

DLA Director Speaks to Program Manager

Army Lt. Gen. Henry T. Glisson
Spearheading a Revolution in DoD Logistics —
And Enjoying It!

"Tom" Glisson and the Defense Logistics Agency (DLA) workforce needed little acclimating to one another when he took over that agency in July 1997. After 30 years of Glisson being either a customer of DLA or part of what he calls "this extraordinary agency," both felt fairly comfortable working together.

A personable officer who laughs easily and works tirelessly, Glisson is hitting his stride in a job he's prepared for over the course of his entire career. Described by DLA Staff Director for Congressional and Public Affairs, Dan McGinty as "a superb leader who can't wait to tackle the hardest problems; he cuts quickly to the crux of the toughest issues," Glisson and his 46,000-employee workforce face an abundance of current and future logistics challenges worldwide.

His tenure at DLA just happens to coincide with the biggest shake-up in government military affairs and DoD acquisition and logistics practices that the nation has ever seen. Secretary of Defense William S. Cohen coined the phrase, "Revolution in DoD Logistics," and Glisson and his staff are making it happen.

ARMY LT. GEN. HENRY T. GLISSON, DIRECTOR, DEFENSE LOGISTICS AGENCY, IS INTERVIEWED IN HIS FORT BELVOIR, VA., OFFICE BY COLLIE J. JOHNSON, MANAGING EDITOR, PROGRAM MANAGER MAGAZINE.



And they've made a lot of progress it would seem. Glisson readily acknowledges he has a workforce of "dedicated, selfless professionals." In fact, his pride in DLA's talented workforce pervades the interview.

Program Manager, in this issue attempts to present our readers a glimpse into the leadership policies of a man who runs, literally the world's largest mercantile.

Q Can you tell us a little about your background and the qualifications and types of jobs that led to your appointment as the Director of the Defense Logistics Agency?

A For a career logistician, this is as good as it gets! From my commissioning as a second lieutenant in the Quartermaster Corps, each of my military as-

LT. GEN. HENRY T. GLISSON, U.S. ARMY

Director, Defense Logistics Agency

LT. Gen. Henry T. Glisson became the 13th Director of the Defense Logistics Agency on July 25, 1997.

The Defense Logistics Agency, headquartered at Fort Belvoir, Va., is responsible for providing the Army, Navy, Air Force, Marine Corps, and other federal agencies with a variety of logistics, acquisition, and technical services in peace and war.

These services include inventory management, procurement, warehousing, and distribution of spare parts, food, clothing, medical supplies, and fuel; administration of all military service weapon systems acquisition contracts; and reutilization of surplus military materiel. This worldwide mission is performed by approximately 46,000 civilian and military personnel around the world.



Glisson was commissioned a second lieutenant, Quartermaster Corps, in 1966 through the Reserve Officer Training Corps program at North Georgia College, where he also earned his Bachelor of Science Degree in Psychology. He received his Master's Degree in Education from Pepperdine University in Calif. His military educational background includes the Quartermaster Officer Basic and Advanced Courses, the Command and General Staff College, and the Army War College.

Selected as a Regular Army Officer in 1967, and detailed to the Infantry for 18 months, his early years included assignment as a Platoon Leader for the 549th Quartermaster Company (Air Delivery), and Aide-de-Camp for the Commanding General, U.S. Army, Japan; Advisor in the U.S. Military Assistance Command, Vietnam; and S4 (Logistics) and Commander, Headquarters Company, 2nd Battalion, 5th Infantry; Commander, Company C, 425th Support Battalion; Commander, 25th Supply and Transport Battalion; Executive Officer/S3, 25th Supply and Transport Battalion; and Assistant Chief of Staff, G4 (Supply), 25th Infantry Division, Hawaii.

From 1974 to 1977, Glisson was the Officer-in-Charge of the Cadet Mess, U.S. Military Academy, West Point, N.Y. From 1978 to 1982, he served as the S3, Division Support Command; Executive Officer, 701st Maintenance Battalion; and Commander, Materiel Management Center, 1st Infantry Division, Fort Riley, Kan. His next assignment was Commander, 87th Maintenance Battalion, 7th Support Group, U.S. Army, Europe. He served as Chief, Quartermaster Branch, U.S. Army Military Personnel Command in Alexandria, Va., from 1985 to 1987.

He was assigned to the Pentagon from 1987 to 1989 where he served first as Chief, Readiness Team, and then Chief, Troop Support Division, Office of the Deputy Chief of Staff for Logistics, Washington, D.C.

In 1989 he became Commander, Division Support Command, 4th Infantry Division, Fort Carson, Colo. He returned to the Pentagon in 1991, serving as the Executive Officer and Special Assistant to the Deputy Chief of Staff for Logistics; and then as Deputy Director, Directorate for Plans and Operations, Office of the Deputy Chief of Staff for Logistics.

In 1993 Glisson became the Commander, Defense Personnel Support Center, Defense Logistics Agency. In 1994, he was assigned as Commander, U.S. Army Soldier Systems Command, Natick, Mass. In 1996, he became the 44th Quartermaster General and Commandant of the U.S. Army Quartermaster Center and School in Fort Lee, Va., where he served until assuming his current position.

His decorations include the Defense Superior Service Medal, the Legion of Merit with Five Oak Leaf Clusters, the Bronze Star with "V" Device, the Bronze Star, the Purple Heart, the Meritorious Service Medal with Four Oak Leaf Clusters, the Army Commendation Medal, the Air Medal, the Combat Infantryman Badge, the Parachutist Badge, the Parachute Rigger Badge, and the Army Staff Identification Badge.

Glisson and his wife, Sherry, have one daughter, Shannon.



signments has built upon the previous one to help me learn the many aspects of military logistics – from retail to wholesale.

Several assignments have had a particular impact. My 18 months detailed to the Infantry in combat, for example, gave me the perspective of the soldier in the field. My assignments in operational supply, maintenance, and

material management gave me a “users or customer” perspective. My staff assignments in the Pentagon gave me the “big picture” of the role of logistics in the defense of the United States. Overseas assignments in Japan, Vietnam, and Europe gave me a global view of how we interact with our allies and the unique challenges of supporting warfighting around the world. Lastly, an assignment with the Defense Personnel Support Center, DLA gave me a joint perspective.

So after 30 years of being either a customer of DLA or part of this extraordinary agency, I feel fairly comfortable to serve as its director.

Q Did you find that DLA had changed considerably since you served as Commander of DLA’s Defense Personnel Support Center three years ago? Any surprises?

A Yes and no. I had become a real fan of DLA and its outstanding workforce during my assignment in the Defense Personnel Support Center. I had never seen such an innovative, customer-focused organization; dedicated, selfless professionals who truly did everything they could to support our nation’s armed forces. Plus, they were so adept at dealing with change and consistently searched for ways to provide better, faster, cheaper support. I found that none of that had changed.

With the Quadrennial Defense Review, Revolution in Military Affairs, Revolution in Business Affairs and Military Logistics, Defense Reform Initiative Report, Joint Vision 2010, and a host of other initiatives – all aimed at meeting the challenges that we face today – I found that the amount and pace of change had increased dramatically.

The implications for DLA were clear. Doing logistics the old way would not meet the needs of a 21st century armed forces. The nature of warfare, the operational environment, the armed forces were changing, and DLA had to change to keep pace – and it has.



Glisson on his July 1997 assignment as Director, DLA: “For a career logistician, this is as good as it gets... After 30 years of being either a customer of DLA or part of this extraordinary agency, I feel fairly comfortable to serve as its Director.”

This DLA is “not your father’s Oldsmobile.” It is a dramatically different organization than I left three years ago. DLA has continued to re-engineer its organization and business processes and embrace information technology. It is much leaner, more agile and flexible, and more focused on warfighters and partnerships with industry. It has become an integral part of the warfighting team – forward stationed today in Bosnia and on the CINCs’ staffs, and part of the Services’ warfighting team at installations around the world.

Lastly, DLA has continued to be the catalyst for change in logistics in DoD. Initiatives like Prime Vendor, Virtual Prime Vendor, Electronic Catalogs, Electronic Mall – all originated in DLA. It is a fast paced, exciting, dynamic environment. So while the great workforce hasn’t changed, DLA’s approach to supporting and sustaining warfighters has changed dramatically.

Q You were given one of the toughest jobs in the government – to reform the DoD logistics system. With 46,000 civilian and military staff at over 500 sites, processing more than 30 million annual distribution actions, administering over \$900 billion of DoD and other agency contracts, and managing over four million consumable items, how did you approach this monumental undertaking?

A First, as I stated earlier, I knew that I had the best workforce in the Department of Defense! I am blessed with absolutely outstanding field organizations and commanders, and three exceptional major subordinate commanders: Air Force Maj. Gen. Tim Malishenko, Commander of the Defense Contract Management Command; Navy Rear Adm. Dave Keller, Commander of the Defense Logistics Support Command; and Pat White, Acting Director of the Defense Automated Printing Service. They have ensured that we have good, solid processes and business plans in place.

We also have great leadership and support from my boss, Dr. Jacques Gansler, Under Secretary of Defense (Acquisition & Technology), and the entire OSD staff. I couldn’t ask for better tools with which to lead DLA.

My job was to provide the vision for the agency – developing a strategic plan to take the agency from today into the next millennium. That has been done with the publication of our 1998 Strategic Plan. Given strong leadership, support, and an extraordinary workforce, my job is easy. I set challenging goals with clear measures, then stand back and let the people perform.

Q
What do you see as the biggest challenge facing DoD in the area of logistics reform?

A
The answer is simple. We will not be able to achieve a Revolution in Military Affairs unless there is a complementary Revolution in DoD Logistics. The United States' ability to modernize our armed forces so they are ready for the changing nature of warfare and the operational environment in the 21st century depends heavily on us. We simply must leverage information and the commercial marketplace, and adopt more effective, efficient ways to support and sustain our armed forces in peace and war.

What we do *will not change*. How we do it and what we do it with *will change*. If we do not, there will not be enough funding to modernize our forces, and we will be unable to provide required logistical support on the modern battlefield. It is a mandate for change and we must all have a sense of urgency to reach this goal.

Q
In 1961, DLA's mission was providing centralized management of consumable items of supply, the federal supply catalog, the DoD industrial plant equipment reserve, and the surplus disposal program on behalf of all the military services. In 1998, DLA is a logistics combat support agency with broader and more complex DoD and joint missions, political mandates, military operations and emergency relief. How are you managing this new mission?

A
Our role has changed, and DLA has reorganized itself to accommodate this change. I think our vision statement says it best:

America's logistics combat support agency – the warfighter's choice for integrated life cycle solutions through teamwork and partnership. One team – one focus, around the clock, around the world.

We want to be the logistics provider of choice for U.S. servicemen and

women, wherever and whenever they need us, anywhere in the world. We want to be an integral part of the warfighting team.

When you list all the operations U.S. forces have been involved in over the past few years, from hostile to humanitarian operations, it vividly illustrates that our servicemen and women are called to every corner of the globe. We have found that the best way to optimally support U.S. forces is to step up to the front lines with them, wherever those front lines happen to be. DLA now has multifunctional Contingency Support Teams (DCST) that give us a forward presence, side-by-side with America's deployed troops. And that means quicker and more effective logistics support.

Such support can include everything from arranging for contingency contracting to in-country fuel support for multinational missions to setting up an excess property disposal function at the mission site or providing administration of support and logistics contracts.

Two DLA activities – DLA Europe and DLA Pacific – provide in-theater logistics planning and support directly to the Commander in Chief, European Command, and Commander in Chief, Pacific Command, as well as their components and field organizations in their overseas theaters.

We are also increasing our number of Customer Support Representatives in the field and using customer-focused metrics to improve weapons systems support; and are reorganizing our supply centers along a weapons and personnel support focus that better aligns us with our customers. The Defense Supply Center Columbus will be devoted to supplying items for land and sea weapons systems. The Defense Supply Center Richmond will provide items for air, aviation, and space support. The Defense Supply Center Philadelphia will provide troop support and general commodity items. The Defense Energy Support Center will provide all forms of facility and mobility energy, and the Defense Contract Management Dis-

tricts provide a single face to industry for DoD contracts.

The DoD Combat Support Agency Review Team recently evaluated this global support role. It was very gratifying to have them report that DLA's operations are effectively supporting our warfighting customers. I think this endorsement shows that our business and logistics innovations on behalf of the warfighters are moving us in the right direction.

Q
Has Congress recognized your vastly increased responsibilities and funded your agency accordingly?

A
Overall funding has generally remained constant despite increased missions. This has not been a problem; however, DLA has a history of absorbing new missions with no additional resources and funding better, faster, cheaper ways to perform them. Our innovative, creative, extraordinary workforce makes it happen. So funding is not currently a problem.

Q
What new logistics technologies and tools are you putting into your business practices?

A
Prime Vendor business arrangements, corporate contracts, electronic catalogs, and our Electronic Mall, or E-Mall, the Single Process Initiative, and early involvement by contract administration are just a few examples. Each combines emerging technology and best business practices to give purchasing power, choice of product, and on-scene support directly to our customers. Our role is changing from managing supplies to managing the business arrangements that will give our customers the best American business has to offer.

Another area we are concentrating heavily on is better integration of logistics support throughout the supply chain. For many years, DLA was a wholesaler whose support mission was essentially

one discrete link in a long chain to the ultimate customer. As the military services continue to downsize, and as we continue to take on more logistics support missions, we are taking on a bigger role in the overall logistics support. We need to make sure we take care of a couple of areas:

Making decisions that work well across the entire supply chain, which means from the first time a requirement is recognized until the needed items are delivered into the hands of the soldier in the foxhole. That also means we are getting involved up-front when weapons systems are first designed and produced to determine how best to provide logistics support throughout the life cycle of the weapon. It also means having our experts assist program managers in designing their acquisition strategies so there is less risk in bringing programs in on time, at the right cost, and performing as required.

In our internal operations we're partnering with the Defense Advanced Research Projects Agency to implement the latest in distributed computer systems. The most notable example is the DLA Electronic Commerce Mall, the E-Mall I mentioned earlier. Distributed systems architecture is the foundation of the E-Mall, which empowers DLA customers to go to one Internet site to search, locate, compare, and order material. They can order those items from DLA stocks, other Defense Department or Federal Agency electronic "stores," or directly from vendors via electronic catalogs. This technology arms customers with near real-time visibility into public and private sector inventory levels and lead-times. It also gives them the opportunity to select the ordering and payment method that suits them best: traditional MILSTRIP or the convenience of an IMPAC credit card.

Our Combat Rations Manufacturing Science and Technology Program is working on higher-quality, more cost-effective operational rations. We are working with Rutgers University and the military rations producers on new systems that will increase the variety of



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meals provided, add more whole-meat items, and make sure everything leaving the plant is of the highest quality.

Our Apparel Research Network is integrating the supply chain from the Marine Corps Recruit Induction Centers (RIC) back to the manufacturer. This has allowed the Marines to make significant reductions in inventory held at the RIC

while improving the fill rate. We have demonstrated that an automated, whole-body scanner can identify the clothing size of a recruit, leading to a better fit and less need to stockpile huge amounts of uniforms.

Let me give you an example of how technology can help the warfighter on the battlefield. The surge caused by the rapid deployment of more than 500,000 troops during Operation Desert Storm caused thousands of seavan containers and air pallets to stack up at in-theater ports. We couldn't always tell what was in those containers. We recognized that a better system was needed to provide instant access to information regarding what we had on hand, so we helped develop an Automated Manifest System (AMS).

AMS, which uses a laser optical memory card (OMC) as the data storage media, provides detailed information on the contents of each multipack and container. The general concept is that the card will accompany the shipment to the final destination and provide a ready source of computerized information on the contents, allowing us to immediately search and retrieve high-priority items.

DLA has recently been designated as the DoD Lead Organization for implementing the Automatic Information Technology Program, or AIT. This is a follow-on approach that includes such devices as the OMC, radio frequency identification tags, smart cards, and barcodes like you see in the grocery store. We are testing these AIT devices in the European Command theater for air, seavan, unit moves, and ammunition movements. Eventually, AIT will provide information to the Joint Total Asset Visibility System we operate, helping us track, trace, and assure accountability of materiel for our military service customers around the world.

One final tool I want to discuss involves a very successful partnership with private industry to leverage transportation in lieu of inventory investment: Premium Service. In partnership with Federal Express, DLA's customers can receive

direct, door-to-door delivery of select mission-critical or readiness-driver items in 24 to 48 hours, seven days a week.

DLA and the Services have positioned items at a 120,000-square-foot Premium Service facility at a FedEx hub, thus taking advantage of the company's extensive transportation system. Orders for continental U.S. customers are delivered within 24 hours after the Premium Service warehouse receives the requisition. Requisitions for overseas customers are delivered to an in-country airport within 48 hours. The warehouse currently houses more than 5,000 specific items for the Army, Navy, Air Force, and DLA activities. Requisitioners can find out exactly where their items are just by checking the FedEx tracking system on the Internet.

Q

Please tell us about your latest responsibility – as head of business developments for the new JECPO. What is the JECPO all about?

A

On June 5, 1998, the Secretary of Defense officially chartered a newly formed Joint Electronic Commerce Program Office (JECPO). The office is organized under the directors of the Defense Logistics Agency and the Defense Information Systems Agency and is responsible for accelerating the application of electronic business practices and associated information technologies to the way we buy and pay for the supplies the military needs. Our goal is to improve DoD acquisition processes and supporting sustainment life cycle practices.

DLA will take the lead on business developments. We will coordinate the full business cycle requirements and functional integration; identify best business



practices; handle functional industry outreach; and integrate Continuous Acquisition Life Cycle Support to DoD's business processes.

My partner, Army Lt. Gen. David Kelley, the Director of DISA, will oversee technical developments, providing cross-functional integration, technical architecture, and systems engineering solutions; setting up enterprise licensing approaches; and testing the infrastructure.

DLA's Office of Congressional and Public Affairs recently jump-started its bimonthly periodical, *Dimensions*. Glisson lauds it as an ideal forum for communicating information on policies, trends, events, and current thinking affecting the Defense Logistics Agency worldwide.

This is a true "joint partnership" involving all of the Services, and we hope to achieve real breakthroughs in how we do business in the months and years ahead.

Q

How has electronic commerce empowered DLA?

A

It has improved communication and procurement processes throughout the supply chain. Potential vendors can now view solicitations on-line and bid on them electronically; contractors can receive payment electronically; customers can order on-line from contracts established by DLA, and then follow up on the status of their shipments.

According to the Deputy Secretary of Defense, the adoption of electronic commerce and its related technologies, such as the Internet and World Wide Web to perform business operations, will be heralded as one of the major revolutionary logistics changes of this century. From the foxhole or deck of a ship, airfield, maintenance depot, or any place in the world that a soldier, sailor, airman, or Marine serves today, a customer with access to a computer and credit card will be able to shop comparatively for products; make a selection based on quality,

price, and availability; place the order directly with a supplier without having to go to a procurement office; and pay for it with an IMPAC card. This puts the buying options in the hands of the customers who actually need the products.

Get on the Web at <http://www.emall.dla.mil> and you'll see where we are headed. But there is a lot more coming.

In the future, we will be able to use electronic commerce to keep better visibility over stock and production levels, from the factory and vendor side, the DLA depot side, and the military services' retail side. This comprehensive view will aid war planners and logisticians at all levels in contingency planning and forecasting.

I am convinced that we are only now beginning to tap the immense power of electronic commerce. That's why one of our major goals in the DLA Strategic Plan is to "Rapidly exploit technology to provide agile, responsive, interoperable solutions." An objective of that goal is to achieve 25 percent of sales through the electronic marketplace by the end of FY 2002.

Q *From what you've told us so far, logistics has changed from a supply-based system relying on large stockpiles, and is quickly becoming a Web-enabled, distribution-based system exploiting improvements in commercial information systems to gain total asset visibility and management of the entire supply chain. What does this mean to the clerk sitting at a desk in a tent in Bosnia?*

A Well, if you are talking about a supply clerk who is facing a long list of needed items to keep his troops supported, it probably sounds like so much gobbledegook. His concern is that he gets what he needs, when he needs it, and never mind the business methodology that gets it to him. But our new systems will give him the tools to access the supply system via the World Wide Web.

He'll have electronic catalogs to do comparative shopping based on price, quality, delivery modes. He'll push a button



Glisson on "Life After DLA": "I would hope that I have provided the vision, ethos, leadership and resources necessary to ensure DLA remains relevant; an integral part of the warfighting team; is prepared to continue its support of America's armed forces in a new millennium; and that we served as the catalyst for a "Revolution in DoD Logistics."

on his keyboard to make a selection and pay for it with his IMPAC card. The orders will go directly to the supply source, who will be paid electronically. All in a paperless environment and without having to go through several systems or offices. Better, faster, cheaper!

If he doesn't understand this and needs assistance, that's why we deploy DCSTs now with American forces. Our own personnel are on the ground with the warfighter, to show him how to operate the systems or with the reach-back capability into the DLA logistics system to ensure responsive support.

We also operate our Emergency Supply Operations Centers (ESOC) to provide around-the-clock support to our deployed forces. They are a link to the thousands of dedicated employees around the world who make sure that clerk gets exactly what is needed — and on time.

That's DLA's foremost core competency. In Desert Storm we provided \$2.9 billion worth of food, clothing, medicines, medical items and repair parts, earning the Joint Meritorious Unit Award for our support.

Q *As DLA becomes a more civilianized support operation, contingency support teams, customer service representatives, and liaison officers will be employed more often, further into the area of operations, and become more of an integral part of the warfighting team. How have DLA civilians fared "closer to the fray"?*

A They have done very well. Use of civilians by DLA in forward deployed locations is not new. They have been part of our DLA Contingency Support Teams for the past several years.

DCSTs deploy forward into a contingency Joint Operations Area and establish themselves as the focal point for all DLA support to the Unified Command or Joint Task Force Commander. In terms of the civilian members of our DCSTs, we ensure that everybody assigned to a DCST position is technically skilled and