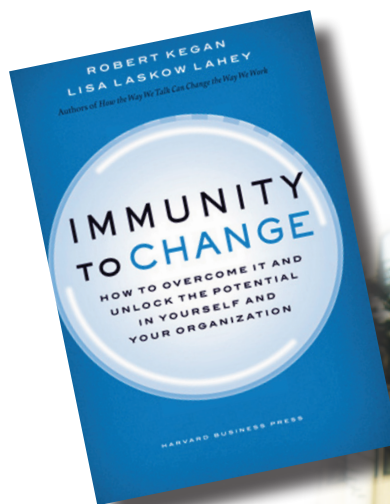
once possible and necessary to meet the demands of modern life."

There's plenty of exposition to start the book as the authors present the basics of psychological development, then cover "mental complexity" and the triad of mindsets. Yes, there are charts and diagrams. But the almost

derstand and show how it is possible to build human capacity to learn and grow. The writers say it requires rational thinking tempered by emotion.

Plan on needing a few evenings to read *Immunity to Change*. Read it rationally and look for the places where you can agree emotionally. And have a pad of paper and pen in hand to try to do one of their X-rays. You might find a way to see through yourself.

Ken MacNevin
Public Affairs



clinical tone of the opening chapters is set aside as the authors begin to outline specific ways individuals and groups can work to overcome immunity to change.

Using vignettes drawn from their own work and that of other researchers, they cite examples anyone can recognize from day-to-day work or family activities to display how "adaptive learning" can be mastered. The diagrams become three-column "immunity X-rays" that (despite the name) are easy to un-



•From “CPI,” pg. 19

consistent.

“Disposal of Camouflage Net Material.” The project aims to reduce camouflage netting disposal costs without foregoing security and visibility of the materials.

Rapid Improvement Events include:

“Drain-n-Purge” contract. Equipment and vehicle fluids are routinely removed by contractors at various field sites for disposal. RIE seeks financial gain through identifying optimum consolidation and expeditious servicing of the properties.

“Customer No-Shows.” Generators make appointment to bring property to field sites. Sometimes, due to long lead time, customers will deliver property earlier by showing up at sites without adjusting appointments. RIE aims to reduce “no shows” by 50 percent.

“Aniston DEMIL handling and storage.” RIE goal is to compartmentalize DEMIL storage and handling within three buildings, saving wasted item movement at Aniston.

Rapid Improvement Events follow a three-phase approach, consisting of pre-event, event and post event. Projects follow the five-phased DMAIC process: Define, Measure, Analyze, Improve and Control.

An official, major CPI project can last anywhere from six months to a year. They are typically enterprise-wide, or involve multiple PLFAs, with the agency director maintaining visibility. DLA Disposition Services usually participates in one or two per year.

For more information on how to recommend a topic for a Continuous Process Improvement study, please visit the CPI tab within the DLA Disposition Services eWorkplace portal.

Jake Joy
Public Affairs

DLA Disposition Services Essential Reading

The Culture of War, by Martin Van Creveld

The World Is Flat, by Thomas Friedman

Feeding Mars, by John Lynn

Credibility, by James Kouzes and Barry Posner

A Peace To End All Peace, by David Fromkin

Immunity to Change, by Robert Keegan and Lisa Lahey

Turning To One Another, by Margaret Wheatley

Built To Last, by Jim Collins and Jerry Porras

Coaching for Performance, by Sir John Whitmore

Learning to Think Strategically, by Julia Sloan

Managing by Storying Around, by David Armstrong

The Truth About Leadership, by James Kouzes and Barry Posner

Built on Trust, by Arky Ciancutti, M.D., and Thomas Steding

Management Lessons from Mayo Clinic, by L. Berry and K. Seltman

Just Be Honest, by Steven Gaffney

Freakonomics, by Steven Levitt

Good to Great, by Jim Collins

On Becoming A Leader, by Warren Bennis

Start-Up Nation, by D. Senur and S. Singer

The Facebook Effect, by David Kirkpatrick

The Apple Experience, by Carmine Gallo

The Living Company, by Arie DeGeus

Start With Why, by Simon Sinek

Additional recommended reading titles are listed in the DLA Disposition Services Professional Reading list available via our Intranet site.



Employees of the Quarter

Third Quarter, FY12

Category III

1st Place: Omar Khlifi, Aviano

2nd Place: Elvis Fuller, Texarkana

3rd Place: MSG Phillip Martin,
Grafenwoehr

Category IV

1st Place: Judy Mahmat,
DB

2nd Place: Don Zimmerman,
J52

3rd Place: Bonnie Hughes,
J532

Category V

1st Place: Nathan Barnes,
J311

2nd Place: Sherry Low,
J41

Fourth Quarter, FY12

Category I

LaRoy Clark, Columbus

Category II

1st Place: Sarah VanBruggen, J42

Category III

1st Place: Michael Coffey,
Meade

2nd Place: Patricia Komondy,
J52

3rd Place: Thomas Connors, J76

Category IV

1st Place: Jeff Livingston,
Kaiserslautern

2nd Place: Russell Manuel, DB

3rd Place: Cindy Foster, J52

Category V

1st Place: Don Phillips, J41



Congratulations on a job well done!





I AM DLA

My name is: Omar Khlifi

I am: Site Leader, DLA Disposition Services Aviano

Describe your job in a sentence

"Supporting the warfighter" best describes my job. As a very small, two-person site, we provide the same services a large disposition site provides, just on a smaller scale.

What is your favorite thing about working at DLA?

The constant changes. There's always something new or a new way to do something. It keeps you on your toes.

Favorite memory at DLA?

Providing support to a Marine Corps unit passing through Aviano on its way downrange. We were able to provide much-needed serviceable property. As a former Marine, it really made me happy to be able to support them and thank them for what they do for us.

What's next?

I'm enjoying my tour in beautiful Italy and always looking forward to new challenges.

