

WORLD



DLA Disposition Services

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August 2012



at your service
... keeping customers connected.

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• August 2012 •



**DEFENSE
LOGISTICS
AGENCY**

DLA DISPOSITION SERVICES

WORLD

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FREDERICK JORDAN
USES BABY POWDER
TO PREP A
TRACTOR
TRAILER FOR
HUMANITARIAN AID
CONTAINERS
BOUND FOR
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Anticipate and Deliver. Be Exceptional.
DLA Disposition Services



DRMO

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Thanks for what you do - for all our customers

We have the greatest, most varied universe of customers anyone could ever want.

We get to help members of the armed forces face to face. We get to help their families. We help protect the environment. We save money for taxpayers and our military. We help those in need at home and abroad. We help equip rural firefighters and send computers to schools.

No matter your job in DLA Disposition Services, it either meets customer needs directly or supports those on the customer front lines – and the front lines are our bottom line. We all have the honor of helping others in service to our nation.

When DLA Director Navy Vice Adm. Mark Harnitchek introduced his “Big Ideas” a few months ago, most focused on ways we can cut expenses. But cost cutting and money saving wasn’t what he talked about first. Serving customers was the first thing he listed when he began discussing his big ideas.

“Improve Customer Service: Delight Our Customers.” That’s what led off his comments. In this issue, you’ll read about some of the ways we are delighting customers worldwide and some of the things we are doing to track and measure customer satisfaction to ensure we keep improving that service.

No matter your job in DLA Disposition Services, it either meets customer needs directly or supports those on the customer front lines – and the front lines are our bottom line.

A key component in keeping up our customer satisfaction score is the DLA Customer Relationship Management tool known as CRM. Thanks to a true team effort, we now have more than 150 people trained to document customer relations matters in CRM. We’re holding monthly performance review sessions and, as I wrote everyone in June, I look forward to seeing how our CRM information gathering is going.

Tomorrow, you may find yourself working with a



Twila Gonzales, SES
Director
DLA Disposition Services

sergeant in a military unit in the states or with a senior headquarters staff in Afghanistan on complex, long-range planning. Each of us has a role and each of us can make or break our customer care effort.

Finally, we all must remember that other group of customers – ourselves. My teammates are also my customers. They depend on me to deliver my share of the effort every day, and I think that is true for all of us. Equally important is the fact that each leader or supervisor must serve the people on their team and think of them as customers in a special way. Leaders must be servants.

In the end, if we serve each other well, we’ll serve our warfighters well. Thanks for what you do – for all our customers.

-Twila





Are we hearing what our customers are saying?

“DLA’s top priority is always warfighter support,” wrote DLA Director Navy Vice Adm. Mark Harnitchek in his 2012 guidance. To meet that goal “requires constant attention to ensure DLA’s goals, processes and performance are synchronized with the needs of our warfighting customers, mission partners and other stakeholders,” Harnitchek said.

Helping DLA Disposition Services synchronize with its customers’ needs are employees like Customer Relationship Management program manager Tracy Sokolowski and the people on her Customer Relations Branch (J411) team who have trained on CRM tools to capture customer comments and concerns. The FY12 implementation of quarterly customer surveys using the ICE (Interactive Customer Evaluation) tool has also allowed DLA to reach thousands of customers for their feedback.

According to Sokolowski, some of the more common themes from the surveys include a desire for more photos of potentially reusable, or “reut” property. Along with explaining to customers about how employees at field sites choose what to photograph, she said feedback to customers assures them that additional photos of items can be taken whenever there is a request.

Besides wanting more pictures, customers often comment on the staff at sites.

“Generally, we get many more compliments and praises,” Sokolowski

said. She also said customers will go out of their way to mention by name any employees who have been particularly helpful.

At times, however, Sokolowski said customers wish there were more people at DLA Disposition Services sites, which are sometimes seen as understaffed, “to provide the services in a timely, efficient manner.” Additionally, many people comment on issues with scheduling turn-ins, particularly in using the scheduling system. On scheduling issues, Sokolowski said they usually explain that “we strongly believe the changes accompanying Reutilization Business Integration will address most of their concerns.”

After the nearly 90 percent of calls related to property turn-in or reut items, the remainder of DLA Customer Interaction Center calls coming in regarding DLA Disposition Services are about sales (mostly asking for the status of TSC Clearances), environmental issues, or other general issues.

Now that some employees in the field have been trained to document customer comments using CRM software tools, Sokolowski said future analysis on customer feedback will have a broader look than just what comes in from surveys and calls to the CIC.

“It will take a few months before we have really good data on that,” Sokolowski said.

Tim Hoyle
Public Affairs

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.



Lewis site says 'yes' to new request

When the DLA director visited DLA Disposition Services earlier this year, he told all hands that his organizational philosophy was to strive to always tell the customer "yes," as in, if the combatant commanders ask for something, even roles not traditionally covered by the agency, he expects DLA to strive to make it happen.

Saying "yes" is how DLA helped Joint Base Lewis-McChord turn trash into treasure. More accurately, how DLA Disposition Services is helping the base reap some green from the process of going green.

Now, instead of producing waste, compost piles are producing income used to help warfighters and their families.

As DLA Disposition Services environmental specialist Llewellyn Castro notes, green stuff is all over the ground at Lewis-McChord. Washington is the "Evergreen State" and the base is heavily forested, producing lots of fallen limbs, downed trees and piles of needles and

pine cones.

It all has to go someplace – but not an incinerator and not a landfill. That would mean landfill fees and messing up the installation's "zero" goal. That zero goal exists because the now-joint base became a pilot installation for the Army's Net Zero Initiative in 2006, which meant an aggressive war on waste.

The base has the ammo it needs – "Enough scrap waste to generate business and keep it going," Castro said.

Ken Smith, chief of the Environmental Operations branch of the base public works office, said the base has composted thousands of yards of waste each year at its Earthworks composting facility. He said the base knew it could mount a serious composting effort based on a 2005 study that found approximately 41 percent of the then-Fort Lewis waste stream was organic in nature and could be reclaimed and composted. Organic waste consists of leaves, grass, landscaping and land-clearing debris, stable waste,

food waste and sewage sludge.

What happens after that?

Well, you pay for compost at a garden shop. Could the base sell their piles? Is it usable property? Scrap?

It may be neither fresh nor foul, but according to Greg Ortiz, a recently retired DLA Disposition Services scrap sales expert – it could be sold as a commodity. That meant the base could turn to DLA Disposition Services, who turned to the activity's sales contractor. The first of the sales officially saw just over five million pounds of high-quality compost go on the online auction block.

"The same basic system that sells excess boots can sell what sticks to them, too," Ortiz said.

"The public's general consensus of the military and the government seems to be that it wastes money, but the truth is that we're taking waste products and turning it into a viable commodity," said Jeremy Becker, senior science technician

•See "Lewis," pg. 19

ORGANIC COMPOST PILES AT JOINT BASE LEWIS-MCCHORD ARE NOW SOLD THROUGH A DLA SCRAP CONTRACT, EARNING MONEY FOR MWR.



PHOTO BY ARMY
SGT. MARK CLOUTIER

In a pinch, Silent Service pings DLA

The U.S. Navy stays pretty tight-lipped about the comings and goings of its boomers. So it should surprise no one that the maintenance schedules of the nuclear-powered ballistic missile submarines at Naval Submarine Base King's Bay, Ga., would stay hush-hush as well.

As a key ingredient of the nation's vaunted "nuclear triad," and a cornerstone of strategic deterrence, the U.S.

just like in a flashlight or remote control – need switched out.

DLA Disposition Services has long coordinated that switching out process, with contracts meant to recycle the valuable lead inside the batteries and help DoD avoid disposal costs.

"Usually, we get about six weeks advance where they say 'heads up, get ready, we've got another set coming,'" said Richard Rockford, the environmen-

weeks out" message. More like a "we have 127 two-thousand-pound battery cells sitting on the pier, and we're loading them up and dropping them off on your doorstep in a few hours" email.

The problem was, the site wasn't equipped to handle the turn-in at the time, and the scrap recycling contract covering King's Bay batteries had been allowed to lapse after the Navy said it had no upcoming plans for switching

'Stop the trucks; let me make some phone calls.'

relies on the ability of its nuclear subs to get and stay under the water for months at a time, their whereabouts virtually unknown to all except the captain and crew onboard. What isn't commonly known is that, in addition to a nuclear reactor, the massive underwater vehicles pack about 250,000 pounds of batteries into their hulls as well. And as age and

technological advancement dictates, those batteries –

tal protection team lead in Jacksonville.

The DLA Disposition Services Jacksonville environmental protection office, where Rockford works, covers a big swath of land and a wide range of customer needs – from King's Bay, Ga., to Mayport, Fla., to Key West, Puerto Rico and beyond, and had a history of supporting similar requests.

Late last year, the office received an email from King's Bay. Not a "we're six

more batteries out.

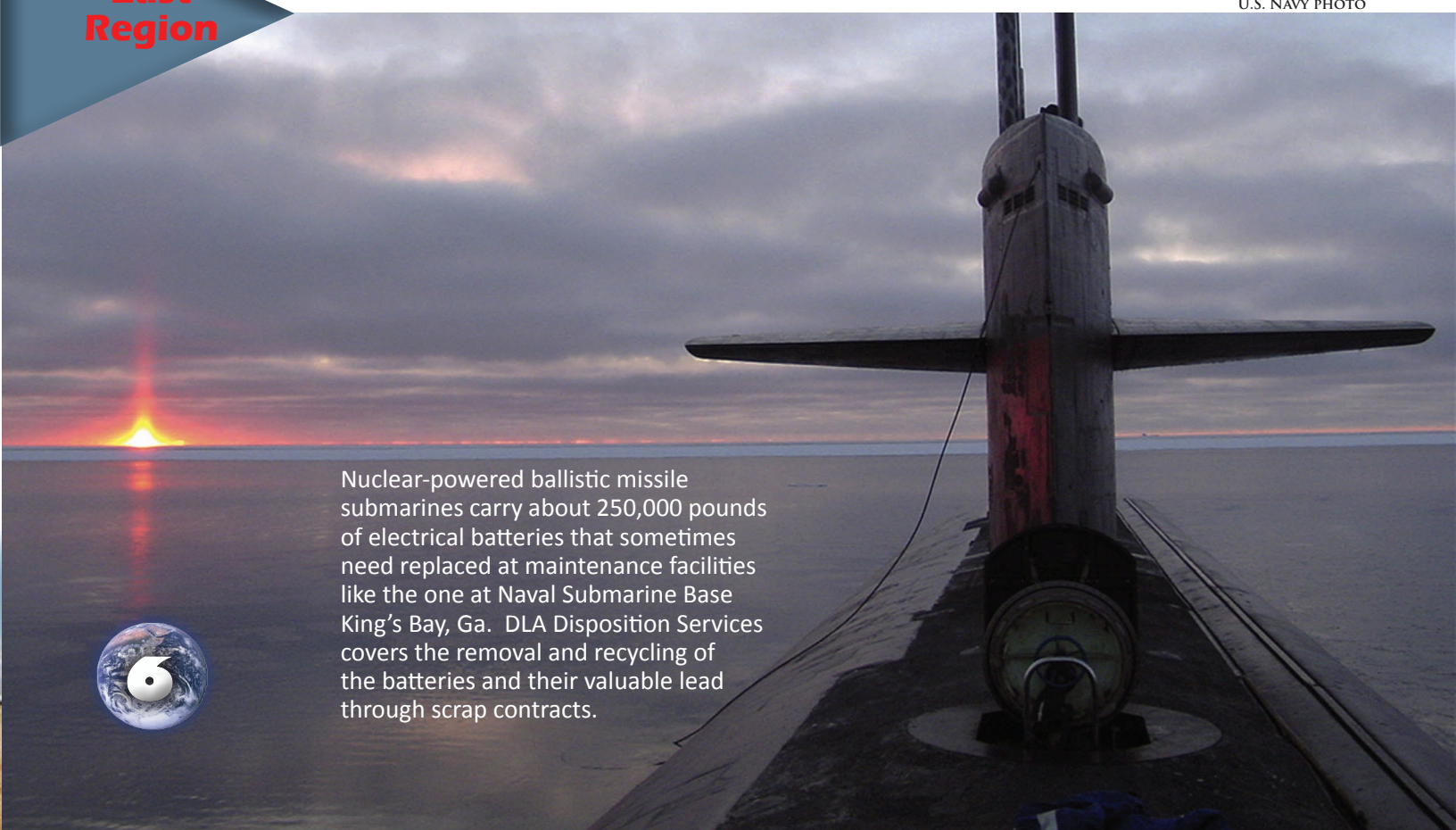
But plans change, and nuclear submarine batteries can't stay sitting on the pier. With no scrap contract and no site to drop them off at, the Navy was about to reluctantly eat \$80,000 in disposal costs, when site environmental protection specialist Lorin Glenn said "Stop the trucks; let me make some phone calls."

•See "Batteries," pg. 19

U.S. NAVY PHOTO

**East
Region**

Nuclear-powered ballistic missile submarines carry about 250,000 pounds of electrical batteries that sometimes need replaced at maintenance facilities like the one at Naval Submarine Base King's Bay, Ga. DLA Disposition Services covers the removal and recycling of the batteries and their valuable lead through scrap contracts.





Central Region

DLA PHOTOS

(TOP) EXPEDITIONARY DISPOSAL REMEDIATION TEAM MEMBERS PETTY OFFICER 2ND CLASS RACHEL RODRIGUEZ (MIDDLE) AND CHIEF PETTY OFFICER JOE KING (RIGHT) POSE WITH SCRAP CONTRACTORS IN AFGHANISTAN. (RIGHT) EDRT MEMBERS GET TRAINED FOR DEPLOYMENT AT THE SIM LAB FACILITY IN BATTLE CREEK, MICH.

EDRTs show their mettle downrange

The word is out in Afghanistan's forward bases. If you need an expert's advice on disposition of property – a person who will get things done for you – reach out to DLA Disposition Services and its Expeditionary Disposal Remediation Teams.

Nearly two thirds of reservists forward-deployed for DLA provide disposition support on the go-anywhere, tackle-any-challenge teams. Just how significantly do these uniformed representatives factor into the agency's ability to provide fast, comprehensive customer support downrange?

"When (warfighters) see the EDRTs they see DLA," said acting Contingency Operations (J-9) director Susan Male-Murray. Talking about the use being made of the Sim Lab in Battle Creek, she expressed the importance of having confident, experienced reserve disposition experts in the field.

"At the FOBs, that may be the only time they see DLA," she said. "That's our face forward. And it starts back here with the training, the preparation, all of it."

People who worked with commands in both Iraq and Afghanistan say war-

fighter desire for support from EDRT members may be higher than ever before. With warfighters and commanders now focusing on planned reductions in Afghanistan, they are working to see what they can take care of themselves, and what needs a subject matter expert's touch.

Reservists can't become subject matter experts overnight. It requires great mentorship in the field from experienced civilian disposition professionals, and the opportunity to learn and make mistakes in training scenarios back home.

Rear Adm. Patty Wolfe, Director, Joint Reserve Force at DLA and senior leader of the EDRT personnel, recently visited the DLA Disposition Services Sim Lab in Battle Creek, Mich., for the first time to see some of the current training tools available to the teams.

She called the visit an eye-opener, saying the facilities and capabilities were "fantastic" and praised support staff there, saying "it's the most applicable, hands-on training site I've seen in DLA yet."

Wolfe and accompanying leadership discussed future training possibilities for EDRTs and civilians, like live DEMIL train-

ing at the site, fork truck training standardization, designs on the expansion of the Sim Lab spaces and yards, and the creation of ready-made training curricula for use in the field.

That training and the resulting expertise have been essential to assisting in the continued logistical wind-down from a decade of war. EDRTs are helping to move out millions of pounds of scrap and demilitarizing hundreds of non-functioning vehicles each month.

DLA Disposition Services deputy director Col. Richard Ellis said the experiences of Iraq and Afghanistan have sharpened many of those "blue collar" skills employed by reservists in the field – to the point where DLA can have an MRAP "fully demilitarized, top to bottom, in about eight hours."

Ellis also said that despite the withdrawal from Iraq and Afghanistan, the activity will be keen to maintain those skills and adopt a "surge" capability, should one be required. The go-anywhere, do-anything EDRTs will likely play heavily into that strategy.

Jake Joy
Public Affairs





PHOTO BY BRUCE GALBREATH

CONTRACT WORKERS AT THE BAGRAM SITE IN AFGHANISTAN PERFORM SPECIAL WORK TO PULL REPLACEMENT SECTIONS FROM THE HULL OF A 26-TON BUFFALO A2 MRAP USED BY U.S. TROOPS TO FIND AND DISABLE ROADSIDE BOMBS. U.S. ARMY TANK-AUTOMOTIVE & ARMAMENT COMMAND MANAGES THE BUFFALO LINE OF ARMORED VEHICLES, AND MAJOR COMMAND SUPPORT REPRESENTATIVES BACK HOME ENSURE TACOM AND OTHER LARGE COMMANDS ARE UP TO SPEED ON SERVICE CHANGES AND INNOVATIONS AT DLA DISPOSITION SERVICES FIELD SITES.

Reps assist agency's biggest customers

When you mention direct support to the warfighter it's naturally easy to focus on interactions in the forward areas like Afghanistan, but someone has to lay the groundwork back at the major commands where field policies originate.

DLA Disposition Services major command representatives do just that, serving at posts around the world and keeping in touch with the services' immediate and long term needs.

According to Don Phillips, head of major command support efforts, these representatives serve the Customer Support Directorate as corporate and strategic members on one or more of the Disposition Services Integrated Customer Support Teams. Through these teams,

Phillips said, they represent DLA in providing logistical assistance and technical expertise to military activities and civil agencies like TACOM (Tank-Automotive & Armament Command) in supply chain management.

"They are the focal points who strive to prevent issues with supplies and services provided by DLA Disposition Services and resolve any that do occur as quickly as possible," Phillips said.

Recent examples of support these representatives provide include resolving lost shipments, providing information on an ozone depleting substance, and assisting with industrial plant equipment. Phillips explained that his representatives receive customer concerns at management and operational levels then

coordinate resolutions through J4 supervisors and executive leadership. MCRs keep customers informed of Disposition Services' evolving capabilities by providing vital knowledge of the latest services, policy and procedural changes while continuing to meet or exceed the customer's expectation of superior service.

Besides collaborating with commands on short and long-term requirements, representatives work with their respective commands to develop, execute and continually refine their specific customer goals. Phillips explained that they also conduct training on the latest systems and programs to streamline communication and efficient property management.

Tim Hoyle
Public Affairs



Former scrap sales boss dishes customer service wisdom

Greg Ortiz, one of a handful of remaining DLA-certified auctioneers still cutting a paycheck at the start of 2012, departed DLA Disposition Services in June, taking memories, tons of experience and a worn auctioneer's gavel with him.

An agency employee since 1977 and Disposition's long-tenured scrap sales manager, Ortiz spent the first half of his career at Fort Hood, where he first ran a solo retail sales store operation, selling everything from clothes to appliances and horses directly to the public. In 1986, he became Texas' de-facto traveling auctioneer and began traveling heavily in support of the sales mission.

"We had an auction every week (at Hood), and then, in between, I'd drive down to San Antonio," Ortiz said. He called auctions in other sites, sometimes selling every single item in the office he was working in, right down to the chair he was sitting on.

"I couldn't tell you the number of auctions I called, but it was a lot of them. You can tell by looking at that hammer, it's wore out," Ortiz said.

It's a wonder his vocal cords aren't worn out as well, with all those years of encouraging larger bids with the loud, motor-mouthed delivery style auctioneers are known for.

"It does go pretty fast," Ortiz said. "When you've got 300 items you can't take all day."

A career you enjoy can go by pretty



DLA DISPOSITION SERVICES SCRAP SALES MANAGER GREG ORTIZ RETIRED IN JUNE AFTER 35 YEARS OF SERVICE. A SOMETIME RETAIL SALESMAN AND AUCTIONEER, HE ENCOURAGED HIS FORMER COWORKERS TO TAKE TIME TO PERSONALLY INTERACT WITH CUSTOMERS. PHOTO BY JEFF LANDENBERGER.

fast, too. Ortiz cited travel and training opportunities, and coworker and customer relationships as the reasons he stayed with DLA for a third of a century.

"You have personal interactions with all these customers," Ortiz said,

"and they're still in the scrap business, and it's not 'Sir,' anymore; you know them by nickname. That's very rewarding."

Before bidding adieu, he was asked to describe the 35 years of changes he's seen in how the agency interacts with its various customers, and how DLA can continue striving for customer service excellence in a swiftly changing future.

"You've got to make time to look people in the eye," he said, recounting a time when he would conduct an auction and then spend a couple hours meeting people and personally helping them get their newly acquired goods loaded up and hauled off. "Nowadays, everything is done with a computer, you don't talk to people, you send an email."

Ortiz said he knows the DLA workforce – like most others – is now asked to do more with less, but he still encourages his former DLA coworkers to go the extra mile to try and get out and develop meaningful bonds with the warfighters and other customers they support.

"Even if you can't interact with them face to face," he said. "You've got to at least pick up the phone."

According to an old school traveling auctioneer from Texas – that's how you make – and keep – a customer for life.

Jake Joy
Public Affairs



Corporate Outreach

DLA event booths keep leaders and decisionmakers engaged



DLA PHOTO

One of the ways DLA Disposition Services offers logistical assistance and technical expertise to military activities is with DLA's Corporate Event Program display booths, which Jennie Prewitt, the DLA Disposition Services major command representative to the Air Force, said "play a vital role in keeping our customers informed."

Prewitt said event booths offer an opportunity for warfighters to "air" their issues in an informal setting. She said most warfighters are aware of DLA, but often do not realize the agency's specific roles in life cycle management, acquisition and sustainment as well as disposition. Prewitt believes staffing the DLA corporate booth at expos and symposiums "gives us an opportunity not only to answer questions and network with our customers, but also to show our customers that DLA really does care about them and wants to hear their issues and concerns."

A colleague staffing DLA's corporate booth at a conference referred an Air Force Institute of Technology question

MAJCOM REP JENNY PREWITT GREETS AIR FORCE GEN. DONALD HOFFMAN, COMMANDER, AIR FORCE MATERIAL COMMAND, NEAR A DLA BOOTH DURING A CORPORATE OUTREACH EVENT. SHE SAID DLA DISPOSITION SERVICES PARTICIPATION IN AGENCY OUTREACH AT EXPOS AND SYMPOSIUMS "GIVES US THE OPPORTUNITY ... TO SHOW OUR CUSTOMERS THAT DLA REALLY DOES CARE ABOUT THEM AND WANTS TO HEAR THEIR ISSUES AND CONCERNS."

to Prewitt. The interaction provided her the name of a professor considering DLA Disposition Services participation in his symposiums. That contact led to Pre-

been for the DLA corporate booth at another conference it is doubtful I would have ... this opportunity."

Prewitt said additional exposure booth support and speaking opportunities offer helps Air Force leaders recognize her.

"Consequently, they often stop at the DLA corporate booth, even though it's not on their agenda, just to say

'How are you?' and 'Is there anything I need to be aware of?'" Prewitt said.

Prewitt said this type of contact is priceless for a DLA major command representative and would not be possible without DLA's Corporate Event Program.

"It portrays to the warfighter that we care. After all, we are DLA," she said.

Tim Hoyle
Public Affairs

Military leaders often stop by the DLA corporate booth just to ask "Is there anything I need to be aware of?"

witt presenting at the Strategic Logistics Symposium at Langley AFB, Va. The class was designed for senior leadership and held at various locations throughout the world. Her audience included 87 students of various ranks, but consisted mainly of colonels.

"Ultimately, my briefing, and how well it was received by the students, resulted in an invitation to be a permanent briefer for that class," Prewitt said. "Had it not



Reuts help devastated Illinois town recover

Reutilized military hardware recently helped the community of Harrisburg, Ill., recover from a devastating tornado that left a 26-mile path of destruction this spring. With winds reaching 180 miles per hour, 10 homes and buildings were completely destroyed; another 140 homes and businesses were severely damaged during a storm that killed 10 people.

Hopes for relief and recovery assistance to the Harrisburg community were dampened when in early March the federal agency that provides financial assistance to aid in recovery was forced to reject the state's request for public assistance because expenses associated with recovery did not meet the federal minimum standards. In Illinois, the threshold for receiving public assistance is \$17.3 million. Expenses associated with the Harrisburg tornado disaster "only" amounted to \$5.4 million.

In the hours and days after the twist-er, the Illinois Law Enforcement Support Office in Springfield was contacted by Harrisburg Police Chief Robert "Bob" Smith, seeking any possible equipment resources for rescue and recovery. The police agency was experiencing problems accessing roads and other areas in the community necessary for patrol due to piles of debris.

Two dump trucks owned by the city were severely damaged, hampering both patrol and public safety efforts. Illinois LESO turned to DLA's Disposition Services at Sparta, Wisconsin. Scott Humburg, a property disposal specialist

at Sparta, worked with Illinois LESO to identify trucks that could be used for debris removal in Harrisburg.

Once trucks were identified that could replace those Harrisburg lost to the storm, Illinois LESO engaged LESO staff in Battle Creek, Michigan, to seek approval for the requisition. DLA works

"When Harrisburg was denied public assistance, we thought we were on our own. Then, once we learned DLA's LESO office could help with this equipment ... we couldn't believe it."

Harrisburg Police Chief Robert Smith

with law enforcement agencies across the nation during times of natural and man-made disasters to provide equipment resources needed for response and recovery.

Humburg knew the people coming to collect the vehicles could not make it to the disposition yard in Sparta before the end of normal working hours. But

good customer service, whether to warfighters in Afghanistan or civilians trying to put a town back together in southern Illinois, made making the right call simple. Humburg stayed on site into Friday evening so they could receive and use them that weekend without having to wait until Monday to pick them up.

Humburg helped load the trucks onto flatbeds for 550 mile trip to Harrisburg. Humburg said they loaded the two trucks quickly and were on their way to help the people of southern Illinois.

The two dump trucks, originally valued at \$178,230, were a

welcome relief to city leaders.

"When Harrisburg was denied public assistance, we thought we were on our own," Smith said. Then, once we learned DLA's LESO office could help with this equipment, we were thrilled ... we couldn't believe it."

Jeff Landenberger
Public Affairs

**Mid-America
Region**

NOAA PHOTO



Audit readiness to focus fiscal picture

No one can definitively account for all of the Department of Defense's spending each year. Figuring out how many employees, contractors, buildings, vehicles and widgets it has at any given time can be a wee bit of a challenge, too. But that doesn't mean it isn't worth a try.

As one of the biggest employers in the world, and arguably the most important, a balancing of the books would increase effectiveness and lift public confidence. The desire for fiscal and material accountability across DoD has long been held up as a holy grail of stewardship, and Secretary of Defense Leon Panetta has yet again turned the department's gaze toward that noble quest.

By fiscal year 2017, the secretary wants DoD to receive a clean, or "unqualified" audit opinion. DLA Director Vice Adm. Mark Harnitchek wants his

agency to aim for the same two years earlier, in 2015.

A June memorandum from DLA Vice Director Edward Case said "DLA is a global organization and the scope of our eventual audit will be far-reaching; thus, we must be proactive and mobilize the organization now to effectively prepare for the demands of the auditor."

Consider the mobilization underway.

In June, 300 people from around the enterprise, including some from DLA Disposition Services and its finance team, linked up to get the effort started. Even more people in DLA have since received training and development packages created by a startup team to help them get things going quickly.

The team members involved for DLA Disposition Services are "absolute experts" on all levels and facets of activity operations, according to the project's co-site operations lead, Paul Mank. And while the

effort is being spearheaded by a full-time team, the need for financial literacy will touch everyone.

"When the auditors come out to take a look at us, they may talk to any DLA employee to understand our processes and controls, find audit-related documentation, etc., so it's crucial everyone understand the role they play in audit readiness," said Simone Reba, DLA's Deputy Director for Finance and the program manager for the agency's audit readiness efforts, in a recent DLA Loglines article.

So what role will DLA Disposition Services employees play in getting audit ready? Well, it might first be helpful to understand what audit readiness fully entails.

An auditor will begin by combing over DLA's financial statements.

"It starts at the tail end – what was

•See "Audit," pg. 20

DLA DISPOSITION SERVICES DIRECTOR TWILA GONZALES SPEAKS TO ATTENDEES DURING AN ANNUAL FINANCE TRAINING SESSION IN BATTLE CREEK, MICH. AS PART OF THE DEPARTMENT OF DEFENSE PUSH TO BECOME FULLY AUDITABLE IN THE COMING YEARS, DLA AND ITS FIELD ACTIVITIES ARE EMBARKING ON A LARGE-SCALE PROJECT TO SYNCHRONIZE AS MANY PROCESSES AS POSSIBLE ACROSS FIELD SITES, LINK EXPENDITURES TO MISSION NEEDS IN AN AUDITABLE WAY, AND ENSURE EMPLOYEES AT ALL LEVELS UNDERSTAND HOW THE EXECUTION OF INDIVIDUAL TASKS AFFECTS THE ORGANIZATION'S MISSION EFFECTIVENESS AND BOTTOM LINE.

PHOTO BY JACE ARMSTRONG



Good things HAPpening in Europe

Europe
Region



(LEFT) INCIRLIK AIRMEN MOVE FURNITURE BOUND FOR HAP RECIPIENTS. (MIDDLE) ROMANIAN FIREFIGHTERS RECEIVE TRAINING ON DONATED TRUCKS AT DLA'S GRAFENWOEHR SITE. (LEFT) BOARDING SCHOOL STUDENTS RECEIVE MATTRESSES IN MOLDOVA.



COURTESY PHOTOS

Barracks beds, wardrobes, medical equipment ... some second-hand items just don't seem to attract a lot of demand for reuse within DoD. DLA's disposition professionals in Europe know this, but they also know the disposal costs of unwanted items, and so they work to maintain a robust partnership network helping those who can truly benefit from a dresser or bed, a dentist's chair, or perhaps even a pair of ladder trucks from the 80s.

Through EUCOM's Humanitarian Assistance Program, needy schools, hospitals and other charity organizations serving Europe continue to take advantage of the excess and unneeded items generated by troops and commands stationed on the continent.

HAP is closely coordinated between EUCOM and USAID. U.S. ambassadors rely on our military presence in Europe to help poorer nations there – mostly former Soviet-controlled states – in strategic ways that strengthen partnerships and improve the image of the

United States by providing basic and essential services and goods. That assistance can take many forms: disaster response, medical care, road and building construction, city planning and first responder training – and the donation of materials and equipment – some new and some used but still in decent shape.

DLA Disposition Services and the excess material donations generated by the services is an important cog in the wheel. While EUCOM's logistics director, Navy Rear Adm. Andy Brown, recently said budget limitations may force the command to reevaluate and tighten the faucet on how it supports the continent through HAP efforts, it would seem that the support type provided by DLA's disposition element will continue with business as usual. Dollars may dwindle, but some items will still be replaced or simply discarded; especially with plans for continued, gradual reductions in levels of service members stationed there.

In the 12-month period ending in May, the Europe and Africa region of

DLA Disposition Services dished out about \$10.3 million in humanitarian donations, about two-thirds of which was through HAP, with another \$3 million going to ChildsLife International and Missions Without Borders.

Here are some examples of what's taking place across the continent:

The U.S. Army Garrison Grafenwoehr Fire Department turned in two used ladder trucks to DLA Disposition Services at Grafenwoehr earlier this year. ChildsLife International received the trucks and identified the Romanian city of Barlad for donation. By helping meet Barlad's urgent need for modern firefighting equipment, the trucks will help protect children and their families in the city of approximately 100,000.

"Although the equipment is 24 years old, it is far more technical than they currently use in Romania today," said Florian Ivan, a regional director for the organization. Barlad firefighters were

•See "HAP," pg. 20





NAVAL AIR WARFARE CENTER AIRCRAFT DIVISION DETACHMENT NORFOLK, ATLANTIC TARGETS AND MARINE OPERATIONS PERSONNEL RECENTLY CRAFTED A REALISTIC-RANGE TARGET FROM NO-COST MATERIALS RECEIVED THROUGH DLA DISPOSITION SERVICES. U.S. NAVY PHOTOS.

Scrap material provides realistic target

The following excerpts are taken verbatim from the Jet Observer military newspaper, Norfolk.

Pilots and helicopter crews training at the Dare County range in eastern North Carolina have a new target that's a dead ringer for the kinds of missile-bearing coastal patrol ships designed that could pose a threat in a time of conflict.

But this realistic target is a custom-built shape crafted atop an old barge by Naval Air Warfare Center Aircraft Division (NAWCAD)'s Detachment Norfolk, Atlantic Targets and Marine Operations (ATMO) personnel. It was produced on a modest budget to provide realistic training — and survive hit after hit on the training range.

"All of this metal came from DRMO," said Gary Houze of ATMO, discussing the Defense Readiness and Marketing Office, which handles the disposal and reuse of surplus military property. "No

metal was bought for this project."

"If we just went out to buy all this metal, you're talking thousands and thousands of dollars," added Steve Carlson, the NAWCAD Detachment Norfolk site lead. "The success story is the teamwork between Gary and his contractor team and ATMO."

"It gives a realistic looking threat," Carlson said.

Merkes and Houze both said the team was grateful to DRMO.

"For all the money they saved us," Merkes said.

"Oh, yeah," Houze agreed. "They saved us a lot of money."

It marks a return to target training at the Long Shoal Naval Ordnance Area for the first time since 2003, when a refurbished target was destroyed by Hurricane Isabel.

Lt. Cmdr. Martin Hill, operations and ranges at FACSFAC VACAPES, said the new target increases available training areas for pilots operating from bases in

Hampton Roads.

"It adds an entire additional target area," Hill said. "For naval aircraft, there is one main training range. There's one set of targets that are close together, and adding Stumpy Point basically doubles the range availability."

Hill said the target has already been of use, especially by providing greater flexibility in the approaches helicopter crews can practice during training. That means more realistic training.

"The guys like it," he said. "There are plenty of holes in it."

Instead of a barge with metal cargo boxes welded onto it, ATMO was able to deliver a durable target that resembles a potential threat pilots and air crews may face in real world conflicts.

"If I was still in the Navy, I'd have a blast shooting at that," said Ron Brown, assistant target shop lead and fabricator with ATMO.

U.S. Navy Fleet Forces



Workforce Development

2012 class of DLA interns sees opportunities ahead

The nation may face drought this summer, but the cream of a strong crop of DLA Disposition Services internship applicants recently arrived at the Battle Creek, Mich., headquarters to begin two years of growth toward disposition mastery.

According to program manager Michael Johnson, more than a thousand resumes were received this year. A selection panel then spent about 400 man hours on reviewing and interviewing, and 14 survivors ultimately beat the odds and made it to the big show.

"We're looking for people who are creative, innovative, self-starters, leaders ... people who change things," Johnson said. "When you're looking at that many resumes, those are the qualities that set you apart."

Most of the interns relocated from elsewhere to Battle Creek for a year of training and study. During that year as logistics students, they are classified as GS-7 employees. After a year, three will stay in Michigan and 11 will move on to their ultimate duty station to work for a year at the GS-9 level. Ultimately, after a successful 12 months beyond that, they graduate from the intern program as a GS-11, with the kind of background understanding that will hopefully position them for even higher grades and greater responsibilities down the road.

"It's a great opportunity; it will turn you into a future leader," said intern Jamelia Anderson, a 2nd class petty officer in the Navy Reserve and EDRT member out of Huntsville, Ala. Like many of the interns in this cycle, she already has a good bit of familiarity with DLA and



PHOTO BY JAKE JOY

MEMBERS OF DLA'S 2012 CLASS OF INTERNS WATCH A TED PRESENTATION ON PRODUCTIVITY DURING THEIR FIRST WEEK AT ACTIVITY HEADQUARTERS IN BATTLE CREEK, MICH. AFTER A YEAR OF STUDY AND TRAINING, THE INTERNS WILL MOVE ON TO THEIR DUTY POSITION, AND AFTER ANOTHER YEAR ON THE JOB, WILL GRADUATE THE PROGRAM AS GS-11 FEDERAL EMPLOYEES.

the roles Disposition Services plays in DoD's logistics chain, but she knows the program will still be beneficial.

"When you're out in the field, you'll understand why we do the things that we do," she said. Anderson knows the field, having spent six months with an EDRT in Iraq, where DEMIL supervisor David Drum and coworkers back home encouraged her to try for the Battle Creek program.

"They always told me, 'Oh, you need to be an intern,'" Anderson said.

"Everyone's pretty excited to be here," said Courtney Gutteridge, a recent college graduate and former employee at the East Region office in Jacksonville, Fla.

Gutteridge is the internship's youngest participant, and said her year in Battle Creek will be the first time she's ever been on her own. She's not too worried, though. She said that in the very first week, the classmates have hit it off well.

"We're all already close; we're planning to do stuff this weekend," Gutteridge said.

Not everyone traveled solo. Some interns brought spouses, children and pets for an opportunity to learn the organization from the ground up.

Darlene Guthneck relocated from

•See "Interns," pg. 19

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

Master Sgt. Jorge Felix

Duty in Djibouti - where everybody knows your name



PHOTO BY AT STAFF SGT. JOSEPH ARANZA

AIR FORCE MASTER SGT. JORGE FELIX, DLA DISPOSITION SERVICES DJIBOUTI'S DISPOSAL SERVICE REP, POSES OUTSIDE THE SITE IN THE HORN OF AFRICA AOR.

piracy and humanitarian missions. Felix said the mission and workload in Africa continue to grow, but the camp's current size makes it a prime opportunity to network and work face-to-face with customers.

"It's all about customer service. I'm always passing out my card, talking to customers. I take their names and write down what they're looking for on my spreadsheet, just in case I see something," he said.

Felix met the base master-at-arms, who later came to Felix and said he needed a safe. "I said, 'I'll keep a look out,'" Felix said. "A week later, an Army unit turned in a five-door safe. I said 'perfect.'"

Felix met and trained an Army captain on how to search for and requisition items. The captain ordered eight generators from Hill Air Force Base that saved his unit \$200,000 his first day in the system.

Felix met some base sailors when on a last minute, cross-country mission to recover six pallets of rope from USNS Joshua Humphreys to free up critical deck space before it went back out to sea. While checking out of post for the three hour drive

to meet the ship, some sailors recognized his name and said they had heard good things about him.

Felix remembered who they were referring to; some warfighters who came in with mangled paperwork and instead of sending them away to make corrections, he gave a lesson on the spot, working through the documentation with them line by line.

"But to hear a friend of a friend hear your name, know who you are and say 'So-and-so said you were a really nice guy and helped them out tremendously,' ... and I was like, 'wow, that's what counts. That's what matters,'" Felix said.

If **Felix met** ... seems like a theme, well, it is. In a place where you're the only person with the expertise to provide the service you provide, it's a good thing when everybody knows your name.

"I'm always just trying to make things better for the next person," Felix said. He hopes to rotate out before his 10th anniversary in late August. But in the meantime, he continues to try and train new people and units as they filter in and out, grabbing a first sergeant or senior chief as they come and go, making sure they know that he is there, and more importantly, there for them.

"So far, it seems to be working great."

**Jake Joy
Public Affairs**

One might imagine Air Force Master Sgt. Jorge Felix as a solitary man, squinting in the bake of the evening sun, standing against northeast Africa's arid expanse for the first time, alone. After all, he's the only pure disposition specialist on an entire continent.

But in reality, he's too busy to be lonely. Plus, he's making friends.

"I'm constantly busy, from helping the customers with their turn-ins, to actually going to their sections," Felix said. He regularly has a plan for a 12-hour workday, but "always" works more. "What happens is, a lot of times, customers just want to come in and dump everything at once, and you're like 'no, no, no, no, you can't do that, you've got to get me some 1348s.'"

So, Felix ends up helping, training, and conducting research for units because sometimes it's just faster that way. In the process, he's making personal connections and giving DLA a good name.

"I have more routine customers," Felix said. "You actually become friends, being that it's a small camp and you get to know everybody, especially the customers that walk in all the time. Some organizations send the same person over and over, so you get to know them by their first names."

Camp Lemonnier, where Felix is working in Djibouti, supports a wide variety of troops, many belonging to Combined Joint Task Force – Horn of Africa, formed shortly after 9/11 and whose main missions include de-mining, counterterrorism, counter



Customer Analytics

New online tool identifies DLA customer needs

Defense Logistics Agency employees have a new portal on eWorkplace to access customer data designed to help them understand and connect with customers.

According to Brenda Ellis, a team member with DLA Logistics Information Service's Customer Outreach Branch, a new customer relationship management tool from the DLA Logistics Information Service known as the CRM Customer Analytics portal provides easy access to information to help anticipate customer needs. Ellis said the portal provides insight and analysis that employees need to foresee customer trends and build lasting customer relationships.

"What a great resource to have in regards to our customers," said Brenda Olds, a Logistics Operations customer support representative to the Marine Corps.

Olds and Logistics Operations colleague Sue Carter recently created a framework for a DLA Customer Assistance Logistics Course, Marine Corps Logistics Base Albany, Georgia. Having worked with the Corps, Olds said she understood Marines' needs for awareness and training about DLA processes, products and services across their logistics community in the region, but did not know who to invite to attend the training.

"The information we received from the CRM Analytics team was spot on," Olds said. "We were able to pinpoint who was contacting DLA in the region from our installations and why they were calling."

Olds explained how DLA Logistics Information Service CRM Analytics generates a list of customers in the region who contact the DLA Customer Interaction Center, creating a potential audience to invite to the course and "tailor our training to what the audience needed. It simplified our preparation

DLA Logistics Information Service Serving the Customer



[CLICK HERE](#) for CRM Analytics Request form

What's New

Defense Logistics Agency (DLA) Logistics Information Service is the source for Customer Relationship Management (CRM) information and statistics. Using CRM, we provide detailed analytics on your customers to enable you to understand customer trends, anticipate customer needs and build lasting customer relationships within DLA.

and operation."

Ellis said the team gathered data from the Customer Relationship Management database that compiles the contacts made with customers from all branches of the military as well as federal agencies and private businesses. Agency customers inquire daily through the CIC, the Defense Supply Centers, and other agency subject matter experts. Customer questions range from the status of requisitions, how to gain access to DLA information systems, get a National Stock Number or how to turn in items, to name a few. Ellis said the answers come from query processes that retrieve selected data from the CRM database. Team members perform custom searches, conduct trend analysis and provide charted or itemized information back to the requestor.

"The output generated to the requestor enables them to better understand their customers and engage in proactive ways to build improved customer relationships," Ellis said.

"I am excited about what the cus-

tomers analytics team is doing for the enterprise," said Vicki Christensen, who is responsible for providing Customer Engagement Strategy training to newly appointed action officers for Operations and Sustainment. Action officers are encouraged to use the CRM analytics team to perform customer intelligence for senior level officials who plan to engage and visit with customers.

"This service completes a 360 degree approach to the customer service we want to perform at DLA," Christensen said. "We are using the information provided to better understand our customers and improve customer satisfaction levels across the enterprise."

To submit a CRM customer analytics request, visit the CRM Customer Analytics page in eWorkplace (<https://eworkplace.dla.mil>), select the "Programs & Initiatives" tab, then select "CRM Customer Analytics." Interested parties may also contact the team by email at CRMAnalytics@dlamail.mil.

Ken Tomalka

DLA Logistics Information Svc.



New Pacific leader focusing on customer



PHOTO BY JACE ARMSTRONG

Gerald Charlton, the new disposal services director for the Pacific, said that based on what he had already learned about DLA Disposition Services, he was “extremely excited” by the agency’s focus on warfighter needs and excellence. He said he already feels a part of the organization. And while the mission and his new customer are different, Charlton hopes to make the same type of difference in DLA as he did in the Coast Guard.

In her June 18 welcome message, DLA Disposition Services Director Twila Gonzales cited Charlton’s “terrific leadership track record” at “building high-performing teams.” A retired Coast Guard commander, Charlton spent more than 30 years honing his leadership skills there. His logistics tours included service as a

DLA DISPOSITION SERVICES PACIFIC REGION DIRECTOR GERALD CHARLTON COMES TO THE AGENCY WITH MORE THAN 30 YEARS EXPERIENCE AS AN OFFICER, COMMANDER AND LOGISTICIAN IN THE U.S. COAST GUARD. CHARLTON SAID HE’S IMPRESSED BY THE WORKFORCE’S “ABSOLUTE DEDICATION” TO THE WARFIGHTER.

logistics department head for the U.S. Coast Guard Sector Mobile, Ala., and a tour at the Maintenance and Logistics Command Pacific in Oakland, Calif.

Charlton recently spent a couple of weeks in at DLA Disposition Services headquarters in board meetings and orientation visits, and at a senior leadership team workshop in Ann Arbor, Mich.

From the short time he has been with DLA Disposition Services, Charlton said he has already been amazed by the people he has met.

“Everyone is extremely knowledgeable, intelligent and kind,” Charlton said. He added that he has been “extremely impressed by the quality of the people and their absolute dedication to the warfighter and complet-

ing the mission.”

No stranger to the Pacific, Charlton remembers his time at Barbers Point, Hawaii, from 1982 to 1985. He said he loved the diversity of the people, the cultures and the logistical challenges of the Pacific. Charlton also loves the outdoors and describes himself as an avid diver, backpacker, and surfer. His greatest passion, however, “is making a difference in other people’s lives.” For more than 20 years, Charlton said he has actively worked with organizations and one-on-one with kids at high risk.

“I feel like we are making a difference every day, and that truly inspires me,” Charlton said. “My number one focus right now is our customers, the warfighters, and our people.”

Tim Hoyle
Public Affairs



•From “Lewis,” pg. 5

and the Earthworks facility manager. “We’re doing good things here; we’re making dollars and sense.”

The average person may look at a pile of compost and see only dirt, but according to Ron Norton, contract solid waste and recycling program manager at the public works office, “It’s black gold to us.”

It is gold for warfighters and families. The active recycling and composting programs help fund base Morale, Welfare and Recreation programming.

Castro helped initiate the compost sales, received weight readings and consulted contractors on removal procedures. The actual composting is continually conducted by public works. A little bit of compost scrap remains on site in between each sale, Castro said, so the sale requirement remains open and redundant paperwork isn’t required.

Area manager Robert Burrell aims to export the idea to his other applicable sites, like those in Alaska. Burrell and Castro think the idea can and should be considered across much of DLA Disposition Services.

“I would hope so,” Castro said. “In a



“In a time of DoD budget crunches, if you can find ways like this to generate revenue, more power to you – put it out across the field.”

Hewelyn Castro

PHOTO BY JAKE JOY

time of DoD budget crunches, if you can find ways like this to generate revenue, more power to you – put it out across the field.”

Putting it out across the field would seem to be a good thing to do with both ideas and compost. All that green just

from saying “yes.”

Ken MacNevin
Public Affairs

•From “Interns,” pg. 15

Ohio for the internship, and her fiancé resigned from his position and came with her. She was going, said she was taking the dogs, and he wanted to be there, too. She said she looked forward to the chance to comprehensively learn the job.

“It’s wonderful working for an agency that actually wants to train you,” Guthneck said.

Hopes are high in the group, as they get oriented to their new home and prepare for 12 months of training.

“We’re all willing to learn the program and, in the end, I think we’ll all be successful in the positions we fill,” said Gutteridge.

Jake Joy
Public Affairs

•From “Batteries,” pg. 6

Glenn called the sales office in Battle Creek, Mich. As she suspected, the St. Julien’s Creek, Va., site still had a battery recycling contract in effect for the Tide-water area. The contractor was thrilled; battery replacements had all but ceased in that area, and they were more than happy to cover recyclables coming from King’s Bay as well.

With a modification to that contract, removals of the batteries resumed. Two removals have now taken place – nearly 550,000 pounds of recyclables requiring 28 tractor trailer loads to ship out – with up to two more potentially on tap,

saving about \$325,000 in disposal costs before the end of 2013.

“Lorin did a lot of work to make this happen, to get the contract set up and get the wheels in motion,” said Rockford. “She went above and beyond what is required and she did a great job with it.”

“It made me happy to not have to send them to the landfill,” Glenn said. The existing contract modification worked out for the Navy, for DLA Disposition Services, the contractor and the taxpayer. “Everybody’s happy, and we saved all that money. ... Saving money for the government is everything to me.”

Jake Joy
Public Affairs

•From “Audit,” pg. 12

spent; and they'll track it back to the need," said DLA Finance Disposition Services audit readiness site lead Isaac Stanley.

Done correctly, a statement should represent the full cost of doing business. For the agency's financial statements to pass muster, funds (budget), inventory, real property and general property must all be accounted for. So: how funds were spent, how much excess material was received, where it is located, how employees spent their time, and what equipment is being used to do the work. All the documentation needs to make sense, and come with accompanying justifications.

"We want independent auditors to be able to come in and say 'these numbers are believable,'" said field stewardship advocate Bill Ginn.

A big part of coming up with believable numbers lies in adopting common procedures for a wide variety of processes executed daily by DLA employees, specifically "any process that affects our financial position – timesheets, inventory, expenditures, sales," said Stanley. "This is an opportunity to standardize our processing and get everyone on board."

So, if it has a financial effect whatsoever, DLA wants everyone – regardless of location – conducting that process to do it the exact same way, according to the standards that will be developed through dialogue between DLA headquarters and the audit readiness site teams.

Some people will inevitably be asked to change the way they do certain things, even if they have been doing it that

way forever, and even if they believe their way is better. Team members say not every process change identified will immediately make things better, but it will put DLA on firm, accountable footing, and future opportunities for continuous process improvement projects and employee suggestion and feedback channels will remain open.

"We're not necessarily trying to improve processes. We're just trying to instill controls to mitigate risk of inaccurate financial reporting," Stanley said. "If we can make something better, that's a byproduct of what we're doing here."

Financial literacy training will play a big role in helping everyone understand the importance of process standardization efforts, which, in turn, will help make DLA audit ready.

"They could end up coming to you and asking you specific

questions about how you do your job; 'are you following the SOP?'" said Mank. "We're trying to help the workforce understand why timesheets matter, why the accuracy of data they input into DAISY or RBI is important, why a receiver needs to know what financial impact he makes through his receiving decisions."

By knowing what the financial impact is, and adhering to a set of standard procedures for each process, individuals will understand the bigger effects of their decisions, and make the smarter choices that can ultimately help DLA become more accountable even as it faces smaller budgets.

"If they have more financial awareness and operational integrity, they can make a better decision for DLA as a whole," said Mank.

**Jake Joy
Public Affairs**

•From “HAP,” pg. 13

thrilled with the capabilities the new equipment has to offer, he said.

DLA's Grafenwoehr disposition site hosted equipment training for the firemen from Romania, and DLA reutilization specialist Peter Steinbrenner helped the new owners with registration, technical inspection requirements and the vehicle insurance needed for the 1,200 mile drive back to Barlad.

Farther east, at Incirlik Air Base in Turkey, airmen regularly team up with local DLA Disposition Services site

staff to send truckloads of HAP furniture to orphans, refugees, and the outpatient facilities that serve them in the Republics of Georgia and Azerbaijan.

"I love seeing this equipment being reutilized. It's going to the right place where people need it," said Sedat Deryalar, a DLA Disposition Services property disposal specialist.

In 2009, Incirlik donated about \$78,000 worth of furniture to the Republic of Georgia to help furnish a youth camp that specialized in helping children with diabetes.

At Kaiserslautern, Linda

Wagner regularly patrols a 150-mile swath of Germany where she receives, inspects and coordinates removal of HAP property and arranges transport to programs in need across Europe. Just before Christmas, the site received a thank-you note from HAP recipients in Moldova.

**-From the Auxiliary
Boarding School, Razalai,
Moldova**

**Administration of the
Auxiliary Boarding School
Razalai, Sangerei district,
brings you sincere thanks
for the mattresses you have
sent for children. These**

**mattresses are very soft
and comfortable. We feel
ourselves good and healthy
sleeping on them. We are
very grateful to you for all
good you have done for
us. Due to the fact that the
winter holidays approach
and the most beloved children's
holiday - Christmas,
we wish you a new year
full of happiness, wealth,
strong health and achievements.
Merry Christmas and
a Happy New Year!
With profound respect,
Director of the School,
Lon Vulpe**

**Jake Joy
Public Affairs**



Reading for professional growth

“The Apple Experience - Secrets to building insanely great customer loyalty,”
by Carmine Gallo

So what’s the secret to becoming Earth’s most valuable company?

For starters, a company probably needs to provide a world-class product or service - no small feat in itself. But the magic ingredient, the thing that distinguishes the greatest from the merely great, according to corporate brand communication coach and former journalist Carmine Gallo, happens when an organization can “create an exceptional experience” for its customers - whether online, over the phone, or in person.

Gallo argues that its not enough to simply provide goods and services: it’s the experience that counts, and its the experience that will earn return customers.

In his new, 235-page book “The Apple Experience: Secrets to Building Insanely Great Customer Loyalty,” Gallo focuses his considerable powers of analysis and observation on one of the world’s most distinct and envied retail showrooms - the Apple Store.

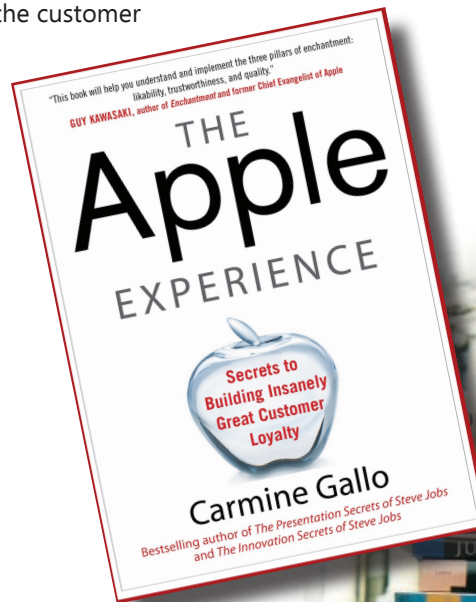
“... Apple has refined the customer service model to the highest degree of any major corporation ...”

The Apple Store, a place where a Joe off the street can interact with “Geniuses,” or have his questions answered, no matter how simple or technical, and where he and his kids can put their hands all over some of the newest and most elegant electronic hardware and computer software on the planet.

Gallo understands that not everyone has products as attractive as Apple’s to lure people in the door in the first place. But his book does an excellent job of recognizing and distilling the customer

“The concepts you’re reading will help you create an exceptional experience for your customers whether you sell a product or service in-store, on the Web, or over the phone. It’s my contention that Apple has refined the customer service model to the highest degree of any major corporation,” Gallo writes.

•See “Apple,” pg. 22



service philosophies and techniques Apple uses to turn frontline staff into “evangelists” and customers into unapologetic “fanboys,” and he lays the concepts side by side in an easy-to-read, easy-to-understand fashion that should be neatly translatable to nearly any type of organization or business that deals with customers on a consistent basis.



•“Apple,” from pg. 21

Gallo has crafted a customer experience handbook that relies on anecdotes highlighting both good and bad customer service to build his theories and defend his concepts.

The opening, “Inspiring Your Internal Customers,” focuses on first ensuring employees are properly groomed and motivated. Gallo believes organizations shouldn’t expect customers to enjoy conducting business with it if their own employees didn’t truly care about the product or service they provide.

Gallo observes and shares stories of employees properly trained in what he terms the Apple “Five Steps of Service,” and those who were not, as part of the second section, “Serving Your External Customers.”

The final section focuses on the actual stores themselves; the attention to aesthetic presentation that makes a visit to the Apple Store stand out in the minds of those who walk across the threshold.

The book offers “checkout” sections at the end of each chapter, much like a chapter review one might find in a high school math book. These pithy pointers are valuable, and, if ripped or jotted down from the book and placed side-by-side on a breakroom bulletin board, would serve as an ideal checklist by which employees and supervisors alike can and should ask themselves each day: “Are we using these principles to create a truly great experience for our customers? If not, why not?”

Former Apple CEO Steve Jobs said he wanted to focus his company on giving people what they need. Gallo is answering Jobs’ implied question by saying that what people need, as customers, is to not only walk away with the certainty that the product or service they just acquired will enrich their life, but with the feeling that the interaction itself did.

That’s what creates “insanely great” customer loyalty.

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

Kaizen, by Masaaki Imai

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 Secret Life of Bees, by Sue Monk Kidd

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 Month

Dec.

Category I

1st Place - Thomas Haegele,
Colorado Springs

Category III

1st Place - Timothy Cronk, J331
2nd Place - Roy Sprunger, J411
3rd Place - William Getchell, Holloman

Category IV

1st Place - Laurie Clark, J422
2nd Place - William McCormick, J311
3rd Place - Brian Echinaw, J91

Category V

1st Place - Kathy Atkins-Nunez,
East region

Feb.

Category I

1st Place - John Walsh, Riley
2nd Place - Thomas Madden, Arifjan

Category II

1st Place - David Williams, San Joaquin
2nd Place - Robert Bruen, Anchorage

Category III

1st Place - Eddiely Quejados, Yokosuka
2nd Place - Ronald Chavis, J413
3rd Place - David Sams, Arifjan

Category IV

1st Place - Carol Fix, J421
2nd Place - Randolph Smith, DB
3rd Place - Andrew Sanchez, Lewis

Jan.

Category I

1st Place - William Beer, Oklahoma City

Category II

1st Place - Leroy Flynn, Jacksonville
2nd Place - Tina Watson, J7

Category III

1st Place - Ronald Brooks, J33
2nd Place - Kristie Davis, Misawa
3rd Place - Bruce Rohrer, J4

Category IV

1st Place - Arthur Welsh, DB
2nd Place - Heidi Heuser, J9
3rd Place - John Awkerman,
J322

Category V

1st Place - Rufus Guillory,
Colorado Springs

Mar.

Category I

1st Place - Musa Sinim, Incirlik
2nd Place - Daniel Roussel, San Antonio
3rd Place - Kenneth Shepard, Columbus

Category II

1st Place - Tammie Mejia, J411
2nd Place - Kathleen Martinez, J51
3rd Place - Patricia Paikai, J762

Category III

1st Place - Luciano Lima, Lajes
2nd Place - Carlos Santiago, San Antonio
3rd Place - Ahmed Hasan, J411

Category IV

1st Place - Franklin Chenman, DB
2nd Place - Kay Knotts, J52
3rd Place - Nathaniel Gaunt, J72

Category V

1st Place - Neil Watters, J321



Congratulations on a job well done!





I AM DLA

My name is: Dawn How

I am: a materials examiner and identifier at DLA Disposition Services Lewis with almost four years of service.

Describe your job in a sentence: I support warfighters and other valued customers by issuing requested property and receiving excess material.

What is your favorite thing about working at DLA?

I think the care we provide each other in property management, and to our customers, is awesome. Everyone continues to make the extra effort to support all; we have a hardworking team!

Favorite memory at DLA?

I have the satisfaction of interacting with more than 20 different customers daily, and I get to experience their jubilation and see how DLA is able to provide them with needed resources.

I personally see on a daily basis how we are saving our customers thousands of dollars with the services we provide.

