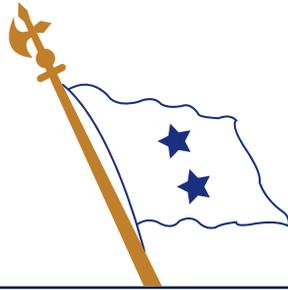


THE NAVY SUPPLY CORPS
 Newsletter

Winter 2020





A Message from the Chief of Supply Corps

This year, we celebrate the Supply Corps' 225th birthday. We have a fantastic opportunity to reflect on our history, take note of powerful lessons learned, and press ahead. In 1795, President George Washington laid the foundation for the Corps by appointing Tench Francis, Jr. as the first Purveyor of Supplies. Although much has changed over two centuries, the fundamentals of our business and the high ethical standards we must uphold remain the same. As we look to that bright future, I urge you to innovate, challenge the status quo, and give your best each and every day. Our government, Department of Defense leaders, shipmates, and fellow citizens are counting on us.

Chief of Naval Operations (CNO) "Fragmentary Order 01/2019: A Design for Maintaining Maritime Superiority 2.0," was released in December 2019. It emphasizes our Mission One is to ensure operational readiness across three areas – WARFIGHTING, WARFIGHTERS, and FUTURE NAVY. The supply community and NAVSUP are integral contributors, providing agile and resilient logistical solutions to sustain total force readiness. I encourage you to review this FRAGO and keep it handy.

This issue of the Navy Supply Corps Newsletter includes my updated Commander's Intent for 2020, which is centered on readiness, people, and audit; Supply Corps history; Reform; and an article by Lieutenant General Williams, Director, Defense Logistics Agency.

Take time out of your schedules to discuss the history of the Supply Corps with your leadership teams, attend local events commemorating our legacy, and share our story throughout your communities.

It is a privilege to serve with each of you, and my distinct honor to serve as your Chief. Thank you for your service and for wearing our "Oakleaf" with pride. Remember, we must always be ready to serve, ready to sustain the fight and "Ready for Sea".


MICHELLE C. SKUBIC
RADM, SC, USN



NEWS FROM THE Command Master Chief

Supply Family,

I am honored and humbled to be entrusted by Commander Naval Supply Systems Command and 48th Chief of Supply Corps Rear Adm. Skubic to serve as our 18th Master Chief Petty Officer of the Supply Community. I look forward to this great opportunity to shape our community to be ready now and together tackle the challenges ahead.

Master Chief Petty Officer Thaddeus Wright set a high standard, and I join our supply community to thank him for a job very well done. We met in a Senior Enlisted Academy classroom way back in 2006, and have been great friends and shipmates since. I know I have big shoes to fill, and I look forward to learning from the supply experts I will meet along my journey in this billet. To CMC Thaddeus Wright: Thank you for always being there for me and for so many Sailors around the globe! The NAVSUP family and I wish you fair winds and phenomenal following seas as you excel with your crew aboard the USS John F. Kennedy (CVN-79).

As I step into this new position, I reflect on the values and principles that shaped my career and that I tried to instill in the junior Sailors I served with. At my very first duty station, some 31 years ago, I met a shipmate who intimidated me just a little bit but made me want to be better every day by the example she set. Cryptologic Technician 2nd Class Amy Slowe, her uniform always perfectly pressed, boots glossy, and her work ethic was what probably intimidated me most. She made me want to keep up with her level of performance and is to this day a mentor and friend who inspires me to be a better person. I encourage each of you to be the example that others want to follow, and that they may even be a little intimidated by, not for yourself, but for others and the greater good. By selflessly striving to exceed expectations, we will together make the Navy stronger and better every day.

I look forward to meeting you during my travels, learning from you, and aiding in your personal and professional development however I can. Together, let's maintain the powerful momentum established by CMC Wright, and further strengthen and refine our supply community! Thank you for your hard work, commitment, and service to the community, our Navy and the Joint warfighters.

Go, supply family! Ready. Resourceful. Responsive!
See ya in the Fleet – All Day, Every Day!!

CMDCM(SW/NAC) Shannon Howe, USN
Command Master Chief
Naval Supply Systems Command

NEWSLETTER

Winter 2020

Rear Adm. Michelle C. Skubic,
SC, USN
Commander
Naval Supply Systems Command
and Chief of Supply Corps

Kurt Wendelken
Vice Commander
Naval Supply Systems Command

Capt. Matthew (Matt) N. Ott III,
SC, USN
Chief of Staff
Naval Supply Systems Command

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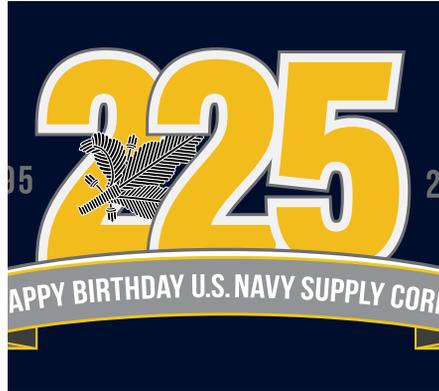
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US NAVY SUPPLY CORPS
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BIRTHDAY



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RETIRED REAR ADM.
DANIEL W. MCKINNON
JR. UNITED STATES NAVY
SUPPLY CORPS, LOOKING
BACK, LOOKING AHEAD



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FRAGO 01/2019: A Design for Maintaining Maritime Superiority



Admiral Michael Gilday
32nd Chief of Naval Operations

Our Navy's strategic direction, focused on Great Power Competition, is sound. This Fragmentary Order is written for senior Navy leaders to simplify, prioritize, and build on the foundation of Design 2.0 issued in December 2018. We will focus our efforts toward Warfighting, Warfighters, and the Future Navy, expanding on the momentum we have gained as a Navy over the past two years guided by both the National Defense Strategy (NDS) and the National Military Strategy (NMS).

Mission One for every Sailor – active and reserve, uniformed and civilian – is the operational readiness of today's Navy. Our nation expects a ready Navy – ready to fight today – and our commitment to the training, maintenance, and modernization that will also ensure a Navy ready for tomorrow. We will deliver this Navy.

Modern naval operations are in rapid transition, demanding the integrated, multi-domain capabilities of our fleets. We will respond to this transition with urgency. Our fleets will be ready to fight and win at sea – keeping that fight forward, far from the homeland. Underpinned by resilient reach-back/reach-forward and logistics capabilities, we will deliver a combat credible maritime force, ready to conduct prompt and sustained combat operations at sea. We must also succeed in sustained, day-to-day competition, winning future fights before they become kinetic.

Together with the United States Marine Corps, our Navy is the bedrock of **Integrated American Naval Power**, a force capable of fulfilling the mandate of the NDS and NMS. We will remain steadfast in our alliances and partnerships, which remain indispensable in any future fight. We will apply time, effort, and resources to grow naval power and think differently to find every competitive advantage.

We will focus our efforts on **Warfighting, Warfighters, and the Future Navy**.

Warfighting

End State: A Navy that is ready to win across the full range of military operations in competition, crisis, and contingency by persistently operating forward with agility and flexibility in an all-domain battlespace. Our Navy must be the best when the nation needs it the most. On a daily basis, our objective is to have our fleet sustainably manned, trained, equipped, and integrated into the Joint Force. Deployed forward, we will be ready to meet requirements directed by the Secretary of Defense, the tasking of Combatant Commanders, and be prepared to surge with the Joint Force in crisis. Our fleet will be a potent, formidable force that competes around the world every day, deterring those who would challenge us while reassuring our allies and partners. Joining with the Marine Corps, we will deliver decisive Integrated American Naval Power when called. (...)

Warfighters

End State: A world-class naval force through recruitment, education, training, and retention of talented American men and women – a force that also empowers Navy families through the initiatives under the Navy Family Framework 3.0.

To do this, we will: **Accelerate Ready, Relevant Learning (RRL)**. To retain our competitive advantage, I expect that every U.S. Navy Sailor be trained better than his or her Chinese or Russian counterparts. Sailors who enlist today are learning in vastly different ways than in the past. RRL is the Navy's answer to this cultural reality. From the waterfront, to traditional brick-and-mortar schoolhouses, to mobile devices at home, RRL's agile learning methods provide what operators need on the deckplates and the flight line to be ready to fight. At the heart of this effort, we will empower Sailors
(...)

Future Navy

End State: A Navy fully prepared to fight and win. Our Navy will be equipped with the right capabilities and numbers to execute our operating concepts. In order to maintain the maritime competitive advantage envisioned in our fleet design, we will ensure the wholeness of combat capable and lethal forces maximizing the benefits of Distributed Maritime Operations, Expeditionary Advanced Base Operations, and Littoral Operations in a Contested Environment. We will develop and field affordable, lethal, numerous, and connected capabilities. We will use experimentation, exercises, and wargames to determine what is required to operate forward – firepower, capacity, command and control, and logistics; build the fleet to match; and train together until we achieve seamlessly integrated combat power across the naval and Joint Force.
(...)

Conclusion

I am confident that we will maximize the Navy we have today while delivering the Navy that our nation will rely upon tomorrow. We will do so with urgency. As we focus on the future, we will value and celebrate our heritage. Our Core Values of Honor, Courage, and Commitment and our attributes of Integrity, Accountability, Initiative, and Toughness will always guide us. They underpin who we are as members of the profession of arms: united by our common oath, dedicated to our special standards of ethics and character, and constantly honing our unique expertise in the art and science of naval warfare.

We will continue to challenge our assumptions. As we do so, we may find areas to adjust within these priorities. I will update this FRAGO when necessary to ensure our efforts remain aligned.

We have much to do. Your tenacity, drive, and initiative will take us where we need to go – and do so at a flank bell.

M. M. Gilday
Admiral, U.S. Navy
Chief of Naval Operations



Commander NAVSUP and Chief of Supply Corps Fiscal Year 2020 Commander's Intent



We must be ready to fight tonight...

Now, more than ever, we must continue the push to dominate our adversaries decisively on all fronts by directing our strengths toward Warfighting, Warfighters and the Future Fleet. The Navy is charged by Adm. Gilday, Chief of Naval Operations, to operate and fight well forward and dispersed. We must enable effective and sustainable employment during Distributed Maritime Operations (DMO) and Dynamic Force Employment (DFE). Supply and sustainment need to align to support operational requirements, and our NAVSUP Enterprise will play a critical role in making material available and developing sustainment solutions to support fleet warfighting objectives. In an increasingly dynamic operating environment, complacency can be disastrous. Business-as-usual will not suffice.

As we enter fiscal year 2020 (FY20), my Commander's Intent emphasizes the priorities of our mission:

READINESS: We play a critical role in enabling readiness. Our contribution involves accurate inventories and material availability to ensure our warfighters have what they need, where and when they need it. Re-emphasizing our support of industrial sites will be a key tenet in our support to generating readiness. Supply professionals embedded at industrial sites, executing core responsibilities in material planning will partner to significantly improve timeliness of availabilities. We must understand what moves the readiness needle today and in the future for each domain's Performance to Plan (P2P) initiative. We must master data-driven decision making to design needed solutions with agility and be able to tell the supply story in compelling terms to the warfighter. Our role in supporting Sailors,

families, and quality of life through retail, transportation, afloat food service and lodging is also key to generating and sustaining total force readiness.

PEOPLE: As Adm. Gilday expressed, "People are our most important weapons system," and I firmly believe that. Enhancing our workforce through initiatives such as the NAVSUP Civilian Leadership Career Progression Model will afford employees the opportunity to develop as a leader. It is not enough to ask our employees to identify innovative solutions; leaders should be willing to implement them. Our objective is to make sure our people thoroughly understand our business: what we do, why, for whom, how we do it and how well, and then give them the tools, permission and encouragement to do it better. Reducing obstacles and overcoming inertia with technology to improve recruitment, retention, and talent management are key endeavors as we enable a new era workforce. We will provide employees a safe, harassment-free work environment that promotes respect and productivity. We will remain laser-focused on accomplishing our mission, while always aware that acting legally, ethically, and professionally can never be subordinate to expediency.

AUDIT: Audit delivers the opportunity to identify shortfalls, reinvest savings and improve readiness. Transparency is our biggest ally to maintaining our position as a trusted partner and provider to our leaders and warfighters. We must accelerate completing physical inventory requirements by 31 March 2020. Regional Inventory Accuracy Officers (RIOs) at our Fleet Logistics Centers will assist with remediation efforts and work hand-in-hand with the Inventory Operations Center (IOC). We have undergone the first Enterprise wide audit and now it is our mandate to remediate errors, standardize processes and sustain our momentum. We will get this right with sound processes, policies, and aggressive follow-up. We must learn from the audit process and implement those lessons into our everyday routines ensuring health of critical operations such as Navy Working Capital Fund-Supply Management.

We have stepped into the forefront and are witnessing the demand for our services and support. These successes...our successes, make our Navy a superior force, and give us the ability to dominate in any fight. With your tenacity and ingenuity, we can continue our innovative pursuits and important collaboration in areas of agile and resilient logistics support. We will always be ready to serve, ready to sustain the fight, and "ready for sea."

Each one of you makes a difference. Thank you for your continued dedication to our Navy!

M.C. SKUBIC
RADM, SC, USN



NAVSUP Vice Commander Praises People and Potential in Farewell Interview

BY HANNAH RAINEY

NAVSUP Office of Corporate Communications

“NAVSUP is and has been a key player in readiness. Its success derives from its people, and we have always had smart people who could think their way through solutions and problems.”

NAVSUP Vice Commander and senior civilian Michael T. Madden reflected on his career, his accomplishments, and the future of the supply community in an interview as he prepared for his retirement January 2020 after 40 years of combined military and civilian service.

Madden started his U. S. Navy career as a Supply Corps officer in 1979, retiring as a commander two decades later. “I went into every job knowing it was up to me to learn the business so that I could earn the respect of the people that were working for me. If they believe that you really understand what you are doing, and it’s recognized that you have done a good job, people will look out for you.”

Thinking of the many people who helped him along the way, Madden said, “I’ve been fortunate in the journey. I’ve encountered really great people, both military and civilian.”

He joined the Senior Executive Service in 1999 as NAVSUP deputy comptroller, later taking over as comptroller. After serving as Executive Deputy, Marine Corps Logistics Command, he returned as the number two NAVSUP Enterprise official in 2016, leading a worldwide workforce of over 22,500 military and civilian personnel, both in day-to-day operations and in strategic planning and business transformation.

Madden noted the significant and beneficial shift toward specialization he witnessed over the course of his career, contrasting it with the generalized approach to supply that prevailed earlier.

Reflecting on the accomplishments of his career, he was most proud of the groups’ achievements as opposed to his own personal victories. “This whole job is about people—leading them and watching them accomplish something they didn’t think possible. Their accomplishments, not mine.” He said, “Watching them building capability and learning with them, watching our move back to the industrial side of business, supporting readiness drivers and focusing on the core elements important to the Navy have been rewarding for me.”

Over his career, Madden was awarded the Navy Meritorious Civilian Service Award, the Navy Distinguished Civilian Service Award, the Presidential Rank Award of Meritorious Executive and the Presidential Rank Award of Distinguished Executive.

“Be focused on the job you’re in. Try to make a difference for the better,” is Madden’s advice for new members of the supply community. “The key is to make sure you know what business you want to be in, and be focused on that goal. You can’t be everything to everybody. So the question is, what do you want to be good at? And that’s where you put your focus and your time.”

Looking to the future, Madden remarked that, “everything goes in cycles of building up readiness followed by a short funding cycle. You can always be better prepared for the future, and it is important to be best positioned to handle a number of possible futures. I believe we have learned some things in the last three years, which better position us for the future.”

He concluded, “I have full confidence in the people that are here and their ability to deal with the changes yet to come. NAVSUP is important to the Navy and I think the more that we can focus and improve, the better off the Navy is going to be.”

After retirement, Madden plans to “take time off, tie up loose ends, get organized, and then, who knows?”



NAVSUP Names New Vice Commander

Today, I have the privilege of announcing the selection of Mr. Kurt J. Wendelken to replace Mr. Michael T. Madden as NAVSUP Vice Commander. Mr. Madden will retire later this month.

Mr. Wendelken currently serves as the NAVSUP Assistant Commander for Supply Chain Technology/Systems Integration and Chief Information Officer. In this position, he serves as Navy's lead for supply chain technology exploitation, systems integration, data analytics and the authoritative expert for supply chain surety and cyber protection.

Mr. Wendelken entered the Senior Executive Service (SES) in December 2016 after a 26-year career as a Navy Supply Corps officer, beginning with his 1991 commissioning from Aviation Officer Candidate School. He has served in a variety of supply, information technology (IT) and logistics positions, including sea tours onboard the command ship USS LaSalle (AGF 3), the guided missile frigate USS Underwood (FFG 36) and the amphibious assault ship, USS Bataan (LHD 5). Shore assignments included Commanding Officer, NAVSUP Business Systems Center; Chief, External IT Services at Supreme Headquarters Allied Powers Europe (SHAPE); and the Enterprise Business System Resource Sponsor on the staff of the Chief of Naval Operations.

He earned a bachelor's degree in business administration in international business/international affairs from Hofstra University and a Master of Science in information technology management from the Naval Postgraduate School. Mr. Wendelken is also a graduate of the Executive Program, Tuck School of Business, Dartmouth College and the U.S. Naval War College, College of Command and Staff. He is certified level III in lifecycle logistics and is a member of the Defense Acquisition Corps.

He is the recipient of the Legion of Merit and several other personal and unit awards from his uniformed service.

Please join me in congratulating Mr. Wendelken.

M.C. SKUBIC
RADM, SC, USN



Robert J. Bianchi Receives DoD Distinguished Civilian Service Award

By Navy Exchange Service Command Public Affairs



Above: Bianchi was honored in a ceremony with Lisa W. Hershman, deputy chief management officer of the DoD, and Robert L. Woods, principal deputy assistant secretary of the Navy for manpower and Reserve affairs.
—photo by Darrell Hudson

Retired Rear Adm. Robert J. Bianchi, chief executive officer of the Navy Exchange Service Command (NEXCOM) and Department of Defense (DoD) special assistant to ASD (M&RA) for Commissary Operations was honored with the DoD Distinguished Civilian Service Award at the 64th Annual Distinguished Civilian Service Award ceremony held at the Pentagon on Nov. 14.

Bianchi was recognized for his ongoing exceptional efforts and unparalleled leadership across two global organizations, the Defense Commissary Agency (DeCA) and the NEXCOM Enterprise, which has a combined global workforce of 29,000 employees and annual budget of \$10 billion. He continues to serve in both roles and remains committed to their missions.

“I am honored to have received this award on behalf of all the personnel who work for both NEXCOM and DeCA,” said Bianchi. “I

feel very fortunate that the work we continue to do each and every day directly impacts the quality of life for our service members and their families around the world. I’m excited for the opportunities that lie ahead as we continue to cultivate new ideas and bring our deserving customer the benefits they’ve earned.”

Bianchi has grown NEXCOM’s eCommerce business by 20% through stronger online penetration, overseas sales focus, a ship-to-store program, investment in key brands and enhanced and targeted digital marketing. His ability to leverage technology to improve the customer experience resulted in a 43% increase in social media engagements, a 38% increase in online accounts and 42% growth in email listings. Additionally, under his leadership, NEXCOM has contributed more than \$269 million to Morale, Welfare and Recreation (MWR), with over \$56.1 million being contributed since 2017.

As the current DOD special assistant for commissary operations, Bianchi is credited with leading the agency that provides a commissary benefit for an estimated 5.4 million authorized recipients. Commissary patrons echoed the benefit’s value when they responded to a Consumer Reports readership survey that ranked commissaries among the best grocery retailers in the USA. Commissaries received stellar marks for competitiveness of prices, store cleanliness and variety of international products. They were also noted for checkout speed, meat and poultry quality and store brand quality. Bianchi’s leadership enabled the commissary to increase patron savings from 23.7% to 26% in the third quarter of FY 2019.

The DoD Distinguished Civilian Service Award is the highest recognition DoD can award an employee. It is presented to a small number of civilian employees whose careers reflect exceptional devotion to duty and significant contributions of broad scope in policy, scientific, technical or administrative fields that increase effectiveness and efficiency. ★



NAVSUP Active and Reserve Sailors of the Year

BY NAVSUP OFFICE OF CORPORATE COMMUNICATIONS

Logistics Specialist First Class (SW/AW) Claudette Rabajante is NAVSUP's 2019 Active duty Sailor of the Year.

Rabajante was selected from a highly competitive group of nine active duty Sailors of the Year. She demonstrated impeccable leadership and performance while serving as leading petty officer at NAVSUP Fleet Logistics Center (FLC) Norfolk Regional Mail Center. She led 47 Sailors and civilian employees in meticulously processing more than six million pounds of mail, and providing logistics support to 575 commands.

As the mid-Atlantic assistant official mail manager (AOMM), Rabajante assisted 1,300 official mail managers and AOMMs in administering Navy's official mail cost control program, leading to \$7 million of savings at seven sites. Additionally, she led three inspectors spearheading 457 mid-Atlantic annual postal inspections contributing to Navy's audit readiness. Finally, displaying active command engagement as drug and alcohol program advisor, she facilitated training for 322 Sailors, resulting in zero alcohol related incidents for the year.

Rabajante was born in Zamboanga City, Philippines, and moved to the United States in 2003. She enlisted in 2012 as a logistics specialist.

Logistics Specialist First Class (SCW) Clarence Allen is NAVSUP's 2019 Reserve Sailor of the Year.

Allen was selected from a highly competitive group of four Reserve Sailors of the Year. He demonstrated exemplary leadership and a can-do spirit as leading petty officer for administrative affairs and command career counselor at Naval Reserve NAVSUP FLC Sigonella and Expeditionary Combat Readiness Center Norfolk.

In less than two months upon returning from a three-year active duty for special work assignment, Allen astutely led four Sailors at Naval Reserve NAVSUP FLC Sigonella in the rejuvenation of the command's Reserve administration support program. As lead career counselor, he proactively corresponded with more than 1,000 Sailors and two detachments ensuring all members were current on the latest policies and procedures. While deployed, Allen led six Sailors across three divisions resulting in successful transport of 1,250 deployed Sailors and eight military working dogs in-and-out of theater. Finally, he facilitated Capstone training for 955 returning Sailors on the new blended retirement system.

Allen is a native of California and moved to Texas in 1985. He enlisted in the Navy in 2005 as a storekeeper. ✨



NAVSUP commands' Sailors of the Year gathered during the NAVSUP Commander's Conference at the Washington Liaison Office in Washington D.C., to share insights and ideas about the future of the supply enlisted community.

NAVSUP's 2019 active duty Sailor of the year LS1 Claudette Rabajante and NAVSUP Reserve Sailor of the year LS1 Clarence Allen with Commander NAVSUP and 48th Chief of Supply Corps Rear Adm. Michelle Skubic.

—photo by Jan Derk



The 2019 Supply Corps Se

The 2019 Supply Corps Senior Leadership Symposium, held in Leesburg, Virginia, November 7-8 was organized around the theme of community and professional development. The two-day event addressed current Supply Corps topics and perspective from across the Navy and the Supply Corps.

Rear Adm. Michelle Skubic highlighted the changes in Defense and Navy leadership, increased demands on the Navy from the nation, the importance of personal ethics and personal readiness, and community management.

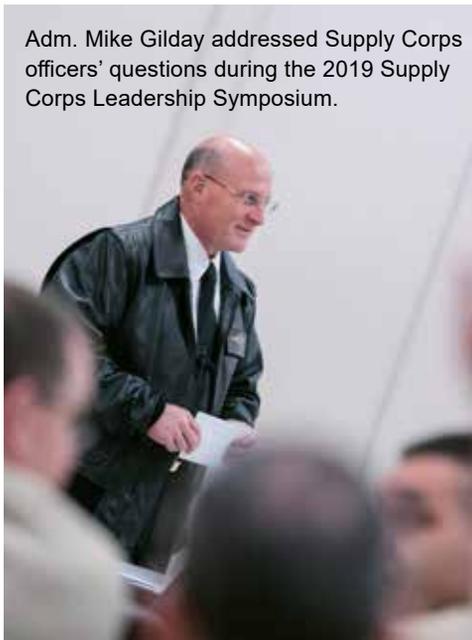
During the symposium Adm. Michael Gilday, chief of naval operations, provided a brief, Vice Adm. Stuart Munsch, deputy chief of naval operations for warfighting development, gave a spectrum of war brief, Thomas Harker, assistant secretary of the Navy for financial management and comptroller, briefed the latest on audit, and Rear Adm. Jack Moreau, director for logistics and supply chain operations, office of the deputy chief of naval operations for fleet readiness and logistics, briefed attendees on logistics in a great power competition.

—photos by Dorie Heyer



Senior Leadership Symposium

Adm. Mike Gilday addressed Supply Corps officers' questions during the 2019 Supply Corps Leadership Symposium.





Navy Supply Corps Celebrates 225th Birthday

BY LT. CMDR. DAN O'BRIEN
Naval Supply Systems Command

On February 23, 2020, the Navy Supply Corps celebrates our 225th birthday and enters another era of ensuring our Navy is Ready for Sea. Celebrations across the globe mark the occasion with parties, balls, guest speakers, toasts, and some well-deserved esprit-de-corps.

For many, it will be one of several Supply Corps birthdays during a career in service to our country. For others, this is the first time they are introduced to our rich history. Whether they are friends, family, or brand-new Supply Corps officers, we have a chance to tell our story and ensure that our customs and traditions are shared and remembered.

Two hundred twenty five years ago, President George Washington appointed a Philadelphia businessman named Tench Francis as the first "Purveyor of Public Supplies" and with that created the Navy Supply Corps. Prior to this, "pursers" were assigned within the Navy that were responsible for all pay and the procurement of all supplies and stocks for ships. The United States Navy borrowed the titles used by the British Royal navy, which had created the role of the purser back in the 14th century. Naval logistics have always played a critical role in any sea-faring country, and the United States Navy is just one in a long line of many that relied heavily on a cadre of individuals with specialized business training.

The Supply Corps has a long and complex history of service to the Navy, most of which can be found in Rear Adm. Frank J. Allston's book entitled "Ready for Sea: The Bicentennial History of the U.S. Navy Supply Corps," as well as "Ready for Sea: The History of the Supply Corps." These books recount the fascinating history of the Navy Supply Corps and the role our predecessors played in the many wars and conflicts our country has engaged in.

Allston wrote a thorough narrative on the history of the Supply Corps in the winter edition of the Supply Corps Newsletter in 1995. He took the reader on a journey through humble beginnings, showing how critical the Supply Corps was to the Navy and our nation during tumultuous times. He recounted how critical the nature of our work was, not only at sea, but on land during the Vietnam War.

Allston ended with the hope of a bright future for the Supply Corps. As he was writing his article, there was a lot happening and changing throughout the Navy and the Supply Corps. Naval Supply Systems Command was about to relocate to Mechanicsburg, Pennsylvania from its home in Crystal City, Virginia, and we were a few short years away from a new millennium, with a focus on continuing to support our Navy.

Fast forward two centuries, and we continue to prosper as a Supply Corps. Although our numbers are significantly smaller than in the past, we still play a critical role in sustaining our fleet. Technology has enabled the modern Supply Corps officer to become more efficient and effective at supporting their commands. The advent of the internet and development of logistics IT infrastructure allows the modern Supply Corps officer to multi-task and ensure their commands are properly supplied.

There has been massive change within our nation, our Navy, and more importantly, our Supply Corps over the past few decades. We saw the devastation that 19 hijackers could do to a city and to a nation. America was at war, and has been ever since, and we continue to provide our professional expertise to our Navy. Our roles have shifted to accommodate global support assignments, expeditionary logistics, and a Navy that has faced budget shortfalls for years. Through all of this, we stand resilient.

In 2010, the Navy formally opened submarine duty to females, and asked the Supply Corps to nominate their top-performing female lieutenants to blaze the trail. Lt. Britta Christianson became the first female in the history of the U.S. Navy to earn her "dolphins," formally recognizing the beginning of a new era.

A few short months later, the Navy approved the Navy Expeditionary Supply Corps Officer warfare designation, formally recognizing the invaluable efforts by many Supply Corps officers supporting our expeditionary forces. We also closed our Athens, Georgia schoolhouse and re-opened in Newport, Rhode Island. The Vice Adm. Kenneth R. Wheeler Navy Supply Corps School has taught hundreds of students and built lasting relationships with the other schoolhouses in Newport.

These are just a few examples of the exponential growth that the U.S. Navy Supply Corps has experienced in the past 25 years since Rear Adm. Allston's article. As we enter our 225th year, we do so under the leadership and guidance of Rear Adm. Michelle Skubic, the first female Commander, NAVSUP and 48th Chief of Supply Corps. This period of rapid change has set the Supply Corps on a successful path into the future.

Our roles have changed over the years, as well as our name, but we have always been charged with ensuring that our Navy is supplied and sustained in order to accomplish any mission. We do so by ensuring that we interface not only with our line counterparts, but with other services, the American industrial base, and most importantly with each other. Thousands of men and women have worn the golden oak leaf that distinguished them as a Supply Corps officer. This signifies to those around them that the wearer is a professional, and can be relied upon to ensure their units are sustained for the fight. At 225 years old, our professional reputation and commitment to being Ready for Sea is as important as it was since our inception. ✨

"There's no support without SUPPO."

**-Lt. Lorenzo Garner Jr.,
Supply Officer, USS
Tortuga (LSD 46)**

United States Navy Supply Corps, Looking Back, Looking Ahead

BY RETIRED REAR ADM. DANIEL W. MCKINNON JR., SC, USN, COMMANDER NAVAL SUPPLY SYSTEMS COMMAND AND 36TH CHIEF OF SUPPLY CORPS



As I look back, they were called “supercargo” and theirs was the conduct of business at sea.

It was Christmas 1955 when a fraternity brother who was a Navy ensign returned to Columbia, Missouri, where I was a soon-to-graduate Naval Reserve Officers Training Corps midshipman. The college friend told me about an officer on his destroyer who had an office with safes, paid and fed the crew, kept the budget, ordered the ship’s supplies, sold uniforms, ran a retail shop called a “Ships Store” that sold cigarettes for a dollar a carton, and did not stand midwatches on the bridge in the dead of night. In a foreign port, he would go ashore to obtain foreign currency, and with a pad of purchase orders negotiate for exotic merchandise to sell to the crew. He bought fresh fruit and vegetables, and paid bills to ship chandlers.

As a business major, there were no plans for remaining in the Navy beyond my three-year obligation; but all I could think was, “Wow; what a resume booster when three years later I would launch a career into private industry.”

I found myself launched into a totally different industry. It was a unique business

world, challenging, with responsibilities far beyond those being experienced by high school and college classmates.

In a supply department of a World War II Essex class aircraft carrier, I held six different positions in 30 months, supervising men from a small team of 10 to divisions of 200. With diploma in hand and a small gold bar on my collar, I had at 22 years become old an instant leader, whether deserving or not. It was exhilarating.

In all six assignments, I was the boss. I was not told what to do, rarely told how to do it, and when my moral compass said, “go do it,” I did. Innovation and imagination were welcomed, challenges cherished, and personal satisfaction instant. I was in the business of big business, just not on Wall Street or in a high-rise office in corporate America. It was a unique and remarkable experience.

It is the experience of every United States Navy Supply Corps officer.

Teddy Roosevelt called our Navy, “the surest guarantee of peace.” The Navy is a combat ready physical presence sailing far from our shores, helping to ensure that a nation on a continent protected by two vast oceans is both the arsenal of, and the sentinel for, democracy.

The Navy is also big business. Supply Corps officers and their predecessors have provided educated, experienced, innovative, effective, motivated, and successful leaders of that business.

Afloat today, they call us “SUPPO.” One hundred years ago, they called us “pay.” In a distant past, it was “supercargo.”

Over 200 years ago, the wooden sailing ship Eleanor was docked in Boston Harbor. This merchantman was owned and built in colonial America, and plied the ocean back and forth to England bringing important merchandise to the colonies. On a fateful day in December 1773, its cargo included 114

wooden chests of the East India Company. Someone probably yelled to a gentleman of consequence who was looking down at the water aghast and said, “Hey, supercargo. Look over the side; where is your tea now?”

On June 1, 1813, the frigate Chesapeake sailed from Boston during the War of 1812, and engaged the frigate HMS Shannon; there the Chesapeake’s mortally wounded captain, James Lawrence, famously called out, “Don’t give up the ship.” Three months later, the Brig USS Lawrence, named after Captain

Did You Know?

That the Navy Supply Corps has had its share of heroes? Supply Corps officers have long been famous for saving what they could – in some cases money. During World War II, a package arrived at the Bureau of Supplies and Accounts in Washington, addressed to the General Accounting Office. It was from the commanding officer of USS Erie (PG 50). Inside was a small fortune – \$33,831. The SUPPO, Lt. Ned Wentz, and his relief, Lt. Cmdr. Albert Lloyd, had been killed when his ship was torpedoed. But – they had saved the ship’s payroll and the taxpayer’s money.

Lawrence and under the command of his friend, Commodore Oliver Hazard Perry, was engaged with HMS Detroit in the Battle of Lake Erie.

Purser Samuel Hambleton, a civilian and early ancestor of the Supply Corps, heroically manned the last gun on Lawrence with Perry and was severely wounded. It was Hambleton that suggested to Perry and had a blue battle flag sewn with the words, “Dont Give up the Ship.” It can be seen today as the flag is displayed at the U.S. Naval Academy inspiring midshipmen to prevail.



Honorable Josephus Daniels, secretary of the Navy, Rear Admiral Samuel McGowan, paymaster general, and Franklin D. Roosevelt, assistant secretary of the Navy.

—photo from Naval History and Heritage Command

Did You Know?

That a typical week's bill of fare in the Navy in the year 1799 left a lot to be desired? Seven pounds of bread, two pounds of beef, three pounds of pork, one pound of salt fish, one quart of fish, one and a half pint of peas or beans, 12 ounces of cheese, and two pounds of potatoes or turnips. Six ounces of molasses or one gill of oil could be substituted for four ounces of butter; further lubrication being provided by the daily issue of a half pint distilled spirits or one quart of beer.

Hambleton was one of the Navy's first pursers, appointed December 6, 1806. He was older than Perry, and his closest confidant. When he returned home to Saint Michaels, Maryland, he named his home Perry Cabin.

In 1941, the destroyer USS Hambleton (DD 455) was named for him. Today you can rest comfortably at the Inn at Perry Cabin at Saint Michaels.

In 1847, pursers moved from their civilian status and became ranked as lieutenants or commanders, depending on years of service. In 1860, just before commencement of the Civil War, "purser" gave way to "paymaster" and ashore supply support long concentrated in dockyards or "chandlery's," commercial merchant depots operated by "ship chandlers," became the responsibility of paymasters.

When Commodore Perry entered Edo (modern Tokyo) Bay on February 13, 1854, as part of the East India Squadron during Perry's "Opening of Japan," the SUPPO would have been called purser. The ship that supported this early expedition to Asia was the USS Supply.

In 1842, the Navy created a system of bureaus to manage the shore establishment giving birth to the Bureau of Provisions and Clothing. The title changed again in 1892 to the Bureau of Supplies and Accounts to acknowledge

the paymasters expanded responsibilities, which included being the Navy's principal buyer in the military market place.

In 1901, individual shipboard berthing messes gave way to the general mess system and a year later the issuance of the first Navy cook book. Perhaps it was not as instructive as the Army cook book that admonished, "The presence of worm holes in coffee should not occasion its rejection unless it is of inferior quality or strength, since they generally indicate age, weight nothing and disappear when the coffees are ground."

When the United States went to war in 1917, there had never been such a massive industrial mobilization of America. One of its most important leaders was Paymaster General Samuel McGowan. His Bureau of Provisions and Clothing was central to preparing the Navy to fight.

To organize American industry, the War Industries Board (WIB) was established under the American statesman, Bernard Baruch. The WIB set priorities and worked

with the Army and Navy purchasing organizations. The Army had five. Baruch called McGowan “hard charging.” McGowan asked Senator Claude Swanson, chair of the Naval Affairs Committee, if the Navy needed to pay attention to the WIB. From an affirmative senatorial nod, McGowan said to Baruch, “Well, Chief, where are the orders?”

In his autobiography, “The Public Years,” Baruch wrote glowingly of McGowan because “... the Navy ... procurement organization was superior to the Army’s ... The Army’s supply service was poorly organized and inefficient...” Baruch recalled that the Army Chief of Staff’s policy was, “to get as many men as possible to France, and let others worry about supplying them.” The SUPPO of a ship heading on deployment far from home understands the commitment behind telling the skipper, “Ready for Sea.”

It was no surprise that in 1919 under McGowan’s leadership, the Navy Pay Corps became the Navy Supply Corps. His title was still paymaster general, as well as chief of Pay Corps, and we still did the accounting, handled the cash, and paid the crew. McGowan was one of two chiefs for whom a ship was named. The other was Gideon Welles, who was chief, Bureau of Provisions and Clothing from 1846 to 1849, and secretary of the Navy during the Civil War.

How many know that we had the same chief twice?

In 1920, Rear Adm. Christian J. Peoples was appointed acting chief, Bureau of Supplies and Accounts. In 1933 after first declining, he became chief again in the midst of the Great Depression. A few months later, because of his business acumen, he was appointed by President Roosevelt as director of Procurement for the Department of the Treasury, now responsible for supplying the entire government. I am sure Roosevelt remembered Peoples when he was McGowan’s assistant chief of the Bureau, and Roosevelt was assistant secretary of the Navy.

In 1935, Peoples stepped down as chief of the bureau. He remained with the Treasury, and in 1939 his agency became the Bureau of Federal Supply. In 1949, his legacy became the Federal Supply Service, today’s Federal Acquisition Service.

Did You Know?

That one of the most interesting methods of solving a World War II supply problem was devised by the Navy Supply Corps to meet the shortage of binoculars, telescopes and spy glasses? Just as the need for these instruments aboard transports threatened by German submarines became crucial, foreign sources of supply were cut off. An appeal was made to patriotic citizens to furnish “Eyes for the Navy,” and 51,217 instruments poured in. Of these, some 31,000 were suitable for use aboard naval ships. Their owner received a letter of thanks from the Assistant Secretary of the Navy, and a \$1 sales or rental check. Each instrument had a serial number engraved upon it and a permanent record kept describing it. When the war ended, they were returned to the owners, along with a brief history of where the instrument saw action.

There were remarkable Supply Corps officers in World War II, when over 16,000 officers served their country and more than 90% were Reservists.

One well-known officer is Vice Adm. Kenneth R. Wheeler, because the Navy Supply Corps School building in Newport, Rhode Island, is named after him.

While on duty in Manila, Philippines, at the outbreak of World War II, he was taken captive on the island of Corregidor. His remarkable story of heroism, how he was a survivor of two “hell ships,” the Oryoku Maru and the Enora Maru, and saved the lives of fellow prisoners from drowning, is covered well in “Ready for Sea,” Rear Adm. Frank Allston’s landmark history of the Supply Corps.

Wheeler earned three Bronze Stars for his courage, and a Purple Heart, which he was reluctant to accept. Years later in retirement, he was persuaded into accepting it. It was an honor to pin it on him at a ceremony at the former Navy Supply Corps School, Athens, Georgia, with the student battalion.

When finally released in 1946 from a prisoner of war (POW) camp in Korea by

arriving U.S. troops, little did he know that an underwater demolition team member named Gene Grinstead (our 33rd chief) had helped clear the beach for arrival of American forces.

Reluctant to tell his POW story while on active duty, Wheeler did write it for his family. Titled “For My Children” and scripted after the war, you can find a copy with the National American Defenders of Bataan and Corregidor Museum and Research Center in Wellsburg, West Virginia. It is worth the drive.

During World War II, Herschel J. Goldberg, then a lieutenant commander and later our 29th chief, was executive officer of a supply depot on the island of Noumea.

Believing racial discrimination an anathema, Goldberg devised a plan to end segregation in the mess hall and movies. Sailors liked it, officers were not so sure. Few will recall that the two best berthing compartments on the World War II Essex class aircraft carrier, each with their own private showers, face bowls, and heads, were on the port and starboard side of the ship, forward under officer’s country. One was for African American stewards, and one was for Filipino stewards.

World War II and its complexities of supporting ships on the other side of the world, and dealing with the mobilization of industry at home provided lessons that resulted in the 1947 Navy Integrated Supply System. It was our equivalent to the Army’s logistics job of supporting the massive movement of land armies. It was our assignment to help cast off the lines and get a combat ship underway so it could take care of itself. No logistics tail for us; just a trailing wake off the stern. It also gave us an understanding of the commodity nature of private industry.

“Behind every great leader was an even greater logistician.” –Rear Adm. Daniel W. McKinnon Jr., SC, USN

We organized a face to industry by establishing commodity-oriented Supply Demand Control Points for aviation, ship’s parts, ordnance, clothing, subsistence, electronics, general, fuel, submarine, Ships Store,

“In all six assignments, I was the boss. I was not told what to do, rarely told how to do it, and when my moral compass said, “go do it,” I did. Innovation and imagination were welcomed, challenges cherished, and personal satisfaction instant.” –Rear Adm. Daniel W. McKinnon Jr., SC, USN

and the Yards and Docks Supply Office to help our civil engineer and Seabee brethren.

The Army organized parts management around their technical services with supporting supply control agencies. Today the Ordnance, Transportation, and Quartermaster Corps are

the Army’s logistics branches. The ties between the Supply Corps and Quartermaster Corps run deep, back to when Rear Adm. Joseph J. Cheatham was chief, the same time his brother, Maj. Gen. B. Frank Cheatham, was quartermaster general.

The first director of the Defense Supply Agency (DSA) was a quartermaster, Lt. Gen. Andrew McNamara, and his deputy was Rear Adm. Joseph M. Lyle. Lyle became a vice admiral and the first Supply Corps officer of what is today the Defense Logistics Agency (DLA).

I will leave it to the DLA historian to tell the story of the Quartermaster Corps and the Supply Corps resisting efforts after World War II to create a single service of supply, and how the new Department of Defense decided to organize supply management by commodity driven Inventory Control Points using the Supply Corps playbook.

When stationed in Tuscany and seconded to the United Nations Emerging

Force, I took a course in Italian art and history. The final exam question from our University of Florence professor was, “The history of Italy is the history of the Holy Roman Catholic Church. Yes? No? Defend!”

I have often wondered how one would answer the question on a military history final exam that was, “The history of DSA and DLA is the history of the United States Navy Supply Corps. Yes? No? Defend!”

Goldberg was the last paymaster general and the first chief of Supply Corps. A rarity, he had only one sea tour, SUPPO of an oiler at the beginning of World War II. The Bureau of Supplies and Accounts became Naval Supply Systems Command (NAVSUP) in 1967 when the bureaus gave way to the systems commands (SYSCOMs) reporting directly to the Chief of Naval Operations (CNO). That ended the “bi-lineal Navy” where a bureau chief reported to both the Secretary of the Navy (SECNAV) and the CNO.

A CREDO

REAR ADM. DANIEL W. MCKINNON JR., SC, USN

Logistics.

Providing the cutting edge of victory.

Supply.

Having it ready before they know they need it.

Performance.

Continuous process improvement

Competence.

Skill times performance equals success.

Motivation.

Relish what you do.

Pride.

Proficiency leads to respect.

Responsibility.

Leaders know accountability is not frightening.

Lead.

Have followers and earn them.

Independence.

Thrive on self-reliance depending on your moral compass in a storm.

Stewardship.

Duty is not a burden

Education.

Career mobility is continuous learning.

Comradery.

Delight being with those with whom you serve.

Growth.

Every success or failure adds muscle.

Discovery.

Relish other cultures with understanding and tolerance.

Sacrifice.

Being in the service means living without envy.

Excitement.

“To See the World” is not a slogan, nor “fun” a four-letter word.

Family.

Understand we are not alone, yet sacrifice may be ours alone.

Country.

If necessary, with my life, so help me God.

“Actorum Memores Simul Affectamus Agenda.”

Let deeds of our past serve as guides to our future.



Rear Adm. Daniel W. McKinnon Jr., SC, USN, served as supply officer aboard USS Princeton from 1968 - 1970.

In 1990, I wondered about that when attending meetings of both the CNO and SEVNAV. Old habits die-hard. After all, a civilian secretary usually comes from the business sector, and the SYSCOMs conduct business. An assistant secretary once asked me why he had to talk to a Supply Corps officer when a program had a business problem. My answer: we wrote the contract.

Another unusual vignette of history was when our 32nd chief, Wallace R. Dowd Jr., was appointed Vice Chief of Naval Operations of the Vietnamese navy, so he had authority to kick-butt on anyone under-performing on the Joint American-Vietnam supply team.

Like Goldberg, Dowd wanted to break barriers. He placed our first African-American officer, Wayne G. Caliman Jr. in command of the Navy Resale Systems Office, and Lois Harden as the first women in command of a NAVSUP field activity, the Navy Subsistence Office. It was not until after

World War II that Supply Corps officers, as officers of the staff, could be titled commanding officer. The first were called, "Supply Officer in Command."

To look ahead, is to acknowledge the discovery and beauty of looking back. Each Supply Corps birthday provides an opportunity to reflect.

Our Supply Corps is one of eight staff corps, four in the field of medicine, the Civil Engineer Corps, the Judge Advocate General's Corps, and the Chaplain Corps. Each has their own rich history.

Today's engineering duty officers (EDOs) were once members of the Engineer Corps disestablished in 1899, or the Construction Corps which was abolished in 1940, when the officers became part of the restricted line. There was even a Corps of Professors of Mathematics who taught at the Naval Academy, the Naval Observatory and aboard ship.

As a lieutenant commander I recall Rear Adm. Ed Batchelder, the Charleston Naval

Shipyard commander, telling me that he regretted that the EDO community no longer had an identity as rich as the Supply Corps. I

"Logisticians are a humorless lot. They know if my campaign fails, they are the first ones I will slay."
– attributed to Alexander the Great

have thought about that often, and wondered why my staff corps and our special duties are still demanded and respected by the Navy.

Did You Know?

That the early Navy issued individual rations to its men aboard ship? In 1901 the Navy adopted the consolidated mess system, which was implemented by the first Navy cook book that appeared a year later. Before writing the cook book, Paymaster F.T. Arms reviewed a similar publication just issued by the Army and related that its most valuable contribution to the art of cookery was the admonishment “the present of wormholes in coffee should not occasion its rejection unless it is of inferior quality and strength, since they (the wormholes) generally indicate age, weigh nothing, and disappear when the coffee is ground.”

War fighting needs logistics, in all of its historically elegant names, from “the train” of centuries ago, to “the supply chain” of today. Only the United States Navy Supply Corps offers a man or woman a Navy career totally committed to the ideal of effective and efficient combat support, and possess the interest, commitment, education, and business acumen that underpin it.

There are some wonderful quotations on logistics. A Navy favorite are the World War II words of Adm. Ernest King, “I don’t know what this ‘logistics’ is that Marshall is always talking about, but I want some of it.” In a curious way, King was complementing the Supply Corps. There was a time when a ship’s commanding officer could take everything for granted, thanks to the quiet professionalism of a supply officer.

Another great quote is “Behind every great leader was an even greater logistician.” My favorite is when Alexander the Great is alleged to have said, “logisticians are a humorless lot. They know if my campaign fails, they are the first ones I will slay.” That is career motivation.

King’s war in the Pacific was an eye opener. When ships needed to resupply and refurbish, they repaired to an island for support; this wasn’t the case for the Vietnam War. The Mobile Logistics Support Force (MLSF) took supply support straight to the

combat operating area. Historically under-way replenishment can be traced back to the War with Tripoli, or First Barbary War, and cross-ocean forward resupply to Commodore Dewey’s Asiatic Squadron during the Spanish-American War’s Battle of Manila Bay. In my study is a silk pennant showing flag of many nations, and a circle in the middle for a photograph of a Sailor, and one below for a picture of his ship. Embroidered in Japan for an Asiatic Squadron crewmember; the words on this early family souvenir say, “In remembrance of my cruise in the Philippines.”

When conducting amphibious operations off the coast of Vietnam in 1968, my amphibious assault ship could expect fuel and ammunition every three days, and provisions and general stores every three weeks. Some Sailors humorously called the ships alongside, “fast-attack food ships.”

Today, the MLSF is with the stewardship of the Military Sealift Command. Also, more recent, is that logistics is as dependent on the visibility of information of supply as it once was its placement.

What is not new is that the Supply Corps is still responsible for managing and guarding a supply pipeline that stretched from industrial America to storerooms and shops at sea.

I sometimes think about life’s experience as being a “bunch of chunks.” That mental metaphor could be the product of 20 tours of duty, with over 25 separate opportunities to lead, in 35 years of service.

The Navy makes one a philosopher. Philosophers select language that gives meaning to their experience. If I could take words and turn them into a credo of my adventure as a United States Supply Corps officer, these are the ones I would choose. ✨

Retired Rear Adm. Daniel McKinnon Jr. shared his thoughts on the 225th Navy Supply Corps Birthday during an interview with the Navy Supply Corps Newsletter. —photo by Jan Derk



The Founding of the Supply Corps

BY LT. FREDERICK P. SCHMITT, SC, USNR

Reprinted from February 1970 Navy Supply Corps Newsletter

The origin of the Supply Corps can be traced to February 1795.

The creation of the Office of Purveyor of Public Supplies, the first federal purchasing service, under the Secretary of the Treasury, was the realization of a five-year crusade by the Treasurer, Alexander Hamilton, for Treasury control over all federal procurement.

While some authors infer that Hamilton was, in effect, an “empire builder,” they generally fail to take into account the long history of financial corruption in European governments of the past. There was a sincere desire on the part of the founding fathers, especially leaders like Washington and Hamilton, to create a nation of unquestionable integrity, and they, like other federalists, felt that this could be accomplished only through strong central government.

From the founding of the Treasury Department in 1789, Hamilton had felt the need for one government procurement agency, and his arguments were considerably bolstered by the complete failure of the Army procurement system in 1790, as well as the negligence that had been revealed in the administration of government contracts.

In 1790, Hamilton approached President Washington and asked him to support the transfer of responsibility for the procurement of military supplies to the Treasury. On May 8, 1792, Hamilton’s aims were partially fulfilled when the first legislation relating to government procurement was passed by the Second Congress. The statute provided:

“That all purchases and contracts for supplying the Army with provisions, clothing, supplies in the Quarter-Masters Department, military stores, Indian goods, and all other supplies or articles for use of the Department of War, be made by or under the direction of the Treasury Department.”

Although there was some rather vehement criticism from the Secretary of War, Henry Knox, the Treasury assumed the direction of military procurement on Sept. 1, 1792.

The task of purchasing for the entire military apparently was too great for Hamilton and his small staff, for President Washington submitted the following letter to the Third Congress proposing that an office of Purveyor of Public Supplies be established under the direction of the War Department:

“Gentlemen of the Senate and of the House of Representatives: “Experience has shown that it would be useful to have an officer particularly charged, under the direction of the Department of War, with the duties of receiving, safe-keeping, and distributing the public supplies, in all cases in which the laws and the course of service do not devolve them upon other officers, and also with that of superintending in all cases, the issues in detail of supplies, with power, for that purpose, to bring to account all persons entrusted to make such issues, in relation thereto. An establishment of this nature, by securing a regular and punctual accountability for the issues of the public supplies, would be a great guard against abuse, would tend to ensure their due applications, and to give public satisfaction on that point.

“I therefore recommend to the consideration of Congress, the expediency of an establishment of this nature, under such regulations as shall appear to them advisable.”

“George Washington,

“United States, January 7, 1794.”

The letter was referred to a committee, whose members agreed with Washington’s conclusions and submitted a report to the House of Representatives on Feb. 19, 1794. It read (in part):

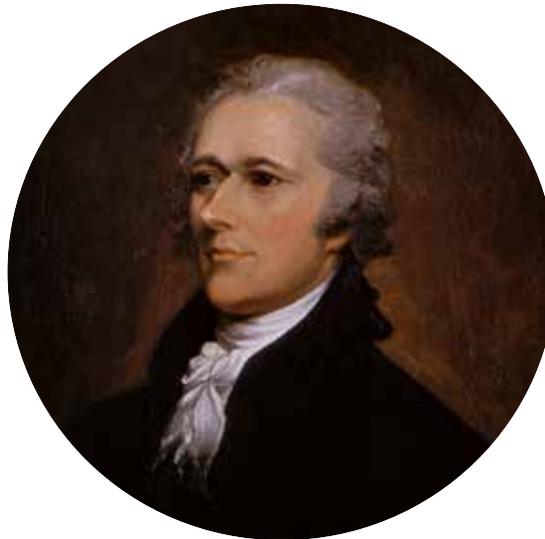
“That an officer, similar to the contemplated by the President’s message, existed during the late war.

“That the effects of order and accountability in the Department of Military stores were then of such eminent utility as induce a hope in your committee, that similar benefits will result from such an establishment as this time. It is of great importance, that the deposits of ordnance and military stores should be annually visited and inspected; and that the quality, as well

as the quantity, of such stores should exactly correspond with the returns transmitted to the War Office. This object appears the more desirable, if not indispensable, in the present distributed state of public arsenals, which extend from New London in Connecticut, to Springfield in Virginia, and which are now superintended by persons of little or no accountability.

“With the duties of receiving and safekeeping the public supplies, it is also of importance that particular attention should be paid to the issues, in detail, of such supplies; and that the officer superintending the same should be vested with powers, not only that the application of such supplies is consonant to the object Government had in view, but to call to an account all persons entrusted to make such issues, and to cause a settlement to be thereof made.

...continued on page 18



Alexander Hamilton –portrait by John Turnbull 1806

“From which considerations, your committee are of opinion, that it is expedient such an establishment should be made; and thereupon submit the following resolution:

“Resolved: That a committee be appointed to bring in a bill providing for the compensation which will be required in the establishment of an office, under the Department of War, for the receiving, safekeeping, and distributing of military stores and supplies.”

Secretary Hamilton insisted that the Purveyor’s office be placed in the Treasury rather than the War Department, and it is significant that in the following letter he states that “procuring of military supplies... is... vested by law in the Department of the Treasury.” Treasury Department, December 2, 1794

“The Secretary of the Treasury has the honor respectfully to make the following representations to the President of the United States, in order that he may determine on the expediency of laying the subject of it before Congress.

“The procuring of military supplies generally is, with great propriety, vested by law in the Department of the Treasury. That department, from situation, may be expected to feel a more habitual solicitude for economy than any other, and to possess more means of information respecting the best modes of obtaining supplies.

“It is, however, important that the particular arrangement should be such as to enable the Department to execute the trust in the best manner. This branch of business forms a very considerable one of the public expenditure.

“Including supplies for the Navy, it is so extensive as, to be well executed, would occupy the whole time and attention of one person, possessing the requisite qualifications. This, with the growth of the country, must be every year more and more the case. It cannot, therefore, be conducted in detail by the head of the Department, or by any existing office of it, now charged with other duties, and without being less well executed than it ought to be, or interfering with other essential duties, or without a portion of both these inconveniences, to the material detriment of the public service. Experience has already verified the position.

“It must then, of necessity, either be confided to a special agent, employed by the head of the Department, or to a new officer of the Department, to be constituted by law, and to act under the discretion and superintendence of that head. The last mode is preferable to the first, for obvious reasons.

“Whenever an object of public business is likely to be permanent, it is more fit that it should be transacted by an officer of the government, regularly constituted, than by the agent of a department specially intrusted.

“The officer can be placed by law, under more effectual checks. In the present case, that idea is particularly important. The person intrusted ought to be prohibited, under penalties, from all dealing on his own account, in the objects of supply.

“The duration and emoluments of more agency being precarious, a well-qualified man, disposed to make the necessary sacrifices of other pursuits and to devote himself exclusively to the business could with much greater difficulty, if at all, be found.

“The compensation to such an officer ought, it is conceived, to weigh nothing as an objection. Independent of the equivalent expense, arising from the necessity of employing and compensating an agent, it is morally certain that the close, constant, undivided attention of a person, charged exclusively

with this object, and in condition, for that reason, to make the minute as well as extensive inquiries and investigations which are often requisite, would produce savings to the United States with which the salary of the officer could bear no comparison. It is equally evident that it would contribute greatly to punctuality, dispatch, and efficiency in procuring the supplies.

*“Respectfully submitted,
Alexander Hamilton,
Secretary of the Treasury”*

Again, Hamilton made his point, for President Washington forwarded his proposal to Congress. On Feb. 23, 1795, the law creating the office of the Purveyor of Public Supplies within the Treasury Department was enacted.

**“Bullets, beans, parts, and much more.
Happy 225th birthday to the Navy’s oldest
staff corps. Here is to 225 more!”**

**–Cmdr. James Bach, Director of Operations, Naval
Expeditionary Logistics Support Group**

The law provided a very broad definition of the Purveyors responsibilities, stating:

“There shall be in the Department of the Treasury, an officer to be denominated, “Purveyor of Public Supplies,” whose duty it shall be, under the direction and supervision of the Secretary of the Treasury, to conduct the procuring and providing of all arms, military and naval stores, provisions, clothing, Indian goods, and generally all articles of supply, requisite for the service of the United States, and whose compensation shall be a salary of two thousand dollars per annum.”

In keeping with the concept of strict official integrity, the law prohibited any conflict of interest cautioning:

“... That the said Officer (Purveyor of Public Supplies) shall not directly or indirectly be concerned or interested in carrying on the business of trade or commerce, or be the owner in whole or in part of any sea vessel, or purchase by himself, or another in trust for him, public lands, or any other public property, or be concerned in the purchase or disposal of any public securities of any State, or of the United States, or take, or apply to his own use, any emolument or gain, for negotiating or transacting business in the said Department, other than what shall be allowed by law.”

The statute provided severe punishments for violations – a maximum fine of \$3,000 and imprisonment for a term not exceeding 5 years, as well as disqualification from holding any subsequent government offices.

The day following enactment, President Washington nominated Tench Francis Jr., of Philadelphia to the office and the Congress confirmed the appointment on Feb. 25, 1795. *



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NAVY SHIPS NEED BINOCULARS AND SPY-GLASSES.

Glasses will be returned at Termination of War, if possible.

One Dollar will be paid for Each One Accepted.

Tag each Article with your Name and Address and express or Mail to

Hon. Franklin D. Roosevelt, Ass't. Sec'y. of Navy.

% Naval Observatory-Washington D.C.

WILL YOU HELP US "STAND WATCH" ON A DESTROYER ?

Evolution of the Oak Leaf

BY CAPT. JAMES C. TILY,
CEC, USN (RET.)

Reprinted from February 1970 Navy Supply Corps Newsletter



Few Supply Corps officers today can recall the last change in their Corps' insignia. That was more than 44 years ago when the oak leaf's color was changed from silver to gold, and the colored cloth between the gold stripes was scuttled.

Before that however, the various "devices" that separated the supply officer from his line contemporary had a bit rougher going. At first, civil or staff officers were distinguished from the line by different numbers of buttons on lapels, cuffs and pockets, or by the color or cut of their coat.

The first uniform instruction to specify "devices" to indicate the profession or specialty of civil officers was approved on May 1, 1830. Medical officers were directed to wear the club of Aesculapius, the staff and serpent, embroidered in gold on either side of their full dress collars. Pursers (from the Latin "bursar," meaning treasurer), wore a gold embroidered cornucopia.

The forerunner of today's Supply Corps device - the cornucopia, or horn of plenty, worn on the dress coat, became the mark of the supply expert. The use of live oak leaves and acorns as a decoration of the Navy uniform - a symbol that has, in one form or another, carried over into today's missile age - was also introduced in the year 1830.

The purser's device was changed in 1841. A strip of live oak leaves and acorns replaced the cornucopia on the collar of the full dress coat.

In 1847, there was another change. Medical officers and pursers had been assigned relative rank by the Secretary of the Navy. Pursers with more than 12 years service were to rank with commanders. Those with less than 12 years, ranked with lieutenants. The granting of relative rank to two classes of civil officers was reflected in a "Regulation Change and Modification of Uniforms" that year. Both surgeons and pursers were directed to wear epaulets and shoulder straps, a privilege previously reserved for sea officers, captains, commanders and lieutenants. The latter officers, however, wore a "swab" on the right shoulder only. As a corps device, pursers wore the old English letters "P.D." within the crescent of their epaulets and in the center of the shoulder straps.

The uniform regulations of March 1852 added the "P.D." to the purser's cap, encircling it by a wreath of oak leaves. In September 1852, however, the "P.D." device was removed from the epaulets, shoulder straps and cap. It was replaced on the straps and cap by an oak sprig of three leaves and two acorns. That shoulder strap device was quite similar to today's Supply Corps insignia.

Uniform regulations of 1864 show the previous design of the device, but now it is of silver instead of gold. While this was not changed by the 1869 uniform regulations an additional method of identifying staff officers was introduced. All officers, line and staff, since 1862 had worn gold lace on their sleeves to indicate rank or relative rank in the case of staff officers. From 1863, line officers had worn a five-pointed gold star above the upper strip of lace. Each staff corps was assigned a distinctive colored cloth to be worn between the gold lace sleeve stripes. In the case of a staff officer entitled to one strip of lace, the colored cloth showed a quarter of an inch on either side of the stripe. The color assigned to the Pay Corps was white. It is to be noted that Congress in 1860 had directed that pursers were to be called paymasters. Also, under an 1869 order, all commissioned officers, except chaplains, professors of mathematics and naval constructors, were directed to wear the same cap device, a silver spread eagle standing on a gold embroidered fouled anchor. Thus, the Pay Corps device disappeared forever from the cap.

The description of the Supply Corps device as it appeared in the uniform regulations of 1922 is still in effect today, "A sprig

of three oak leaves and three acorns, to be embroidered in gold, with an acorn on each side of the stem and one acorn between the two upper leaves, leaves and acorns to be distinctly and separately outlined, except where brought together at the stem of the sprig."

Reason for the oak leaf as a symbol for the Supply Corps is lost somewhere in naval history. One explanation suggests that oak was once the main source of building our early fleet. Another points out that the oak tree has been a constant symbol of strength and sturdiness.

With the addition of the third acorn and minor modifications, this same device, first authorized in September 1852, has been virtually unchanged ever since.

The Pay Corps device, however, continued to be described as an oak sprig. Regulations

Did You Know?

That the forerunner of today's Supply Corps insignia was the cornucopia, or horn of plenty, and it became the mark of the supply specialist in 1830? The use of live oak leaves and acorns as a decoration of the Navy uniform - a symbol that has, in one form or another, carried over into today's missile age - was also introduced the same year. In 1841, however, the strip of live oak leaves and acorns replaced the cornucopia on the collar of the full dress coat.

Reason for the oak leaf as a symbol for the Supply Corps is lost somewhere in naval history. One explanation suggest that oak was once the main source of building our early fleet. Another points out that the oak tree has been a constant symbol of strength and sturdiness. In either case, the oak leaf is the stand of the remarkably young and robust logistical support arm of the U.S. Navy.

approved in 1886 picture the sprig with three acorns, two at the stem and one between the upper leaves, the present arrangement. On July 1, 1921, the use of colored cloth by the staff corps was abolished. It was directed that the appropriate corps device be worn above the upper strip of gold lace on the sleeve and on the shoulder marks. The Pay Corps device was then changed from silver to gold. *

Seven Keys

BY RETIRED REAR ADM. DANIEL W. MCKINNON JR., SC, USN, COMMANDER NAVAL SUPPLY SYSTEMS COMMAND AND 36TH CHIEF OF SUPPLY CORPS

Reprinted from January/February 1990 Navy Supply Corps Newsletter

So what is a Supply Corps officer? What is the Supply Corps? I think it is what I felt it was 30 years ago when I made a decision to remain on active Navy duty, to serve my country, to see the world... to remain in a Corps of officers who hold what I call the "Seven Keys."

Supply Corps officers:



Join the Navy to pursue a calling that combines service to country, a love of the Navy, and an interest in the conduct of business affairs.



Are naval officers who recognize that theirs is a career commitment to the support of Navy warfighters and the successful conduct of the Navy mission at sea and around the world.



Are responsible stewards of the Navy's materiel resources, managing and guarding a supply pipeline that stretches from industrial America to storerooms and shops at sea.



Are effective servants ready to meet the service and morale needs of the "Navy Family."



Are competent managers of Navy resources whose professional pride is derived from demanding quality, reducing cost, challenging methods, improving service, and leveraging the application of resources that have been entrusted to their care.



Enjoy career paths that uniquely take them horizontally across all warfighting areas and throughout the Navy operating and support establishment.



Possess the highest ethical standards, having long ago understood the meaning of "accountability" and that "supply" connotes possession of the keys to the storehouse of public trust. *

Navy Supply Corps Code of Professional Responsibility

BY RETIRED REAR ADM. DONALD E. HICKMAN, SC, USN, COMMANDER NAVAL SUPPLY SYSTEMS COMMAND AND 40TH CHIEF OF SUPPLY CORPS

I am a United States Naval Officer. I am further privileged to serve in the Supply Corps, the Navy's premiere community of business managers and logisticians. The unique nature of my role entails an uncompromising degree of stewardship for public funds and property. This accountability follows me throughout my career. I can neither ignore it, nor divest myself of it. Afloat or ashore, I serve in a capacity of trust and responsibility, and will conduct myself accordingly. My professional actions will reflect the highest degree of personal integrity, selflessness, and moral courage.

I will strive to be a "whole" person, seeking the proper balance between my professional life and private life. But I will always be mindful that in terms of personal conduct, there must be, for me, no difference – in this regard, I am on duty twenty-four hours a day. My oath of office makes no distinctions between time on the job and away from the job; nor do I. I will do nothing in civilian attire I would be ashamed to do in uniform. Additionally, I will remain sensitive to the critical nature of perceptions, for in many ways, the appearance of wrongdoing can be as harmful as the act itself. The need to conform to standards of behavior which may be more exacting than those demanded in other professions is not a burden but an honor, and I accept it with humility.

I am sworn to uphold the Constitution and abide by the laws of the land and the community in which I live. I am also subject to established military rules, including the Uniform Code of Military Justice, Navy regulations and the standards of conduct. Recognizing that I will sometimes be tested by complex moral and ethical situations which go beyond the bounds of printed regulations, I will consider these rules only as a minimum standard. Ultimately, my conscience and personal sense of honor must guide me. But, as I weight the alternatives, I shall never lose sight of the fact that I am responsible not only to my own chain of command, but to an extended family of superiors, peers and subordinates. Being part of an elite community means I cannot take comfort in anonymity. Like it or not, my actions reflect on those of my fellow Supply Corps team members; if I err, the discredit falls upon many besides myself.

Therefore, when I am faced with an ethical challenge – above all other considerations – I will do the right thing. My action must bring nothing but credit to the United States Navy and the Navy Supply Corps. When viewed by those around me, my example will be positive, defensible, and morally correct. If my actions are made public, I will proudly stand by them – knowing that I did the right thing.

I am aware of my place in the Supply Corps' proud tradition and reputation for excellence, which has endured for two centuries and more, and am inspired by the example of my predecessors. To the significant challenges which face me today, I shall bring to bear every fiber of my creativity, technical expertise and commitment, and I shall do so without compromising my honor or integrity as a United States naval officer. *

The Coat of Arms of the Navy Supply Corps

REPRINTED FROM SEPTEMBER 1982 NAVY SUPPLY CORPS NEWSLETTER

The Coat of Arms of the Supply Corps is a pictorial representation of some of the functions of the Corps. The supply of clothing is represented by the fur of the shield, for man resorted to the use of fur as one of the first means of covering his body. The ermine fur is also emblematic of unstained purity and honor on the high seas, which is symbolized by the blue and wavy partition of the shield.

The scallop is considered a delicacy as a food, and is thus used to signify the supply of food. Other functions of the Corps could not be added without marring the beauty and effectiveness of the whole.

The Navy swords crossed in saltire indicate the seagoing requirements of the Corps.

The griffin, a symbol of perseverance, courage, vigilance, watchfulness and strength was sacred to the sun, combined the bodily attributes of the cloud-cleaving eagle and the king of beasts, that is, it has the head, neck, wings and talons of an eagle enjoined to the hinder parts of a lion. He is thus a fit emblem of valiance.

The sea lion has been used in heraldic design as a reward for bold action achieved within recognized limitations in service at sea.

The motto, "Ready for Sea," is a recognized naval phrase, and is an expression of everlasting readiness for duty in seagoing service. *

SHIELD: Per fess navy ermine and azure.

CREST: On a wreath argent and azure two United States Navy swords with sword knots, in saltire proper, surmounted by an escallop shell azure.

MOTTO: Ready for Sea.

SUPPORTERS: On the dexter side a griffin sergeant and on the sinister side a sea lion sejant erect argent armed and langued gules.





GLOSSARY

Shield: The most important part of a knight's defensive equipment, and the object upon which armorial devices are displayed.

Per fess: Applied to a shield divided horizontally into two equal parts.

Navy, or Unde: An undulating or wavy partition line.

Ermine: One of the heraldic furs, shown as three little black "tails" surmounted by three black dots, scattered on a white field.

Azure: The color blue.



Crest: Device borne upon the helmet to distinguish the military leader or knight when engaged in battle. The crest is therefore a bearing or device not worn upon the shield but above it.

Wreath: Sometimes called a bandeau or torse, which was originally composed of two hands or rolls of silk or leather of different colors twisted together. It encircled the helmet and supported the crest. This was an ingenious device used to cover the solder holding the crest to the helmet. The artist illustrated the wreath with six twists alternating the principal metal of the shield with gules.

Argent: The term of silver, and in heraldry frequently represented as white.

In saltire: Place in the form of a saltire; i.e., so that the swords cross at an angle, like the letter X.

Proper: Applied to any heraldic device when borne to its natural colors.

Surmounted: When one charge is placed upon another.

Escallop shell: The shell of a marine bivalve mollusk.

Motto: Originally a word of sentence which formed a war cry. It was later used as a chant or an expression of an ideal, or sometimes alluded to the arms or crest of the bearer. It is usually shown on a scroll or ribbon.

Supporters: Figures, animals, or birds, which stand on each side of the shield and seem to support it.

Dexter side: The right side of the shield; that is, the side opposite the left hand of the observer.

Sinister side: The side opposite the right hand of the observer.

Griffin: An imaginary animal, half eagle equipped with wings, and half lion.

Segreant: Used of a griffin erect on its hind legs. With the wings endorsed and displayed as if ready to fly.

Sea Lion: A monster represented as the fore part of a lion with the tail of a fish.

Sejant: Sitting.

Erect: Upright, or perpendicularly elevated.

Armed: Signified that the claws are borne of a different tincture from that of the body.

Langued: Applied to an animal when its tongue differs in tincture from its body.

Gules: The color red.

THE SUPPLY CORPS DOCTRINE AND OBJECTIVES

Reprinted from February 1968 and February 1970 Navy Supply Corps Newsletters

"I believe the industrial society of electronics, atomic energy, automation, is in a cardinal respect different in kind from any that has gone before, and will change the world more. It is this transformation that, in my view is entitled to the name of 'scientific revolution.'"

The Scientific Revolution
C. P. Snow

With these words, a respected man may well have named the age in which we live and projected our future environment. The term "scientific revolution," which is often heard today, was first defined and articulated here, but the fundamental words are "transformation" and "scientific." It is more obvious each day that the whole world is on the move toward a more complete use of science. The United States Navy and its Supply Corps have, if anything, ridden the leading face of this wave of the future.

We in the Supply Corps have only to look back at the things we have done. The integrated Navy supply system, the federal stock catalog, the automation of records and warehousing, and we have named only a few of our great efforts of the past. These have influenced military logistics profoundly already, and our future accomplishments will have as great an influence tomorrow. It is a source of pride to us to feel that we have been part of such great undertakings. Undertakings which have insured the peace of the world because they have supported the mightiest navy ever conceived by the mind of man. However, in retrospect, we in the Corps have been so busy, that we gave little thought to trying to find out where it must all lead. We have needed something more. We have needed to define the meaning of the Supply Corps in its role in the Navy, but the first task was a review of the condition of the "Corps" in a manner befitting logical and scientifically oriented men.

THE MERI STUDY

In 1966, after deliberation at the highest management levels, it was decided that outside expert assistance in combination with a panel of the Corps' leading practitioners could attempt to measure the future environment, and make some searching judgements. Acting on this decision, a contract was let to Management and Economics Research Incorporated (MERI), and a panel of eight Supply Corps officers was established. Working as an integrated military consultant team, each aspect of the matter under review was given exhaustive study. The study members interviewed 112 senior military officers of all services, and top level civilians of the Department of Defense and industry. The bibliography of the study, published in the Winter of 1967, showed 174 sources of material. This hints at the care exercised by the men charged with reviewing the role of the Supply Corps in the future environment.

THE NEED OF A DOCTRINE

The material developed by the MERI study panel was ready for presentation to the Williamsburg U.S. Navy Supply Conference of May 1967. Using the case method of presentation, the alternatives for the Supply Corps' future were discussed and evaluated. Returning to Washington, the Commander, Naval Supply Systems Command acted on the consensus of the Williamsburg meeting that a doctrine and objectives for the Supply Corps should be provided. On July 17, 1967, Rear Adm. Herschel Goldberg signed the following letter:

From: Commander, Naval Supply Systems Command

To: Chief of Naval Operations

Via: (1) Chief of Naval Material

(2) Chief of Naval Personnel

Subj: Recommended Doctrine and Objectives

Encl: (1) Doctrine for the Supply Corps and Supply Corps objectives

1. It was apparent to me, shortly after my appointment as Chief, Bureau of Supplies and Accounts and Paymaster General, that an assessment of the future role and development of the Supply Corps was a necessity. With the complexities and changes occurring in the field of logistics and the business management functions inherent therein, it was mandatory that we appraise our present officer inventory and project the professional skills and capabilities a Supply Corps officer of the future must possess. Therefore, in May 1966, I established a committee and contracted with a recognized consulting firm, Management and Economics Research, Inc., to study the "Impact of Future Technology on Navy Business Management." The principal tasks of the study group were:

- To study future trends of business and logistics management in the Armed Forces in the period 1966-1980;
- To study the proper role and responsibilities of the Navy Supply Corps in that management;
- To develop a statement of objectives related to that role; and
- To develop action plans to achieve the objectives.

2. The report projected certain implications in Manpower Planning resulting from technological progress and changing management concepts in Naval Logistics Support. These manpower implications have been identified, and objectives formulated to give direction in the development of Supply Corps officers to meet the Navy's future resource requirements, and to ensure a capability in forecasting future technological changes. Since objectives must be prefaced by a set of values, known truths which are held to be self-evident, a Doctrine has been promulgated also, upon which the objectives have been assessed as to their validity and consistency with the Navy's mission in our defense posture.

3. With this report and the formulation of the Doctrine and Objectives, I conclude that, under the direction of the Chief of Naval Personnel and the guidance of the Chief of Naval Material, the Supply Corps will have a long-range framework in which to continue its goal of providing competent officer personnel to meet the ever-changing requirements in those functional areas in which Supply Corps officers are qualified to perform as a result of academic preparation and career development.

4. It is recommended that enclosure (1) be approved for distribution by the Chief of Supply Corps. Rear Admiral B.H. Beiri, SC, USN, my prospective relief, concurs in the enclosure and the recommendations set forth above.

H. J. GOLDBERG

Winter 2020

On Nov. 16, 1967, the Chief of Naval Operations approved the Doctrine and Objectives of the Supply Corps. The great step to define the present and future role of the Supply Corps became a reality. This is only a good platform from which to challenge the future. The work will never finish, but it is at least well begun.

THE NEED FOR GRADUATE LEVEL EDUCATION

The need for increasing the educational level of the whole Corps was a fundamental conclusion of the MERI study. Although the Corps started from a significant graduate level educational base in the men that make it up, the transformational aspects of the environment described in the study highlighted the impact of the growth of knowledge in the areas of communications, mathematical modeling, simulation, behavioral science, and weapons acquisition. By the fall of 1967, the master's degree programs had been increased to place 100 officers a year in educational institutions. In addition, the doctorate program was put on a solid annual input. This all was done at a time when the Supply Corps manpower resources were pressed to the limit by its commitment to a major armed conflict in Vietnam.

THE NEED TO CONTINUE TO FORECAST THE FUTURE

Recognizing that the forecasting work performed in 1966 could not be considered static, the research and development activities of the Naval Supply Systems Command have been called into action to update the projections on a yearly basis. In this way, the impact of technological change will be evaluated on a continuing basis.

THE TECHNO-ECONOMIST

If this article were to be focused on a single word, it would have to be techno-economist. This word embodies the skills necessary for dealing with the technician attempting to keep the intricate weapons system maintained and effective on the one hand, and the business community of the country with its legalistic contracts, specification problems, labor difficulties, and profit motive on the other. The able practitioners of this dialogue require varied and time consuming preparation. They must be formed through a cycle of work experience and formal training, which is flexible and well thought out. The cycle must provide officers that can participate in the United States military defense establishment as practicing techno-economists, for this is the shape of the future.

THE FUTURE AND THE DOCTRINE

There is more yet to be done, but the blueprint is present. There is a need for precise definition of present and anticipated characteristics, including technical competence and management skills, required for logistics managers of the future. There is a need for a refined model of career flow patterns, which will develop the proficiencies needed to execute the responsibilities of the Corps. Finally, there is a need to relate the forecasts of the future to the qualifications of the officers of the Corps. It is to these tasks that we all as members of the Corps must turn our attention. The fundamentals have been spelled out. They are lodged in the *Doctrine and Objectives for the Supply Corps*. They represent the steps which we must take to meet the challenges of military logistics management of the future. *

Did You Know?

Some of the supply and funding problems of our first permanent U.S. Navy fleet?

On March 27, 1794, Congress authorized the building of six frigates at a cost of \$688,888.32. America's trade routes were to be protected by the warships, the first warships of the United States Navy. The problems incident to the construction of these frigates were manifold... and not unlike problems we encounter in weapon systems acquisition today.

It was intended that the six frigates would be afloat in 1795. However, the Secretary of War's report to the House of Representatives in December 1794 concerning progress on the construction of the ships portended of late deliveries. In his report, he noted, "That everything, if not to be created, was to be modified. That the wood of which the frames were to be made was standing in the forests; the iron for the cannon lying in its natural bed; and the flax and hemp perhaps in their seed." It soon became apparent that only enough live oak could be delivered to sustain the construction of two frigates, and work had to be suspended on the remaining ships. Sources of supply were few and far between.

The reprogramming of unexpended funds covered part of the excess of costs over the original estimates. Six frigates had been estimated to cost \$688,888.32. The actual cost came to \$926,267.55 for just three frigates.

In spite of all these problems, the frigates Constellation, United States, and Constitution put to sea in the summer of 1798. They were soon to be tested in the crucible of the battles of the Quasi War with France and the Tripolitan War, and were found to be among the finest frigates ever built.

"I am thankful for the Supply Corps and its dedicated mentorship that has enabled me to grow personally and professionally."

**—Cmdr. Joshua Lancaster, Supply Officer,
USS Iwo Jima (LHD 7)**



CHIEFS OF SUPPLY CORPS

48 Rear Admiral Michelle C. Skubic	present	17 & 13 Rear Admiral Christian J. Peoples	1933-1935 (also 1920-1921)
47 Rear Admiral Jonathan A. Yuen	2013-2018	16 Rear Admiral Joseph J. Cheatham	1929-1933
46 Rear Admiral Mark F. Heinrich	2011-2013	15 Rear Admiral Charles Morris	1925-1929
45 Rear Admiral Michael J. Lyden	2008-2011	14 Rear Admiral David Potter	1921-1925
44 Rear Admiral Alan S. Thompson	2007-2008	12 Rear Admiral Samuel McGowan	1914-1920
43 Rear Admiral Daniel H. Stone	2004-2007	11 Rear Admiral Thomas J. Cowie	1910-1914
42 Rear Admiral Justin D. McCarthy	2001-2004	10 Rear Admiral Eustace B. Rogers	1906-1910
41 Rear Admiral Keith W. Lippert	1999-2001	9 Rear Admiral Henry T. B. Harris	1903-1906
40 Rear Admiral Donald E. Hickman	1997-1999	8 Rear Admiral Albert S. Kenny	1899-1903
39 Rear Admiral Ralph M. Mitchell Jr.	1996-1997	7 Rear Admiral Edwin Stewart	1890-1899
38 Rear Admiral Robert M. Moore	1993-1996	6 Rear Admiral Thomas H. Looker	1890-1890
37 Rear Admiral James E. Miller	1991-1993	5 Commodore James Fulton	1886-1890
36 Rear Admiral Daniel W. McKinnon Jr.	1988-1991	4 Rear Admiral Joseph A. Smith	1882-1886
35 Rear Admiral Edward K. Walker Jr.	1984-1988	3 Purser George F. Cutter	1877-1881
34 Rear Admiral Andrew A. Giordano	1981-1984	2 Rear Admiral James H. Watmough	1877-1877
33 Vice Admiral Eugene A. Grinstead	1977-1981	1 Commodore John O. Bradford	1873-1877
32 Rear Admiral Wallace R. Dowd Jr.	1973-1977		
31 Vice Admiral Kenneth R. Wheeler	1970-1973		
30 Rear Admiral Bernhard H. Bieri Jr.	1967-1970		
29 Rear Admiral Herschel J. Goldberg	1965-1967		
28 Rear Admiral John W. Crumpacker	1961-1965		
27 Rear Admiral James W. Boundy	1958-1961		
26 Rear Admiral Ralph J. Arnold	1954-1958		
25 Vice Admiral Murrey L. Royar	1951-1954		
24 Vice Admiral Charles W. Fox	1949-1951		
23 Vice Admiral Edwin D. Foster	1948-1949		
22 Rear Admiral Walter A. Buck	1946-1948		
21 Vice Admiral William J. Carter	1945-1946		
20 Rear Admiral William B. Young	1942-1945		
19 Rear Admiral Ray Spear	1939-1942		
18 Rear Admiral Charles Conard	1935-1939		

CHIEFS, BUREAU OF PROVISIONS AND CLOTHING

Captain Edward T. Dunn	1869-1873
Commodore Horatio Bridge	1854-1869
Purser William Sinclair	1849-1854
Mr. Gideon Welles	1846-1849
Rear Admiral William B. Shubrick	1844-1846
Mr. Charles W. Goldsborough	1842-1844

PURVEYORS OF PUBLIC SUPPLIES

Mr. Israel Whelen	1800-1806
Mr. Tench Francis	1795-1800

“We must examine our wartime roots as we look forward. The sustainment of a global supply chain under fire, we’ve done this before.”

—Lt. Samuel Jordan, Supply Officer, USS Benefold (DDG 65)



Tench Francis

BY NAVAL SUPPLY SYSTEMS
COMMAND HEADQUARTERS
OFFICE OF CORPORATE
COMMUNICATION STAFF

Tench Francis Jr. was born in 1730 in Fansley, Talbot County, Maryland and moved to Philadelphia with his father in 1738.

President George Washington laid the foundation for the U.S. Navy Supply Corps with the appointment of Tench Francis, a Philadelphia businessman as the country's first purveyor of the public.

Washington chose Francis for the knowledge and experience he developed over many years, first by going into business with his father, and then starting a business with his brother in law. For many years, he acted as the agent for the proprietary interests of the Penn family.

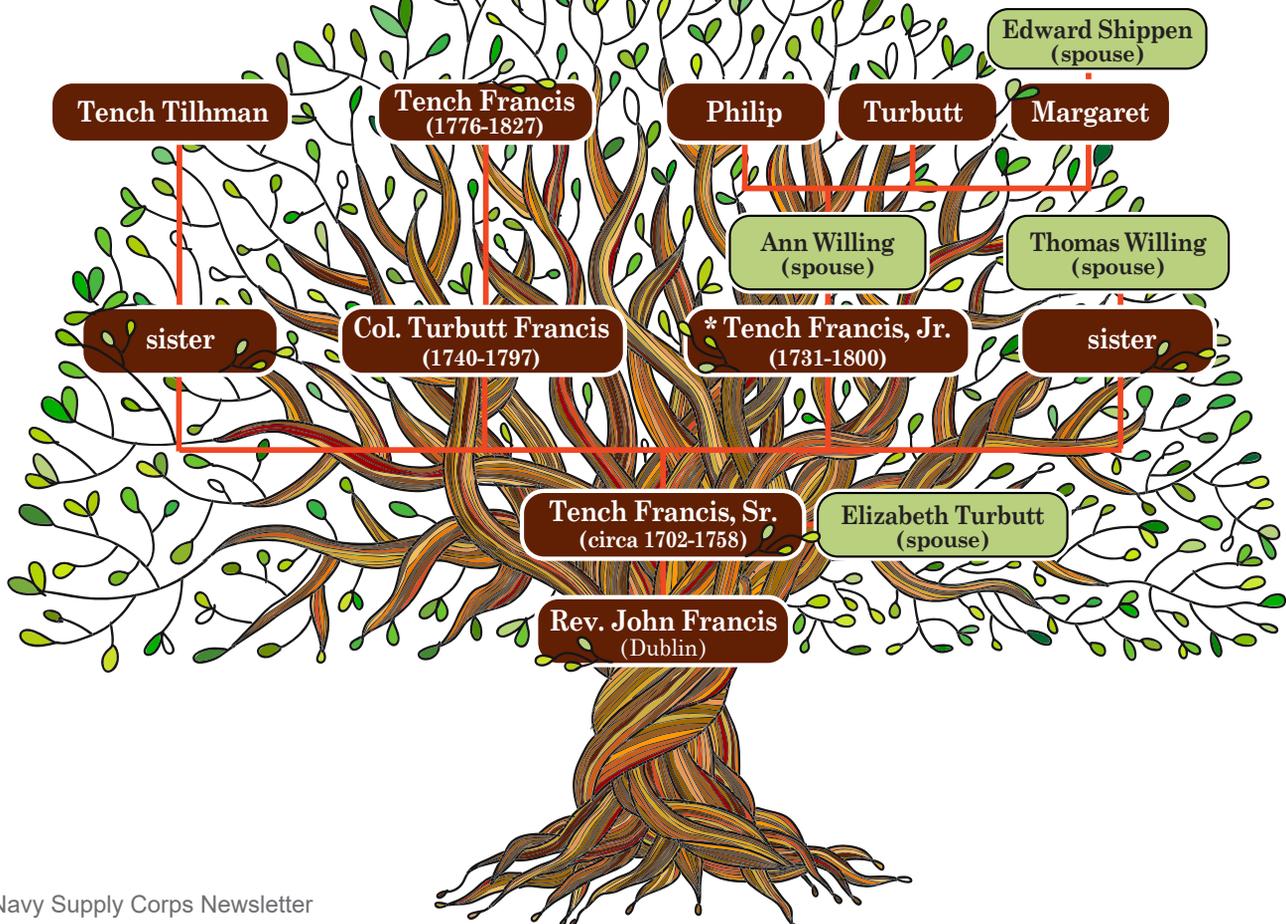
From 1781 to 1792, he served as the first cashier of the Bank of North America and signed documents authorizing a loan of \$50,000 to the new federal government.

His firm was instrumental in procuring timber for construction of the first ships for the U.S. Navy. Six frigates that Francis would go on to support during his appointment as purveyor.

FRANCIS FACTS:

- Even though Tench Francis had a reputation of being from Philadelphia, he was born in Maryland across the bay from the Patuxent River.
- The Purveyor of Public supplies was actually under Treasury until 1812, meaning Francis worked for Alexander Hamilton.
- Francis assisted Alexander Hamilton in detecting counterfeit coins for the U.S. Mint.
- Part of Francis' duties were paying tribute to the Barbary Pirates.
- Francis headed the commission that laid out the city of Pittsburgh, Pennsylvania.

FRANCIS FAMILY TREE





Operationalizing Defense Logistics Agency Support to the Navy

BY LT. GEN. DARRELL K. WILLIAMS
Director, Defense Logistics Agency

The Defense Logistics Agency (DLA) has undergone an exciting transformation in recent years. While changes are mostly behind the scenes, they've already contributed to something Navy sustainers care deeply about: improved military readiness. DLA has accomplished this through a number of initiatives that operationalize our support to the warfighter.

What does “operationalize” mean? Our customers have traditionally viewed DLA as a predominantly wholesale, static supply chain organization. What we're doing better is translating what DLA does into immediate, actionable information more relevant to our military services. DLA must view success through the same lens as the warfighter. In the Navy's case, success is defined as fully

mission capable weapon systems and maximum readiness.

Service Readiness Dashboard

In spring 2018, DLA rolled out the service readiness dashboard, a comprehensive tracking tool that has become a centerpiece of our efforts to operationalize support to the services. We've always been good at addressing consumable and depot level repairable requirements at the aggregate level, however we were not able to relate our support particularly well to the readiness of specific weapon systems.

The service readiness dashboard provides a common operating picture by combining data from the services' automated systems with DLA's wholesale data. Through that combination, we're able to see DLA's operational impact on service weapon systems and requirements.

This new tool improves our capabilities in other ways as well. While we used to collectively review our agency performance metrics monthly, recent advances in data management and data science have made it possible for us to address the readiness of key weapon systems in near real-time. We can respond more quickly and accurately to critical materiel and supply availability issues and we're more predictive in our support to service readiness.

As director, I access the service readiness dashboard virtually every day, as do the commanders of our six major subordinate commands (MSCs) and other key leaders across the agency. But more importantly, our DLA professionals now have a powerful decision-making tool to help them prioritize their work. As a result, we've seen significant improvements in our materiel support to Navy readiness.

The bottom line is that of the top Navy weapon system platforms with supply chains primarily managed through DLA – F/A-18 (E-F); Virginia class submarines; surface ship anti-submarine warfare combat system (SQQ-89); ballistic missile defense;

electronic warfare system (SLQ-32); close-in weapon system – all six saw improvements in DLA materiel availability in fiscal year (FY) 2019.

Granted, DLA's materiel availability at the wholesale level is different than Navy supply availability. Nonetheless, by any objective measure, DLA's overall materiel support to the Navy has enhanced the readiness of Navy weapon systems and it has been the service readiness dashboard that has allowed us to focus on what's important to keep these platforms fully mission capable.

The future for the service readiness dashboard points to greater levels of definition. For example, the dashboard tells us the systems that are non-mission capable for supply. That supply may be service supply or DLA supply. But there's another level of definition required, because in the services' non-mission capable for supply category, there are some DLA impacts not currently taken into account. We're working toward greater definition to break out the DLA impact on this category.

We have recently deployed metrics for industrial support in Navy shipyards as well. Now, the dashboard can focus on support to operational units as well as view our impact on the industrial support, which will give us a much more comprehensive picture. We're very excited about the additional capability the dashboard brings to DLA's ability to operationalize our support to the services, and to date the Navy has been a strong partner.

Operationalizing the DLA Regional Commands

DLA's organizational structure includes three centrally-selected commanders for our regional commands: DLA Indo-Pacific, DLA Central Command & Special Operations Command, and DLA Europe & Africa. These commanders oversee the critical capabilities all closely linked to the J-4 sections of the combatant commands they support.

DLA's transformation over the last three years has made all of our elements in those regions centrally led and commanded by our regional commanders, giving warfighters access to all DLA capabilities through a single point of contact.

DLA's regional commanders provide one-stop shopping for all DLA capabilities in a combatant command area of responsibility. This has strengthened our relationship with the combatant commands, and improved the support we provide to the Navy and the Joint force as a whole.

Joint Logistics Operations Center Transformation to the Agency Synchronization Operations Center

The linchpin for synchronizing these new operational concepts has been our recent progression from a Joint logistics operations center to an agency synchronization opera-

“As the Navy Supply Corps celebrates 225 years of support to the warfighter, we salute the service of the phenomenal Supply Corps professionals who serve faithfully around the world. DLA is particularly proud of the rich tradition of service we share with the Navy supply community, whose members are prominently represented in our DLA ranks. Happy 225th Birthday!”

– Lt. Gen. Darrell K. Williams

tions center, or ASOC. The ASOC, which became fully operational in November 2019, provides a better, more comprehensive common operating view of DLA's mission support and business processes.

DLA is organized into six MSCs, three regional commands and several critical functional directorates, such as our Procurement and Acquisition Directorate, or J7. The ASOC dynamically fuses the functions and expertise of nearly every mission function the agency performs with our national account managers (NAMs) for each service, our combatant command representatives, and whole of government liaisons. This new approach enables the agency to better focus and communicate the support DLA provides to the warfighter and our whole of government partners.

Navy National Account Manager

The Navy NAM team is a principal element in the ASOC. The team works side-by-side

with the functional subject matter experts across DLA who impact critical Navy issues. One-stop shopping with more streamlined support to our Navy NAM team translates to even more responsive support for the Navy.

Demand Planning

One of the most challenging areas for any organization of DLA's scope – and a critical aspect of DLA operationalizing its support to the Navy – is demand planning and forecast accuracy. Are we ordering the right items and in the right quantities? Are we ordering items that will have an immediate impact on service readiness? Are we over-ordering or under-ordering? Collectively, we must ensure

we are spending the services' and the Department of Defense's precious dollars on items that positively impact readiness. I can't overemphasize what a team effort between DLA and the Navy this must be.

In July 2018, we invited expert demand planners from the services to join us at DLA for the first Demand Planning and Forecasting Summit, to provide us the best projection of their demand for FY19 and FY20. This important face-to-face session revealed more demand than we were aware of – about 20% more.

This more accurate demand signal allowed DLA to proactively address the increase well in advance of need. We also gained insight into what weapon systems might see less demand or be headed for obsolescence. Thanks to the participation from the Office of the Chief of Naval Operations (OPNAV) and NAVSUP, the summit was extremely successful in identifying projected non-Navy managed item class IX requirements for FY19 and FY20.

We took this process one step further. Once we received the requirements from the services, we invited about 175 critical industry partners to our inaugural industry day in September 2018. There we passed along what industry could expect from DLA in the coming months.

We repeated our Demand Planning and Forecasting Summit and industry day in 2019 because we believe that through information-sharing events like these, we're getting ahead of service requirements and posturing the agency to help the services improve readiness in the future.

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Left: AM3 Kelly Milakovich fastens the tail cowl on an MH-60R Seahawk helicopter aboard USS Forrest Sherman (DDG 98) using parts supplied by the Defense Logistics Agency. —photo by MC3 Taylor N. Stinson

Below: GSE2 Hillary Geary performs maintenance on an engine aboard the guided-missile destroyer USS Forrest Sherman (DDG 98) using spare parts provided by the Defense Logistics Agency. —photo by MC2 Justin Yarborough

What will you see?

Although many of these operationalizing efforts are internal to DLA, for the Navy officers commanding logistics readiness centers, supply departments aboard ships, and fleet logistics centers — our goal is for you to see an improvement in supply availability that leads directly to improved readiness.

Parting thoughts

Before I close, I'd like to leave you with a couple of thoughts. Make sure you know who your local DLA representative is — there's one on every major Navy installation. That person or element can be of enormous benefit to you and is a direct link to DLA headquarters and each one of our MSCs. Use this capability to the fullest. Through them and the other enterprise organizations that support the Navy, you'll see an improvement in your readiness.

I also want to promote DLA as a great place for Navy logistics professionals to serve. In my estimation, DLA is an agency not as well known to our junior leaders, mid-grade officers and enlisted personnel, but it's a rewarding Joint assignment you should seek. Currently, of the eight general and flag officers serving at DLA, three are Navy. Historically, of the 19 DLA directors since 1961, six have been Navy.

Furthermore, the alignment and interdependencies between DLA, OPNAV, and NAVSUP will grow even stronger in the decades to come. I like to say, "To describe



the Navy as our customer just doesn't cut it — we are partners. Neither of us can support the warfighter without the other." The enterprise perspective you will gain at DLA will benefit you throughout your career. I look forward to seeing you at DLA.

Conclusion

DLA is dedicated to improving our support to the warfighter. Over the past year and a half, we've made significant investments in an effort to ensure the Navy gets what it needs, putting millions of dollars into authorized stockage lists, forward stocking

initiatives, weapon systems support, and other readiness drivers.

DLA is fully committed to aligning with OPNAV, NAVSUP, and other Navy logistics supply entities to ensure we understand what the Navy needs to improve readiness and that we're supporting those requirements.

Our strategic plan contains five lines of effort, but the one that is central to everything we do and that will never be compromised is "Warfighter First."

DLA has been and always will be a warfighter first agency. ✨

Defense Logistics Agency Preparing to Assume Warehousing for F-35 Spare Parts

BY BETH REECE
Defense Logistics Agency

The Defense Logistics Agency (DLA) is partnering with U.S. Transportation Command (USTRANSCOM) and the F-35 joint program office to establish processes to expand F-35 Lightning II Joint Strike Fighter support. The effort will leverage DLA's global supply chain capabilities to improve F-35 readiness as it assumes storage responsibility in January 2020.

In December 2018, the F-35 Joint Program Office designated DLA as the product support provider (PSP) for North American regional warehousing, as well as PSP for global transportation and distribution in partnership with USTRANSCOM.

DLA's new role in F-35 support will increase the Defense Department's visibility of F-35 spare parts inventory as Department of Defense (DoD) works to decrease sustainment costs and improve readiness, said Navy Capt. Jeff Davis, director of DLA Logistics Operations' Sustainment Solutions Division.

"We're working closely with the Joint Program Office (JPO), USTRANSCOM, and Lockheed Martin to improve sustainment support for the F-35 by moving F-35 inventory into DLA warehouses located closer to the point of demand inside the fence line of DoD aviation maintenance facilities. The goal is to accelerate maintenance through closer coordination with maintenance facilities," he said.

Sustainment for the F-35 differs from traditional weapons systems support where the military services determine what's needed where, then look to organizations like Naval Supply Systems Command (NAVSUP) and Air Force Materiel Command for support. F-35 sustainment instead applies an approach known as contractor logistics support in which Lockheed Martin provides all supply support for aeronautics and software, and

Pratt & Whitney supports engine and lift fan modules.

As the newly designated PSP for warehousing in the United States and Canada, DLA will provide storage and management support for the joint spares pool made up of all F-35 program spares jointly owned by international partners. The spares are packaged to meet the needs of specific customers. The base spares package, for example, contains repair parts needed to support aircraft operating on a given military installation. The afloat spares package includes items commonly needed to support F-35 operations aboard a ship, and the deployment spares package provides parts units needed to sustain aircraft operating away from home base or supporting contingency operations.

"The F-35 Joint program office hybrid product support integrator, which is comprised of JPO, Lockheed Martin, and Pratt & Whitney staff, determines what's needed in each package and makes decisions about where the materiel needs to be positioned and how much is needed. DLA's responsibility is to store that materiel and work with



An F-35 Lightning II fighter jet at Nellis Air Force Base, Nevada. —photo by A1C Bailee A. Darbasie

USTRANSCOM, which will leverage its network of contracts and carriers to move items to customers as we receive supply shipping orders from the JPO," Davis said.

DLA and USTRANSCOM stood up a PSP transition cell in February 2019 to outline requirements for warehousing and transportation. Teams are working to tailor F-35 program financial, contracting and information technology processes to leverage existing DLA and USTRANSCOM capabilities. DLA expects to reach full operating capability in 2021 when inventory is migrated from contractor-owned systems into DLA business systems.

"Then we'll have what's called an accountable property system of record that provides the type of accountability required for managing government property," Davis said, adding that JPO would still retain ownership of the inventory.

Migration of F-35 inventory will be accomplished using existing DLA infrastructure, eliminating duplication of inventory in commercial facilities, Davis said. Spares packages have already been moved to DLA Distribution facilities in Oklahoma City, Oklahoma, and Hill Air Force Base, Utah. Proof of principle demonstrations with USTRANSCOM have also tested the transportation process.

"We've done test shipments to DoD entities overseas in the Middle East and U.S. Pacific Command areas of operation, and we've bested our own time-definite delivery metrics," said Navy Capt. Justin Lewis, a member of the PSP integration team.

Davis said he believes the agency will help make the F-35 program more efficient as it streamlines warehousing.

"In many cases, inventory is currently being held in contractor warehouses located close to DLA warehouses. Using DLA warehouses positioned on the base with customers we're already supporting just makes sense and eliminates costly supply system duplication while maximizing the use of facilities already available to customers," Davis said.

DLA Disposition Services is also awaiting an official designation by the Joint Strike Fighter Joint executive steering board as the global disposition PSP, through which it will provide disposal services for F-35 parts. The assignment of National Stock Numbers is the first step in the identification of F-35 materiel and will enable materiel management, demilitarization, and disposal.

DLA's support to the F-35 Joint program office global support solution is in alignment with Under Secretary of Defense for Acquisition and Sustainment objectives to improve mission readiness while optimizing inventory accountability and sustainment affordability. DLA does this by focusing on strong partnerships with DoD entities and industry and leveraging Joint logistics enterprise opportunities. ✨

NAVSUP Gains Momentum with Focus on People – New Era Workforce Initiative

BY JEFFREY LANDIS

Office of Corporate Communications
NAVSUP Weapon Systems Support

NAVSUP and NAVSUP Weapon Systems Support (WSS) have always made taking care of their people – the NAVSUP Enterprise’s most valuable asset – their top priority.

As the U.S. Navy adapts to a faster-paced, more complex, and increasingly competitive security environment, NAVSUP and its workforce must also reform and adapt to meet the changing needs, helping to increase naval readiness and lethality. The cornerstone of NAVSUP Reform is people.

Through several reform initiatives, referred to as enabling a “New Era Workforce,” NAVSUP intends to transform the NAVSUP culture through continuous and sustained reform efforts focused on strategic organizational structures, data analytics, performance, knowledge, and talent management.

The initiative, part of the larger NAVSUP reform effort started in the spring of 2018, is a critical element as NAVSUP recruits, retains, develops, and trains the next generation of leaders in a time of great demand.

“We work together as a team... we are becoming more agile and competing in ways that are sustainable and ready to control the high end of maritime conflict,” said Rear Adm. Michelle Skubic, NAVSUP commander and chief of Supply Corps. “Using enhanced processes and new technologies, we will support our warfighters faster and more efficiently. NAVSUP will always be ready to serve, ready to sustain, and Ready for Sea.”

Mike Callahan, program analyst, NAVSUP NI Talent Management, and value team lead for the New Era Workforce initiative, said that it’s all about designing programs and processes for putting the right people, in the right place, at the right time.

“The New Era Workforce is an enabler that crosses the entire NAVSUP Enterprise – it impacts people and culture,” said Callahan. “It is critical to our success. We need a workforce that is able to adapt to a changing environment and able to meet the needs of the customer and help our warfighters maintain warfighter readiness and lethality.”

The New Era Workforce umbrella has five lines of effort.

1. Reorganize NAVSUP into cross-functional teams centered on Integrated Weapon Systems Teams (IWST) to better prioritize and align efforts, implement strategic budgeting, and enhance metrics to improve NAVSUP processes.
2. Reorganize and reform operations research functions across NAVSUP to maximize analytical strategies for improved capability and performance of the supply chain – Intent is to create a NAVSUP Enterprise Analytics Center of Excellence.
3. Change how NAVSUP evaluates its people to reflect reform goals.
4. Implement a knowledge management process and systems to improve employee performance.
5. Develop a new workforce strategy focused on retention and career development.

The New Era Workforce initiative was developed to embrace development and evolution, and to increase transparent and solution focused communication between employees – people and teams working together to meet challenges for NAVSUP today and into the future.

The initiative intends to create an agile, adaptable workforce of devoted people who work together to solve problems and are accountable for their actions. Additionally, under the new initiative, employees – no matter at what level – are empowered to escalate problems and roadblocks

quickly, and supervisors and employees collaborate to find the best solutions to issues. Supervisors can enable this by inviting discussions to involve employees in the problem solving process and collaborate on solutions.

“The ability to change and be agile is a function of organizational culture,” said Michael Madden, NAVSUP vice commander, who recently offered a set of ideals to both supervisors and employees to underscore the importance of organizational culture change and individual action. “I believe we have a resilient culture that adapts to change. I believe we understand the mission and its importance to the Sailors we send into harm’s way. Working from these set of ideals and teaching them to our new employees will enable positive change and mission success.”

Recognizing these ideals and embracing collaboration and understanding is at the heart of the New Era Workforce initiative.

The early successes of this collaboration come from the cross-functional team concept, which included teams from the Cruiser/Destroyer (CRUDES) IWST, Aircraft Carrier (CVN) IWST and the F/A-18 Hornet fighter aircraft IWST.

By co-locating key people in IWST teams, including contract specialists, supply planners, program managers and IWST leadership, these cross-functional teams create a better structure, cadence and focus on priority tasks. They achieve this by creating a regular readiness recovery “drumbeat” or meetings to review progress with leadership and establishing shared priorities with all members using a common set of tools and metrics to support supply chain management functions. Additionally, through collaboration the teams created a priority list of national item identification numbers (NIINs) (stock items with 9-digit code identifiers), filtered by casualty reporting (CASREP) and unfilled customer orders (UCOs).

Successes include the CRUDES and CVN IWSTs meeting or exceeding repair obligation goals each month successively since their co-location in February 2019. Priority CASREPs and UCOs have noticeably reduced, and administrative lead time (ALT) was reduced by four months.

With the F/A-18 IWST, the integrated teams implemented a new virtual operation model that focuses on cross-collaboration with contracting, engineering, and finance to eliminate the top degraders on Super Hornet readiness. Weekly production stand-up meetings and readiness acceleration boards provide a forum to elevate and resolve barriers and accelerate the contract award process. From July 2018 to July 2019, successes include an eight percent decrease in high priority backorders, a six percent reduction in non-mission capable supply (NMCS), a 13.5% decrease of work-in-process time for purchase requests, and a 55% increase in contract awards per month.

According to Jane McMullen, senior executive service director for NI, NAVSUP, and sponsor for the New Era Workforce initiative, the reform effort is the keystone to real change.

“As the Navy increases its capabilities and operational tempo, NAVSUP must reform and adapt its culture to reflect the immediacy of naval readiness and lethality,” said McMullen. “We do this by embracing our most valuable asset – our people – to make the necessary changes and to work together to make a difference. We must invest in a culture of excellence and prepare our leaders for the future.”

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NAVSUP Weapon Systems Support Rethinking the Interim Supply Support Program

BY KELLY LUSTER

Office of Corporate Communications, NAVSUP Weapon Systems Support

As NAVSUP continues its reform efforts aimed at improving business processes and enabling increased lethality and readiness across the fleet, enterprise initiatives are underway and showing positive results.

According to Stephanie Enck, Littoral Department head, NAVSUP Weapon Systems Support (WSS), one of the processes they are examining is the interim supply support (ISS) process. The command launched several pilot programs aimed at providing proofs of concept demonstrating how NAVSUP WSS can gain efficiencies by facilitating the ISS process. Under current policy, Naval Sea Systems Command (NAVSEA) and Naval Information Warfare Systems Command (NAVWAR) are responsible for providing ISS to the maritime side of the fleet. A partnership with NAVSUP WSS, NAVSEA, and NAVWAR identified six programs under the proof of concept.

To understand the ISS process, one must understand the difference between initial outfitting supply support and ISS. Initial outfitting supply support refers to providing the initial range and depth of materiel required to operate and maintain a system or equipment. ISS materiel supports the program from initial operational capability (fleet introduction), to materiel support date (MSD) (full supply system support). ISS materiel is provided by the hardware systems command, usually following normal military standard requisitioning and issue procedures, and is free issue to the fleet until MSD. Historically, NAVSUP WSS does not receive all the data experienced during ISS, which can create sustainment challenges post MSD. If NAVSUP WSS performs the ISS, we will have the data to make combined procurements that should reduce the interim period, provide economies of scale procurements, and eliminate residual assets.

Fortunately, for Enck and her team, there is already a successful model in place from which to draw best practices and they need not look any further than Philadelphia and the NAVSUP WSS Aviation Directorate. Thirty years ago NAVAIR, via a memorandum of agreement with NAVSUP WSS, established policies and procedures assigning NAVSUP WSS responsibility for providing ISS.

“They had 30 years to show everyone what ‘right’ looks like,” said Enck. “Through trial, error, and time, the aviation directorate laid the foundation for a successful program. We believe we will successfully demonstrate why NAVSUP WSS is the right organization to facilitate the ISS program and help create an efficiency for the Navy on the maritime side.” According to Enck, not only will transitioning maritime ISS to NAVSUP WSS create an efficiency from which the ripple effects will be felt across the Navy, but ultimately, it will enable NAVSUP WSS to improve customer service to the end customer—the warfighter.

Enck said, as the end-to-end supply chain manager, we are greatly invested in the ISS process and anything they can do to

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shorten the time a customer has to wait for parts is a win. For example, Enck said something as simple as scrutinizing data and failure rates can lead to eliminating or reducing administrative gaps and lead times for parts. The goal is to ensure not only the right parts are on the shelves, but the proper depth and breadth of parts, including both the retail and wholesale, to achieve the required operational availability for the system.

“We are seeing some of the early fruits of our labor through preliminary results of the pilot programs we’ve undertaken,” said Brian Mackalonis, program analyst with Continuous Process Improvement, NAVSUP WSS. “To get reliable data, the pilots would ideally draw information over a greater period of time. But we don’t have that kind of time.” According to Mackalonis, early results seem promising, but only time and data will demonstrate why NAVSUP WSS is best suited to take over the ISS process in the maritime arena.

Before culling data from various programs, the team had to determine the appropriate programs to demonstrate the command’s ability to successfully facilitate the ISS program. “We had to identify programs

with some historical data from which to draw,” said Tymari Noll, Torpedo Interim Supply Support lead. “We were fortunate there are programs with significant historical data and are going through changes or modifications.” Specifically, Noll’s team is working on a lightweight torpedo used for anti-submarine warfare. According to Noll, her program has decades of data in a previous configuration where most of the system has not changed. Additionally, the team has undertaken pilots in a number of programs.

As the Navy’s only program support inventory control point, or PSICP, NAVSUP WSS ensures synergy in the supply chain. Supplying the Navy is a daunting task, but one NAVSUP WSS embraces throughout the organization.

Mrs. Lynn Kohl, vice commander, NAVSUP WSS, emphasized the command’s vital role ensuring our Sailors have the supplies they need, when they need them, where they need them.

“PSICP is about managing the entire life cycle of a weapon system from end to end,” said Kohl. As a NAVSUP field activity, NAVSUP WSS is the U.S. Navy’s supply chain manager providing worldwide support

to the aviation, surface ship, and submarine communities. NAVSUP WSS provides Navy, Marine Corps, Joint and allied forces with products and services that deliver combat capability through logistics.

“As supply chain experts, NAVSUP WSS teams provide persistent Navy insight and oversight. We are integral in assisting with program manager interfacing, interim support, configuration management, program-driven requirements, repairables management, and providing engineering assistance to design the support to optimize a responsive, cost-effective supply chain,” said Kohl. “I am confident in the pilot programs to show what we already know—NAVSUP WSS can manage interim supplies for the Navy creating an efficiency that will contribute to overall Navy readiness.” ★

Below: ST3 Kristian Stuyvesant, left, and ST1 Hongbing Ke load a Mark 54 surface vessel torpedo tube aboard the Arleigh Burke-class guided-missile destroyer USS McCampbell (DDG 85). —photo by MC3 Isaac Maxwell



Reflections on Leading Civilians

BY CAPT. RICHARD A. PAQUETTE
Deputy Division Chief, Defense Logistics Agency

As a career naval officer and proud Supply Corps officer, it has been my distinct honor to lead and develop the incredible junior officers and enlisted personnel entrusted to me. My training and immersion in leadership at the Naval Academy and numerous service schools have been further honed by officers more senior to me and the senior enlisted leaders I have served alongside.

I am very confident in my ability to mold a work center, division, or department manned by Sailors into a cohesive and high performing team. However, a funny thing happens as Supply Corps officers approach and attain the rank of commander. Barring a sea-duty assignment, your leadership challenges pivot from mainly enlisted and junior officers to career civil servants. While we have all worked with civil servants in the completion of our duties, actually being their boss and leader is an entirely new and often-times foreign environment for a Supply Corps officer.

While the Navy and the Supply Corps have schools for virtually every scenario and technical problem set, no formal military officer focused schools currently exist to help understand how to lead, manage, and win with the non-uniformed civilian workforce. Some courses are available on timekeeping and rudimentary human resource (HR) information, but absent any comprehensive instruction, we are forced to rely upon good judgement, luck, and guesswork in this new role.

We are all high performing and motivated individuals, so we usually make good decisions, learn from our mistakes, and generally get the picture right and the mission done regardless of the circumstances. Yet a question remains: how much more productive and effective might you and your organization be if you were equipped with a more robust skill tool kit to excel in your new role?

I know the Supply Corps, to its credit, is working toward such a course for lieutenant commanders. In the interim, I am attempting to put my 10-plus years of experience leading hundreds of civil servants lessons learned down on paper for all to use, discard, accept, or question. I am under no illusion that I know everything, or anything close to that, in how to lead our civil servant workforce. I have made as many mistakes as I have had successes in this area, but what I hope is that my commentary makes you think, my examples lend some clarity, and that this article helps to sharpen the Supply Corps desire to complete a more formalized training for our future leaders.

Rely on your Deputy:

One topic I'd like to address right up front is the deputy. When first assigned to lead a civilian organization you may also get the advice/guidance to rely on your deputy or civilian boss. While this relationship is certainly important, and in most cases it should be a positive and beneficial situation, it should not in and of itself overwrite your need to be a tremendous leader of civilians on your own.

In addition, in a low performing or challenged organization, the civilian deputy/boss may be as much a part of the problem as the solution. You, as the outsider, may very well have the best ability to shape events, identify and correct organizational flaws, and build the bonds between the workforce and the leadership team that may be stretched or broken.

An observation of mine and others, is that federal civil servants are often promoted for being the best, technically, at what they do. While many of these promotions work out in the long run, there isn't as much focus placed on civilian managers being the best leader for their respective organization. As such, you should make every opportunity to develop and mentor these new civilian leaders. They will be, by and large, much more proficient in the technical aspects of the organization you will be leading, but you may be the rock your team will depend on for leadership.

I say the above not to slight, in the least, the tremendous capability, knowledge and energy that very likely will be present in the

senior civilians in your organization. Very early on, you need to sit down with them and ensure you understand them, where they are coming from, and receive their input on where the organization is headed.

If you are the leader, this is a good time to discuss your values and vision. Set a tone for your relationship and build the chemistry that must exist for your team to thrive. I have always pictured myself to be a bit of a chameleon in this role. I try to fill my bosses/deputies weak spots and have them fill in mine. For example, if your boss is tremendous at the technical side of the job, but lacks a great personal touch, jump into that arena with both feet. If your deputy is a skilled manager of the union representative, but not great at organization, take on this role and let him/her run the union coordination piece. The key is for both of you to be aligned and mutually support one another, anything less becomes toxic over time.

Management by Walking Around:

I know this is an overused and tired phrase that we get bombarded with in nearly all leadership development courses. The reason for such a heavy dose of this term is because it works! Get up from behind your desk, stop reading email, get out of your office, and visit your people where they are working. Take away the aura of the front office, command suite, or any similar construct and walk your spaces. The best way to get to know your people is to talk to them. Observe the photos and items on their desks. Where did they go to school, family photos, hobbies and the like? Each person on your team is unique and diverse in a hundred different ways. Understand them, their motivations, their desires, and their wants.

The more you engage with your folks the more comfortable you become in this role. It isn't natural for me, but I forced myself to do it and got better with it over time. One thing I tried to figure out was each member of my team's baseline. I call this my "bright eyes" check. People that are motivated and invested in their position tend to show such enthusiasm through their eyes. Leadership is far more art than science, and I found that when I spent enough time with my civilian employees I learned their personal

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motivation mid-point. Higher than this and good things were happening to them in their lives, lower than that and perhaps not all was great in their world.

It is always easy to ask someone about what you expect to be good news. For example, “you look super pumped up today.” Then they tell you their son/daughter just got into their first choice school for college. If you know your people well enough you can state the specific school; or are they following in your employee’s footsteps as a Terp/Aggie/Wildcat etc.? The key here is that you recognized an employee over the baseline and you celebrated that achievement with them.

The far harder scenario is when employees are clearly below their baseline. Hopefully, you may have some information from your middle managers, division chief, etc. to help clue you in as to the “why.” Most folks do not want to have hefty, difficult, personal discussions in the workplace, in the open. Some things I learned to do is bring them a can of their favorite soft drink, a cup of coffee, or a piece of candy/sweet you know they enjoy and say “looks like you could use a little positive bump today/a little pick me up. How are you doing?” Oftentimes they will say fine and that is okay, but sometimes you will get much more. If it is intensely personal stuff, you might suggest a walk with them, or to step into your office to protect their feelings, issues, privacy, etc.

The most important aspect of this entire discussion is do your folks trust you? Have you earned that most precious of a commodity: their faith in you as a leader? A very powerful connection between you and your teammate to be sure, but one that can be lost forever in a heartbeat if it is abused.

Open Door:

Another extremely pervasive term, one following very closely on the trust discussion above, is your open door policy. Every employee I brought onto my team, over my civilian leadership tours, I made it a point to tell them that I had an open door policy. They could come in at any time, for any reason, and talk to me about anything. I did encourage them to use their chain of command but did not want to stifle any feedback or concerns. I also told my senior leaders that I would share what I could with them when

such meetings occurred. As with all such one on one sessions, many of the details discussed could vary widely based on perspective. So temper your desire to react, agree with or confirm some of the issues that may be raised behind an open door until you get more feedback, information, and facts.

I have observed that some leaders claim an open door but it never really is. Either it is physically shut or an employee seeking a sit down doesn’t feel welcome to insert themselves into your daily schedule. Make sure your front office team knows your expectations for such a pop up event. Hold the calls and attempt to reschedule any conflicts to allow the employee to talk with you when you are ready. Two things I do when an employee comes to talk with me is I shut off my computer monitor so my eyes don’t wander to my screen when new email comes in, and I place my desk phone in a forward all calls mode. I want to ensure that I give 100% of my attention to the employee sitting across the desk from me.

In many cases the employee will only want to talk. They may even state they aren’t expecting any action on your part. This is always a hypersensitive topic, so know your organizations standards and policies should such issues as sexual harassment, misconduct, or other possible red flags are raised. While it is important for you to be there for the employee, you still have an obligation to your organization as a leader to do what is right and expected by them. If you are asked to take an action, follow through. If you can’t, explain why not. I also made sure to reach back out to folks who came to me in such times with a quick note expressing my gratitude for their trust in me, summarizing the issue and what I will be doing. This follow up is critical in my opinion, validating that the employee was right in coming to you and bringing the matter to your attention.

Very often, your biggest gains as a leader within an organization will not be accolades received from higher headquarters or customers, personal decorations you receive, or praise from other senior leaders on your team. It will be the individual employees telling one another “Capt. Paquette really cares about us and you should bring this issue to him.” When employees have that level of trust in their leadership team, only good things can happen.

Union Workforce:

If you are sent to an organization that operates under a union, you need to get smart, quickly, so read your union agreement carefully and meet early in your tenure with the union representative and steward. While you may be a senior leader accustomed to making “command decisions,” with a union such actions take a little more time and coordination. Most union leaders are good people, but they are coming at issues impacting your organization from a very different angle. Bring them in when issues arise, seek their input and explain the “why” to them. At the end of the day, you still can make the decision, but having union support makes any solutions to challenges much easier to implement.

I was very fortunate in one organization to have a very strong civilian deputy who had done a lot of great work building a relationship with the local union representative. She was invited to senior staff meetings, even had a part at an offsite and invited her to our town hall events. This is certainly a higher level of engagement than I would have planned for, but it worked very well in my organizations favor.

The biggest takeaway I learned from leading a union workforce is that anything that may impact the conditions of employment: moving desks/offices, new parking spot assignments, breaks and lunch periods, fitness program, use/lose, and of course any disciplinary actions must all be worked closely with the union. It took me quite a while to grasp the need to route, what I considered very insignificant actions, by the union representative. Make sure you speak with your organizational attorneys on such matters, speak with other leaders who are supported by the same union and get their lessons learned, tips, and feedback on how they engage with the union.

Recognition:

As military leaders we are very used to, and comfortable with, writing up our Sailors for medals, letters of commendation, Sailor of the quarter, etc. You would be amazed at how few civilian leaders do the same for their people. I am not sure why this is the case,

perhaps related to the lack of a solid leadership development track for civil servants, but you may be the one who gets a solid recognition and awards program moving.

First things first: read your organizations award instruction. What is possible? Who can approve? What are the limits on dollar value, time off, frequency of recognition, etc.? In many cases simply writing up an employee for an award gets them recognition as other units in your larger group may not take the time to nominate anyone. There are also a host of ways to recognize your people outside of your official awards instruction. I used the Federal Executive Board to nominate individuals and teams for well-deserved recognition and submitted names to DoD and SECNAV levels for consideration. Do your branch heads, division chiefs, etc. have a requirement in their performance evaluation to submit at least one organizational wide nominee per quarter or a written statement as to why no one was deserving? Making such recognition part of your leadership team's performance objectives ensures it remains important to them and not "extra" work.

Even at the state, county, and city levels, there are a host of awards available to nominate deserving individuals. Please make sure your attorneys are consulted before you submit to any non-federal entities to be sure you are covered ethically.

The most important part of awards and recognition is to understand your team and what sort of recognition they desire. Some want a bright spotlight and others want to be left in the background. There are many avenues available to a leader to recognize outstanding performance. Far too few civilian employees receive medals for their work. These are often beautifully framed and can be a tremendous way to recognize your very best. If you know your people well enough, contact a spouse or significant other to be present during the presentation. How you recognize your best shows the entire team what the standard is and how willing you are to go the extra mile to demonstrate your appreciation.

While big, splashy events like medals, letters of commendation, and employee of the quarter selections are vitally important, in many ways a simple "great job" or "well

done" means as much to so many. Too often leaders take for granted the hard work put in by their employees. I call these thank you drivebys, either in person (preferred) or via phone/email if the team is very spread out. A key component of this style of recognition is to challenge mid-level managers to highlight such accomplishments to me. It is powerful feedback to a member of your team to tell them "your work on that spreadsheet really helped me understand the gravity of issue, XXX. I really appreciate all the effort you put into it."

These thank-you moments don't have to be for the largest items, but something that an individual on your team put a great deal of work into or struggled with but got it done. If you know your team well you can state: "I know you worked late all last week to meet this short suspense, missing your son/daughters XXX. I just wanted to let you know how important your finished product was to the success of our mission."

Putting such sacrifice into personal engagement is a hallmark of a great leader in my opinion. There are hundreds of things that employees may have to work around or push off to support the team and mission. Allowing such dedication to go unnoticed and unrecognized is a recipe for disaster.

As with all forms of recognition, always keep an eye out for timely and appropriate awards for your team. Delaying a monetary award for six months so it lines up with performance appraisal bonuses detracts from the linkage of the action by the employee to the reward conferred.

On a similar note, a very high dollar award for a relatively low impact event is disproportionate and may deflate others on your team who worked equally hard or harder.

Finally, make sure you speak with direct supervisors before you nominate or present an award to an employee. I have learned that you often get a far different face than the immediate supervisor. When the boss shows up the employee is motivated and engaged, but after you depart the workstation, the employee may revert to low performance, poor attitude, etc.

Hiring:

Government hiring rules are complex and oftentimes burdensome because in the end we are making, potentially, permanent selections for our organization. With no formal schools to train military officers on this incredibly important task, it is easy to let the other senior civilians handle such matters. My advice would be to not do that. You'd be surprised what you may learn and see if you directly engage in the hiring process.

Some organizations are hopelessly lost in hiring friends and family, overlooking qualified candidates due to soft and inherent bias and unwillingness to take a risk, even on a developmental position. You will see aversions to individuals with disabilities, outsiders (both organizationally and geographically),



Cmdr. Richard Paquette's official change of command departure after passing through Joint honor guard of Sailors and soldiers assigned to DLA Distribution Pearl Harbor, Hawaii, culminating his three-year command tour at the depot.

veterans and military spouses. There may even be bias toward age, gender, looks, sexual orientation and the like. I have seen and heard many questionable things in quite a few of the many hiring actions and interviews I have been a part of. While not all organizations struggle with such challenges, you will never know if you don't get involved.

Most importantly, for jobs that are direct reports to you, critical to your organization, and the like, be directly involved. Review the request for personnel action, review the resumes, sit in the interview panels and lead the hiring action. You are building a team

...continued on page 38

and climate, culture, diversity and mutual fit are all important benchmarks for you, as the leader, to consider when growing your team. Your senior leaders, local HR representative, and counsel can all provide good guidance to you in this process. Make sure you take good notes, because as important as it is to select the right person, it is just as important to be able to explain the “why not” to an individual not selected, especially if that individual is from your organization.

Retention:

Even in a government office job, it is okay to have fun. Within organizational guidelines, relax dress codes on Friday; wear sports jerseys or college sweatshirts, have cake and sweets for significant events: birthdays, marriages, pregnancies, farewells and retirements. Decorate for the holidays, allow your folks to personalize their workspaces and do what you can to ensure the work location/office is clean, bright and welcoming with furniture, photos, paint, stencils/signs, etc. As all of us who have been afloat can attest to, you can tell a lot about a ship's crew from how their vessel looks as you walk along the pier.

In addition, make sure your front office and others in your organization treat visitors warmly and with courtesy. That first impression is important on so many levels. I have had multiple new hires tell me that they said yes to our job offer based on how they were treated on arrival to the interview. A simple “good morning” or “hello” go a long way in today's hyper-connected world.

Flexibility:

In today's business environment, many organizations are rapidly increasing the flexibility offered to the employees to accommodate the busy lives we all lead. As with most HR processes do your homework and understand what is allowed. Encourage your employees and managers to use the authorities granted to benefit both the individual and the organization. Telework, flexiplace, compressed work schedules, gym/fitness time, adjustments to core hours, flex time and other options are available in many federal workplaces. In my experience,

sometimes organizations shy away from certain flexible solutions due to a bad experience. I challenge them to hold folks accountable. If someone is abusing a workplace rule, hold them accountable. Don't kill the fitness program or telework for all because of the actions of one.

A good safety tip is that what you do for one, you need to be prepared to do for all. So be careful how much accommodation and flexibility you afford an individual. If you are not prepared to do one thing for others it is never a good idea to do so for anyone, even a top performer.

Exit Interviews:

Inevitably, people move on from your organization. While it is certainly important to meet with all your newly arrived folks to welcome them to your team, the exit interview is critical to seeing how well your group is doing. Exit interviews should be part of your checkout process. Don't leave it to chance that an employee will give you the feedback you are seeking. Always do more listening than talking during an exit interview. If the employee is leaving for other than good reasons you may hear some tough comments. Don't react and certainly don't argue their points. Do thank them for their comments, good and bad, and let them know they are welcome to provide any other comments and observations to you in the future. Most importantly, share what you can with your leaders and allow the feedback to help you improve as a team. In one exit interview I had a very high performing employee moving on. When I told him how highly regarded he was and what I thought his top line could be in our organization he was shocked. He never received such praise from his immediate supervisor, even though his supervisor thought very highly of him. This lack of communication cost the team the services of a dedicated and hardworking employee. The attrition could have been avoided with more timely feedback and praise for his outstanding work.

Discipline

Your legal/counsel and HR representative should be your lifelines to managing the harder side of the business with federal civilians, namely discipline. If you are having an

issue, or believe you are having an issue, talk with them. Bringing them in too late is far worse than too early.

It is important to weigh how employees are recognized with the issue of a disciplinary action pending. Too often organizations will process a cash or time off award, issue someone an acceptable rating or allow for selection for a special program while working through a disciplinary action. Such recognition causes problems for the government should an employee grieve any future punishment handed down.

When someone isn't performing resist the temptation to move them. Too many government offices tend to recycle low performers instead of challenging them to improve. While a change of scenery or supervisor may be helpful in some situations, it shouldn't be a pattern for an employee. Passing off a problem employee to another leader isn't a solution and it would be best to handle the situation head on.

When dealing with low performing employees, it is a good idea to document all of the interactions. Summary memos or emails are a good way to cover the issues discussed and any directions. These records come in handy should things progress up the disciplinary chain.

Most government employees, like Sailors, will respond to criticism and improve their performance. There are some that will attempt to avoid accepting responsibility for their actions and they will blame everyone, including you, for singling them out, treating them unfairly, and perhaps raise more significant complaints along an EEO channel. Don't let any of this dissuade you from doing what is right.

Summary:

There is a lot to digest above, I hope it was helpful or at least thought provoking. Take these opportunities to lead to heart and push the envelope. Have some fun, advance your shared mission forward, and take care of your people. Be the boss that people want to work for. Hearing the words “we miss you” or “the place isn't the same without you” should be as warming to your heart and professional sense of accomplishment as any end of tour award or military recognition. ★

47th Annual National Naval Officers Association Symposium

BY LT. DONG LOGAN

Project Officer
NAVSUP Business Systems Center

Supply Corps officers from around the world attended the National Naval Officers Association (NNOA) annual symposium at Naval Base Point Loma, San Diego August 7-8, 2019.

Established in 1972, the NNOA is sanctioned by the Secretaries of the Navy and Homeland Security, and it is comprised of active duty, Reserve, and retired officers, midshipmen and cadets and interested civilians. It has members of all ranks and ethnic groups. NNOA provides professional development, mentoring, commitment to diversity, and inspires and influences future leaders of our military to create more resiliency among sea services across the nation.

The theme of this year's symposium was "Charting a Course for Tomorrow's Leaders." The theme aligns with the ideals of Navy Leader Development Framework 3.0 as former Chief of Naval Operations Adm. John Richardson stated in his message to the participants, "NNOA serves as a force multiplier in preparing the Navy's diverse leadership—and our entire Navy team—to meet emerging challenges in today's ever-changing and complex environment."

The symposium featured keynote speakers and senior military leaders from U.S. sea services, who networked, spoke, and offered mentoring sessions and career guidance to junior military officers.

Guest speakers included the Honorable Thomas Modly, under secretary of the Navy; Vice Adm. John Nowell, USN, chief of Naval Personnel; retired Adm. Kurt Tidd, USN, director, Olmsted Foundation; Vice Adm. DeWolfe Miller, USN, commander, Naval



Supply Corps officers at the 2019 NNOA Symposium. First row left to right: Lt. Clarissa Block, Lt. Tiara Anderson, Lt. Dong Logan, retired Rear Adm. Sinclair Harris, Cmdr. Monica Tate, Lt. Soon Kwon, Lt. Rowena Bediako, Lt. Michelle Coleman. Second row left to right: Lt. Frank Silva, Lt. Cmdr. Eldridge Davis, Lt. Tyree Harris, and Lt. Cmdr. Carl Pennycooke

Air Forces/commander, Naval Air Force, U.S. Pacific Fleet; Vice Adm. Jerome Adams, U.S. Public Health Service (USPHS), U.S. Surgeon General; Vice Adm. Michael McAllister, U.S. Coast Guard (USCG), deputy commandant Mission Support; Adm. Karl Schultz, USCG, commandant of the Coast Guard; retired Rear Adm. Samuel Cox, USN, director, Naval Heritage and History Command; Rear Adm. Bette Bolivar, USN, commander, Navy Region Southwest; Rear Adm. Alvin Holsey, USN, commander, Carrier Strike Group One; and Ambassador Suzan Johnson Cook, former U.S. Presidential advisor.

The senior leaders provided valuable nuggets during the panel discussion and mentoring sessions, such as: "Always do your best with whatever opportunity you've been given;" "Be humble, able to give and receive feedback;" "Don't make mistakes, but if you do, own them;" "Sailors aren't born, they're forged;" and "Continue to innovate and adapt."

The symposium also included service-specific sessions and mentoring sessions, highlighting individual career progression and personal development.

During the closing ceremony, Cook shared her life story and secrets for successful in her inspired speech. She emphasized that one must first take a self-interest to be able to take care of our greater "family." It enables you to leave a legacy, transferring knowledge and wisdom to future generations.

The NNOA provides support and mentorship, helps unite us with our service peers, and build our vision and dreams for the future. They set the stage and provided the opportunity to learn from each other, and re-discover the importance of unity across all sea services.

We are truly one-team, one-fight, and are stronger together, as we continue to emphasize the importance of leadership, camaraderie, and professional development. Together we continue to mentor and retain the most talented men and women to defend our country, while promoting diversity and inclusion that reflects the public we serve. ★



Reserve Supply Corps O-4 Seminar participants.
—photo by Lt. Kevin Kemen

Reserve Supply Corps O-4 Seminar Held in Norfolk

BY LT. KEVIN KEMEN

Operations Officer, Commander Naval Air Force Atlantic and Cmdr. Clint Tracy, Commanding Officer, Commander Naval Air Force Atlantic

The Navy Reserve Supply Corps held a two-day leadership symposium at the Joint Forces Staff College at Naval Support Activity Hampton Roads Aug. 17-18.

The event helped prepare mid-grade Reserve Supply Corps officers for future leadership at the operational and strategic levels of logistics planning. Rear Adm. Alan Reyes, commander Navy Expeditionary Logistics Support Group, sponsored the event with 69 Supply Corps lieutenant commanders in attendance.

As the active duty Navy continues to rely on the Reserve force to supplement essential logistics capabilities, the Reserve Supply Corps maintains a ready and capable corps of supply officers to support the warfighter. This support comes in many forms as the mission of our Navy evolves to meet the challenges of a global presence.

Rear Adm. Keith Jones, deputy commander, NAVSUP; Rear Adm. Kenneth Epps, deputy chief of staff for Fleet Ordnance and Supply/Fleet Supply officer, N41, U.S. Fleet Forces Command; and Reyes provided updates on the status and needs of the active duty fleet.

A video message opened the event from Rear Adm. Michelle Skubic, commander, NAVSUP and chief of Supply Corps, in which she addressed the NAVSUP and Supply Corps mission, vision, and priorities.

“We have a key role in building the Navy the nation needs. Our focus will always be on the fleet, on the Sailors at sea and ashore who keep the Navy strong, and all warfighters in harm’s way, on ensuring we do our part toward success in operations, from training to effective combat engagements. We will always be ready to serve, ready to sustain the fight, and Ready for Sea,” said Skubic.

The vision and mission of the Supply Corps relies on four pillars for success: fleet readiness, reform, auditability, and people. Together, these form the foundation of the mission to provide supplies, services, and quality-of-life support to the Navy and the Joint warfighter.

Day one placed an emphasis on “Big L” logistics such as global posturing, current fleet picture, fleet logistics, and logistics readiness center support discussions. Day two focused on career enhancement and included Supply Corps community updates, career development continuum initiative, enlisted leadership development, and mobilization picture. Joint matters and several topics from Reserve forces were also included.

The highlight of the event was an operational level of war logistics watch standing practical exercise sponsored by the Naval War College. This exercise emphasized the importance of situational awareness to effectively support a logistics readiness center commander. Participants were divided into three cells: supply section, fuels cell, and transportation/mobility cell.

Each group was tasked to understand the issues and risks associated with supporting a combatant commander/Joint task force and developing a course of action and final brief. This exercise emphasized the importance of mid-grade Supply Corps Reserve officers knowing their profession and leading others in supporting the warfighter.

A group of attendees had an opportunity to visit and tour USS Harry S. Truman (CVN 75), and get a first-hand look of the role it plays in fleet logistics and sustainment.

Many participants noted the symposium’s success and appreciated the opportunity to interact with each other and the senior officers present. Thanks to all who made this event possible! ✨



From left: Capt. Bob Bryans, USS Mobile Bay commanding officer; Lt. Emily Hawkins, USS Mobile Bay supply officer; and Capt. Pamela Theorgood, the assistant chief of staff for logistics and ordnance at Commander, Naval Surface Force, U.S. Pacific Fleet, display a Vice Adm. Robert F. Batchelder Award presented to Hawkins at Naval Base San Diego. —photo by MCSN Ethan Jaymes Morrow

USS Mobile Bay (CG 53) Supply Officer Receives Prestigious Supply Award

BY LT. CMDR. JOSHUA HART, SC, USN
Force Stock Control Officer, Commander,
Naval Surface Force, U.S. Pacific Fleet

Lt. Emily Hawkins, the supply officer aboard USS Mobile Bay (CG 53), received the Navy League of the United States' Vice Adm. Robert F. Batchelder Award at Commander, Naval Surface Force, U.S. Pacific Fleet's waterfront symposium.

Hawkins earned the award for her personal devotion to her work as a supply officer at NAVSUP Fleet Logistics Center (FLC) Naples, Italy. She became the supply officer aboard USS Mobile Bay on Aug. 5. Due to her change of station, she was not able to attend the award presentation by the Navy League, so Capt. Jerry King from NAVSUP FLC Sigonella and Capt. Pamela Theorgood, Commander, Naval Surface Force, U.S. Pacific Fleet, assistant chief of staff for Logistics and Ordnance, worked out a way to honor her in front of the San Diego waterfront supply team.

"We have a superstar among us," said Theorgood. "Lt. Emily Hawkins is the epitome of what the Vice Adm. Batchelder Award is about. She continues to showcase excellence in action, and I expect great things from her as the Supply Corps department head on CG 53."

Theorgood presented the award to Hawkins with USS Mobile Bay Commanding Officer Capt. Bob Bryans, who said he expects supply officers to report to the command ready to excel and Hawkins has done just that.

"It was a huge honor to be nominated, let alone be selected," said Hawkins.

The Batchelder Awards, established in 1983, are named in memory of the former inspector general of the Bureau of Supplies and Accounts, now known as Naval Supply Systems Command (NAVSUP). The award recognizes five junior Navy Supply Corps officers who have made the most significant personal contributions to the supply readiness of the operating forces.

The award is part of the Navy League of the United States' annual Sea Service Awards in recognition of outstanding individual achievements in leadership, maritime affairs, scientific progress, engineering excellence, logistics competence, excellence in intelligence, and service to community and country.



First Dutch F-35A Lightning II Joint Strike Fighter Assembled in Italy Unveiled

BY DEFENSE CONTRACT MANAGEMENT AGENCY (DCMA) EUROPE

The first Dutch F-35A Lightning II Joint Strike Fighter (JSF) assembled in Italy was unveiled during a ceremony in Cameri, Italy, September 12th.

The event marked the official acceptance by the Defense Contract Management Agency (DCMA) from Lockheed Martin and Italy's Leonardo S.p.A. as part of the F-35 partnership program. After acceptance flights and additional testing, the aircraft will be delivered to the Royal Netherlands Air Force in October.

For DCMA Europe Commander, Navy Capt. Brent Dessing, the unveiling is just the beginning. "I am very proud of the entire DCMA Europe team," he said. "It is a great day seeing the JSF program deliver incredible capability to the warfighter. The ceremony was exciting, bringing together U.S., Italian, and Dutch partners and marking the first Dutch aircraft of many that will come from Cameri. From witnessing the roll-out ceremony on Thursday to observing the successful company test flight on Friday, the great work of all involved was on full display."

Government test flights, scheduled to take place later this month, will complete the final assembly and check out procedures and end in delivery to the Dutch Air Force. DCMA's surveillance process requires numerous inspections and tests to include four

test and acceptance flights, two performed by Lockheed Martin pilots and two by DCMA pilots. These flights confirm airworthiness and safety of flight, as well as verifying mission system specification compliance.

The Dutch F-35 is the first of 37 to be delivered to the Royal Netherlands Air Force and includes eight F-35A conventional take-off and landing fifth-generation stealth fighters produced stateside and another 29 built in Italy.

After delivery, DCMA's mission will continue during depot level maintenance and future modifications for the F-35 aircraft. The DCMA sustainment mission includes aircraft lifecycle oversight on the jet itself, F-135 engine, electronic warfare systems, command and control computers, software development and integration, spare parts, training, logistical support, U.S. government and contractor technical support services, and other equipment.

Italy's Cameri Final Assembly and Check Out facility is the first fully operational international F-35 production facility, the second is located in Nagoya, Japan. Italy delivered the first internationally built F-35 in December 2015. DCMA's administration of the F-35 program involves more than 1,500 active global suppliers, making it the largest aircraft program in size and complexity. *

Navy Supply Corps School Retail Operations Program: On the RISE!

BY LT. SHERWIN SHEPHERD AND RSC(SW/AW) DEON DRAYTON

Navy Supply Corps School

Managing retail operations (RO) afloat can be a challenging, yet rewarding, experience for even the most seasoned Sailor. This point rings especially true for today's sales officer.

In the ever-changing waifighting landscape, Supply Corps officers wear many hats, and officers at the helm of a ship's sales division are no exception. Sales officers are the guardians of shipboard morale, the last stand of lifestyle normalcy, and the trusted agents of accountability. Sales officers approach crew morale with the same sense of urgency as line officers defending the ship against enemy combatants.

Navy Supply Corps School (NSCS) RO instructors are dedicated to junior officer development. Feedback from stakeholders and students, as well as a need for more robust practical exercises, led to the creation of ROM 3 Integrated Simulation Environment (RISE), the crown jewel of the RO curriculum.

RISE focuses on several core objectives: spot inventory (Ships Store and bulk storeroom), universal product code (UPC) validity, meter readings, register operations and reconciliation, and Navy Cash reports.

Students divide into small groups and cooperate to achieve objectives within artificial time limitations. Once each group reaches the deadline, students rotate to develop and demonstrate competence in the next objective. As a kinesthetic learning experience, RISE provides realism and depth not possible in traditional training delivery methods.

Technological advancements propel the Navy into the future and streamline processes that once took a multitude of steps.

Long gone is the age of entering "day backs" in the forgoing ROM 2 system. Now, new sales officers require strong foundational knowledge of RO, allowing for maximum user functionality. However, the processes only make sense once there is an overall understanding of the system's working components.

At NSCS, RISE represents a major overhaul designed to assist prospective sales officers with early comprehension of the retail environment. Ready, relevant learning is the driving force of this new curriculum.

Modules align with the turnover procedures occurring when officers check onboard their platform. As the course progresses, students dive into inventories, breakouts, and expenditures. The course emphasizes Navy Cash throughout and includes lessons exclusive to NSCS's newly updated Navy Cash lab.

Later modules explain procurement, Ships Store monthly reports, and financial returns. Instructors reference the supply management certification (SMC) checklist during each module with a special emphasis on SMC areas of concern. All lessons link to real-world ramifications of an officer's duties to reinforce each topic. RISE combines ROM 3, Navy Cash, inventory, scanning, counting, generating reports and other retail processes.

Concluding the exercise, students engage in an open discussion, to enhance their retention of the course material. RISE allows the necessary repetitions prospective sales officers require for success in today's demanding afloat environment. Throughout the RO curriculum, students tackle afloat training group audit sheets, Defense Finance and Accounting Services returns checklists, commanding officer's monthly reports, and many other tools to lay the foundation upon which new sales officers will stand.

However, the fleet must also reinforce what is learned at NSCS. Supply officers must hold sales officers accountable, senior enlisted must properly train sales officers, and enlisted Sailors must ensure procedural compliance in the performance of their duties.

According to RO instructor Lt. S. S. Shepherd, "With the alignment of all these factors, we can almost certainly ensure that the return on investment will be mutually beneficial to all parties involved." ★



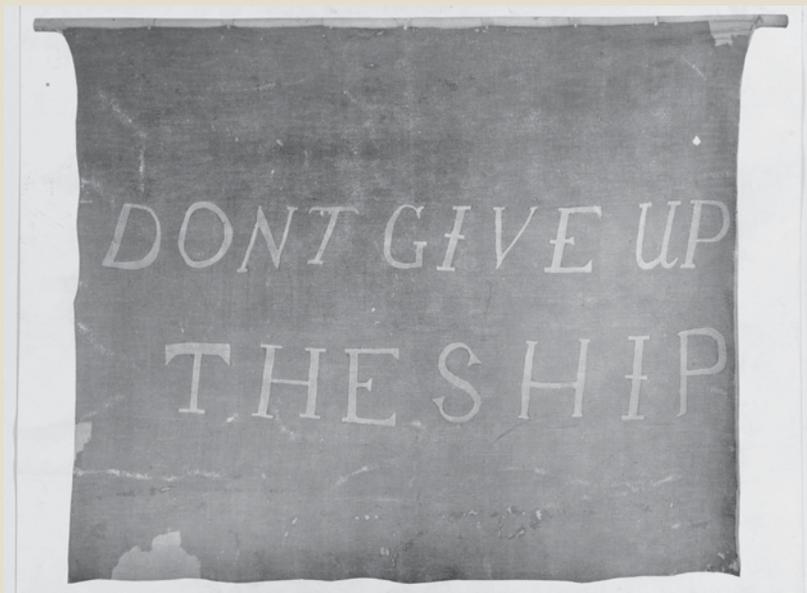
Basic Qualification Course students' complete Ships Store transactions using ROM.



Lt. Sherwin Shepherd emphasizes the importance of proper breakout, inventory, and machine maintenance procedures.



Basic Qualification Course students conduct bulk storeroom spot inventory. —photos by RSC Deon Dayton



Historical Spotlight: Purser Samuel Hambleton

BY LT. CMDR. JIM JACOBS, SC, USNR
Navy Supply Corps School

The U.S. Navy has many famous quotes as part of its heritage, including “I have not yet begun to fight,” “Damn the torpedoes... full speed ahead,” and “We have met the enemy and they are ours.”

Did you know that one such quote was immortalized by way of the Supply Corps community?

In 1806, Samuel Hambleton became one of the first pursers in the Navy, and in 1812 he was assigned aboard USS Chesapeake during the early part of the War of 1812. In the battle with the British ship HMS Shannon on June 4, 1813, his commanding officer, Capt. James Lawrence, was mortally wounded and uttered in his dying breath, “Don’t give up the ship,” as the vessel fell into distress and was eventually lost.

Hambleton, now acting lieutenant, received orders to USS Lawrence, a new 493-ton Niagara class brig named in honor of Lawrence. His new commanding officer,

Commodore Oliver Hazard Perry, needed a signal flag to communicate with his fleet when to engage the enemy during the pending Battle of Lake Erie. Hambleton suggested the phrase, “Don’t give up the ship,” be placed on a flag that could be hoisted for all to see.

Having the full confidence of Perry, Hambleton commissioned the flag to be made by the women’s guild of Erie, Pennsylvania, and on the evening prior to the battle, Perry distributed the flags to his fleet.

The Battle of Lake Erie commenced on Sept. 10, 1813. Hambleton distinguished himself when USS Lawrence took direct fire and fell into distress. Along with Perry, he manned the last working cannon aboard Lawrence, as most of the men aboard were either wounded or dead.

As the battle ensued, Hambleton sustained severe injuries from a cannonball that fell from the mast when he received orders to abandon ship.

Hambleton then transferred to USS Niagara where he continued to work for days

after the battle without seeking immediate medical attention. When the wound became infected, and too painful to endure, it was lanced by the doctor aboard. When the doctor cut into the wound, several pieces of shattered bone ejected. He sent one home in a letter to his mother describing the events of the battle.

For his actions at the Battle of Lake Erie, Hambleton received the Congressional Gold Medal.

Hambleton’s Navy career spanned from 1806 to 1832, where he served on USS Chesapeake, USS Lawrence, and USS Niagara during the War of 1812, USS Java and USS Columbus in the Mediterranean, and USS John Adams and USS Erie in the West Indies. USS Hambleton (DD 455) was named in his honor.

Hambleton is part of the Navy Supply Corps’ lore, and his legacy lives on through the immortal words, “Don’t give up the ship.”



Top left: War of 1812 Battle of Lake Erie “Don’t give up the ship” flag on display in the U.S. Naval Academy’s museum. –photo by U.S. Naval Academy

Below: Samuel Hambleton portrait by St. Memin. –Naval History and Heritage Command





Above: Former Chief of Supply Corps Vice Adm. Kenneth R. Wheeler. —photo by Arlington National Cemetery

The Legacy of the Corps Continues

**LT. CMDR. JIM JACOBS,
LT. BLAKE FOUNTAIN,
AND JESS WHARTON,**
Navy Supply Corps School

February 23, 2019, the Navy Supply Corps celebrates its 225th birthday. As we prepare for this significant milestone, we pause and take stock of our long legacy of producing pre-eminent naval logisticians and worldwide mission enablers.

Our rich history as a community started in 1795 with the appointment of the nation's first purveyor of public supplies, Tench Francis. Since 1795, supply officers have provided critical mission support, supplying ships, aircraft, and facilities with fuel, food, transportation, clothing and services for the men and women of the United States Navy. Supply Corps officers create the conditions for mission success – afloat and ashore. These duties demand the dedication and expertise of highly skilled, highly trained naval officers, and the Navy Supply Corps School (NSCS) is one vital component of the training continuum.

The NSCS's mission is to develop disciplined, ethically focused, and resourceful fleet-ready leaders by providing students with the personal and professional

foundations for success. On a daily basis, NSCS staff and students demonstrate what “right looks like” through a culture that epitomizes integrity, excellence, teamwork, optimism and mutual respect.

Located in Newport, Rhode Island, since 2011, the origins of NSCS date back to 1905 at the Navy Department in Washington, where the Naval Pay Officers School was founded. However, the school closed after only three months. Following the closure, the majority of vacancies in the Supply Corps prior to 1917 were filled by college graduates and younger businessmen, who, after being authorized by the Secretary of the Navy to compete for appointment, were required to pass a rigid mental and physical entrance examination. After 1917, all appointments to the Supply Corps were limited to persons already in naval service, specifically, Naval Academy graduates, pay clerks, and chief pay clerks. With no formal school, only a two-month course held at different locations around Washington was available. In 1921, the Navy Supply Corps School of Application was established in Washington. This school discontinued operations three years later and, for a decade, supply officers developed their skills at sea through on-the-job training and correspondence courses.

The need for more standardized and robust instruction was evident, and in 1934, the Naval Finance and Supply School opened in Philadelphia. The basic course closely resembled the present day Basic Qualification Course (BQC) and consisted of 888 curriculum hours, similar to the 794 hours students complete today. In 1940, Reserve officers received instruction at the Supply Corps Naval Reserve Officers School established in Washington. These two schools merged in 1941 and moved to Harvard's Graduate School of Business Administration in Boston, forming the Navy Supply Corps School.

In 1943, the Navy Supply Corps School for Women Accepted for Volunteer Emergency Service (WAVES) opened at the NSCS Radcliff branch. Female officers received instruction similar to their male counterparts in disbursing and supply procedures. This program closed in July 1945 after training 850 female Supply Corps officers. In total, NSCS graduated nearly 13,000 supply officers at Harvard to support the demands of World War II.

In March 1944, select courses moved to the Navy Supply Operational Training Center in Bayonne, New Jersey. The BQC moved to the redesignated United States NSCS on July 1, 1946, and continued until 1953 when the school transferred to its longest-serving location – Athens, Georgia.

NSCS was officially commissioned in Athens on January 15, 1954. Since then, the school has undergone significant and long lasting changes throughout its 56-year residence. In Athens, NSCS adopted the Navy Supply Corps coat of arms used by the Navy Finance and Supply School during the 1930s, and created a new emblem to represent the “Ready for Sea” motto. Additionally, the BQC was extended to 26 weeks, and the curriculum evolved to more closely resemble the training Supply Corps officers recognize today. The course grew to incorporate extensive use of case study analysis for training and educational purposes.



The Navy Supply Corps School Wall of Graduates. —photo by Navy Supply Corps School

Numerous supply officer contributions and heroic efforts greatly influenced Supply Corps and naval history. Previous and current NSCS facilities named in their honor capture a piece of this enduring legacy. The first of note is Ens. Neal A. Scott for whom an NSCS Athens academic building was named in December 1967. Scott reported to USS Smith (DD 378) in October 1942, and died of wounds sustained during enemy action at the Battle of the Santa Cruz Islands. After a torpedo plane crashed into the ship and flames engulfed the number two gun Scott commanded, he was carried below and encouraged his teammates, imploring them, “Keep the guns firing, men.”

Our current Newport, Rhode Island, complex is named after Vice Adm. Kenneth R. Wheeler, a former chief of Supply Corps and another individual whose actions capture our long-lasting legacy. During World War II, Wheeler became a prisoner of war (POW) for three and a half years, enduring and ultimately prevailing through unspeakable hardships. In December 1944, then Lt. j.g. Wheeler was among a group of POWs headed for Japan aboard the transport vessel Oryoku Maru, when the ship was torpedoed and subsequently abandoned. After assisting a seriously wounded Supply Corps shipmate to the beach, Wheeler, amidst significant enemy gunfire, swam back to the ship to rescue others, an action which earned him the Bronze Star medal. He was awarded a second Bronze Star medal for equally heroic and dedicated actions in January 1945, in the wake of an attack on a second prisoner ship, as well as a Purple Heart medal for wounds sustained.

On January 24, 2011, NSCS opened in Newport, Rhode Island. This new location enables significant collaboration with other Naval Station Newport tenant commands, such as the Command Leadership School, Navy Senior Enlisted Academy, Naval Justice School, Surface Warfare Officers School, and the Naval War College.

NSCS has a long tradition of producing highly capable logisticians; graduates are disciplined, resourceful, maintain high standards and are ethical stewards of the Navy's resources. This is possible through deliberately incorporating leader and character development, using practical case studies and applications to reinforce fundamental leadership development. Additionally, students learn the history and importance of the Supply Corps and those who came before them. Through traditions such as heritage committee presentations and weekly "Lore of the Corps" presentations, students educate their peers and staff on notable Supply

Corps officers and their legacy to the Corps. Knowing and appreciating our great history inspires graduates to pursue courageous excellence, choosing the harder virtue over easier vice.

It is because of people like Scott and Wheeler, and all those before and after them, that we can celebrate the great legacy of the Corps today.

The 225th Navy Supply Corps birthday celebration will culminate with the Navy Supply Corps Ball in Newport, Rhode Island on May 21, 2020. NSCS encourages and invites all Supply Corps alumni to celebrate this milestone with us. Additional information about the Supply Corps School and all upcoming events can be found on NSCS's Facebook page at www.facebook.com/NavySupplyCorpsSchool. Use hashtag "#225TH" to easily find information related to the birthday ball. ✨



Basic Qualification Course graduation at the NSCS in Newport, Rhode Island. –photo by Navy Supply Corps School



REAR ADM. JASON P. VERRASTRO
33 years – October 1, 2019

CAPT. ROGELIO L. TREVINO
25 years – September 1, 2019

CAPT. EDWARD L. STEVENSON
35 years – September 1, 2019

CAPT. WILLIAM J. PARRISH
28 years – September 1, 2019

CAPT. DAVID J. BRUGHELLI
30 years – September 1, 2019

CAPT. JASON A. BRIDGES
25 years – September 1, 2019

CAPT. WAYNE K MCKINLEY
34 years – July 1, 2019

CAPT. RUDOPH K. GEISLER
29 years – July 1, 2019

CAPT. FREDRICK M. FIELDS, JR.
40 years – July 1, 2019

CAPT. MARK S. WHEELER
34 years – August 1, 2019

CAPT. JOSHUA L. TUCKER
25 years – August 1, 2019

CAPT. ANDREW R. PAQUETTE
25 years – August 1, 2019

CAPT. PAUL A. AMODIO
28 years – August 1, 2019

CMDR. NEWCOMB P. SHIELDS
39 years – October 1, 2019

CMDR. RAYMOND D. MURPHY
20 years – October 1, 2019

CMDR. GERALD J. HOFTIEZER
20 years – October 1, 2019

CMDR. SCOTT J. HARRIS
21 years – October 1, 2019

CMDR. JOSEPH M. GILMORE
21 years – October 1, 2019

CMDR. ANDRES R. ALCOCER
28 years – October 1, 2019

CMDR. ROBERT C. ZEGLEY
22 years – September 1, 2019

CMDR. KESLER L. TOWNSEND, JR.
28 years – September 1, 2019

CMDR. MICHAEL A. OWENS, JR.
20 years – September 1, 2019

CMDR. WILLIAM B. MAXWELL
29 years – September 1, 2019

CMDR. JUDE S. MACDONALD
24 years – September 1, 2019

CMDR. JOSEPH R. KISH
23 years – September 1, 2019

CMDR. DAVIS J. KALVIG
26 years – September 1, 2019

CMDR. LEWIS D. BESSMAN
20 years – September 1, 2019

CMDR. WORTHINGTON P. WARD
23 years – August 1, 2019

CMDR. WILLIAM W. SCOTT, JR.
38 years – July 1, 2019

CMDR. ALAN C. RETZLAFF
32 years – July 1, 2019

CMDR. CHIPMAN S. ELLIOTT
24 years – July 1, 2019

CMDR. MACARON J. DANIEL
20 years – July 1, 2019

LT. CMDR. ALAN D. SCHULTZ
20 years – October 1, 2019

LT. CMDR. ELAINE M. ABOUD
21 years – October 1, 2019

LT. CMDR. LYNNE J. POSADA
28 years – September 1, 2019

LT. CMDR. WAYNE S. PHANN
22 years – September 1, 2019

LT. CMDR. M CHARLES DONALDSON
25 years – September 1, 2019

LT. CMDR. ANTHONY C. MORGAN
20 years – August 1, 2019

LT. CMDR. MARK D. BOWIDOWICZ
20 years – July 1, 2019

LT. MICHAEL F. BROWN
20 years – August 1, 2019

LT. ANDREW A. MCCALLUM
20 years – July 1, 2019

LT. VERONICA CUESTAS
20 years – July 1, 2019



Ret. Rear Adm. Joseph L. Flores

Retired Rear Adm. Joseph L. Flores, SC, USN, 89, passed away on October 7, 2019. Flores retired from the Navy after more than 30 years of service while serving as Fleet and Logistics Command Supply Officer, Naval Logistics Command, U.S. Pacific Fleet. He received his bachelor's degree from St. Mary's College and a master's degree from the University of Michigan. Duty assignments include: NSCS Bayonne, New Jersey and Athens, Georgia; SO of USS Mauna Kea (AE 22); Assistant Force SO on the staff of Comphiblant, Little Creek, Virginia; NSC Pearl Harbor, Hawaii; Personnel Detailer, Naval Supply Systems Command, Washington, D.C.; SO of USS Holland (AS 32); Director of the Support Determination at SPCC, Mechanicsburg, Pennsylvania; Commanding Officer, NSC, Charleston, South Carolina; Deputy Commander, Directorate of SC Personnel, and Plans, Policy and Systems Development, Naval Supply Systems Command, Washington, D.C.

Ret. Capt. John F. Couture

Retired Capt. John F. Couture, SC, USN, 55, passed away on October 6, 2019. Couture retired from the Navy after 30 years of service while serving at the Office of Special Projects, Washington, D.C. He received a bachelor's degree from Florida Southern College and a master's degree from Naval Postgraduate School. Duty assignments include: Assistant Secretary of the Navy, Research, Development and Acquisition, Washington, D.C.; Office of Naval Research, Arlington, Virginia; Fleet and Industrial Supply Center Detachment Bahrain, Manama, Bahrain; U.S. Central Command, MacDill Air Force Base, Florida; Program Executive Officer, Air Assault and Special Mission Program, Patuxent River, Maryland; Fleet and Industrial Supply Center Norfolk, Norfolk, Virginia; USS Haylor (DD 997); Helicopter Anti-Submarine Squadron 30, Norfolk, Virginia; and USS Enterprise (CVN 65).

Ret. Capt. Bruce L. Sherman

Retired Capt. Bruce L. Sherman, SC, USN, 82, passed away on September 30, 2019. Sherman retired from the Navy after 30 years of service while serving at the Naval Military Personnel Command, Washington, D.C. He received his bachelor's degree from North Adams State Teachers College and a master's degree from North Adams State Teachers College and George Washington University. Duty assignments include: U.S. Naval Supply Depot, Guam; Navy Resale and Services Support Office, Naval Station, Staten Island, New York; Navy International Logistics Control Office, Philadelphia, Pennsylvania; NMPC Washington, D.C.; Naval Ordnance Station, Louisville, Kentucky; USS Coronado (LPD II); Naval Supply Systems Command, Washington D.C.; USS Holland (AS 32); Naval Supply Depot, Newport, Rhode Island; and USS Thor (ARC 4).

NAVSUP Deploys Defense Compliant Logistics Solution

BY JAMES FOEHL

Office of Corporate Communications
NAVSUP Business Systems Center

NAVSUP Business Systems Center (BSC) deployed the Navy Logistics Management Standards (NLMS) system, a logistics information technology (IT) solution that ensures compliance with Department of Defense (DoD) standards across the NAVSUP Enterprise, Aug. 6.

The NLMS system is designed to improve business processes by providing a single solution that effectively standardizes, tracks, and communicates defense compliant data sets across NAVSUP applications.

"The fleet is the real beneficiary of this," said Kurt Wendelken, NAVSUP assistant commander for Supply Chain Technology/Systems Integration (N2/N6). "We're unlocking Navy Supply Corps' ability to communicate more efficiently with enhanced data to support their missions."

The solution standardizes and extends the sharing of supply data among NAVSUP IT systems using a service-oriented architecture.

"It works as part of the NAVSUP Enterprise IT infrastructure to supply the fleet with data for applications such as One Touch Support, Electronic Retrograde Management System, and Commercial Asset Visibility," said Andrew Festa, NAVSUP BSC NLMS project manager.

While there is no direct interface with the NLMS system for fleet users, Sailors accessing NAVSUP applications will have access to additional data components, such as lines of accounting and serial numbers, enabling them to make more informed business decisions.

"The NLMS system brings NAVSUP into compliance with Defense Logistics Management Standards (DLMS)," said Josh Eggleston, NLMS project manager, NAVSUP BSC. "Our initial deployment of NLMS focused on transforming data sets to be compliant and is our first service-oriented architecture production solution."

By utilizing a service-oriented architecture, multiple logistics applications throughout the NAVSUP Enterprise can take advantage of data transformation through the NLMS system.

"Think of it like cellular towers shared by major corporations. Corporations could go out and build their own towers, but it would cost more, and there would be towers everywhere. Therefore, they share them.

"We did the same thing. Instead of building multiple solutions for each application to be compliant with DLMS, we built NLMS to transform data sets and provide the service across our Enterprise applications using service-oriented architecture," said Eggleston.

According to the Defense Logistics Agency, DLMS is a process governing logistics functional business management standards and practices. The DLMS interprets, prescribes, and implements defense policy in the functional areas of supply, transportation, acquisition (contract administration), maintenance, and finance. The DLMS, a

...continued on page 48

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system of governing logistics business management standards and practices, provides a functional infrastructure for the establishment and maintenance of procedural guidelines required for its user community, including the Navy, to carry out DoD logistics policy.

The NLMS system functions silently as middleware in the background, realizes DLMS standards, processes incoming and outgoing requisitions across NAVSUP applications, and continually communicates data sets that allow systems to update as required independently.

“This tool will allow systems to communicate even if they update at different times,” said Eggleston. “Data sets and requirements

will continue to change as time goes on and NLMS will allow each application to continue functioning, even if they do not update within the same timeframe,” said Eggleston.

The NLMS system is also expected to improve auditability by tracking the transactions and data sets it sends and receives.

“We’ll be able to provide that information if needed and bring visibility to when and where the data is transmitted,” said Eggleston.

It additionally supports NAVSUP’s continuing efforts to reform and modernize their Enterprise supply IT infrastructure.

“The system supports NAVSUP BSC’s advancement in the use of agile development methods, security at every level, and

service-oriented architecture. The development of NLMS will continue to meet new requirements from the Navy and DoD,” said Festa.

David Childress, NLMS program manager for NAVSUP noted, “The Navy NLMS system differs from the Defense Automated Addressing System (DAAS) in that NLMS requires interfacing systems to provide DLMS compliant transactions or data elements, while DAAS accepts legacy supply transactions.” *

NAVSUP Fleet Logistics Center Pearl Harbor Supports Department of Defense’s Transportation Management System Prototype Deploying Army Cargo

BY SHANNON HANEY
Office of Corporate Communications
NAVSUP Fleet Logistics Center Pearl Harbor

NAVSUP Fleet Logistics Center (FLC) Pearl Harbor is serving as the first ocean terminal platform to test U. S. Transportation Command’s (USTRANSCOM) Transportation Management System (TMS) prototype on behalf of the Department of Defense (DoD).

According to USTRANSCOM, the TMS prototype is being tested to determine if a commercial-off-the-shelf transportation management system can support the system requirements needed to conduct global transportation for the DoD.

USTRANSCOM selected NAVSUP FLC Pearl Harbor to test the TMS prototype while they were deploying the equipment for the 25th Infantry Division deployment.

“Our ocean terminal provides a capability for large-scale logistics movements,” said Lt. Cmdr. Michael Sargent, director of operations, NAVSUP FLC Pearl Harbor. “We facilitate port operations such as the transfer of vehicles, helicopters, and equipment from shore to sea and sea to shore.”

NAVSUP FLC Pearl Harbor’s Ocean Terminals Division teamed together with Surface Deployment and Distribution Command, Navy Expeditionary Logistics Support Group, Military Sealift Command, and the 25th Combat Aviation Brigade to support the 25th Infantry Division’s deployment to the Joint Readiness Training Center at Fort Polk, Louisiana.

This large-scale logistics movement serves as an ideal test case for the TMS prototype.

Collectively, the team conducted around-the-clock port operations to load 1,462 pieces of Army equipment and cargo onto USNS Brittin (T-AKR 305), a Bob Hope-class roll-on/roll-off vehicle cargo ship.

A few advantages of implementing a TMS for DoD are improving shipment visibility, reducing operational and transportation costs, standardizing processes across lines of operations, and improving productivity.

“Testing this innovative software helps us as port manager and operator ensure all documentation requirements associated with receiving cargo ahead of the operation are met,” said Sargent. “Our team worked closely with TMS team leads in the weeks leading up to the evolution to identify potential supportability gaps before they became issues. In addition, we captured lessons learned during the evolution to help improve TMS and ensure the program optimizes our efforts at NAVSUP FLC Pearl Harbor.”

In December, the TMS Prototype Core Team and end-users participating in the prototype will begin an extensive assessment on the functionality of the TMS. Their findings will be presented to DoD in the winter of 2020. *

NAVSUP FLC Pearl Harbor stages U.S. Army equipment onboard Joint Base Pearl Harbor Hickam.



Above: Rear Adm. Kristen Fabry, director, logistics, fleet supply and ordnance, U.S. Pacific Fleet, visits NAVSUP FLC Pearl Harbor during an ocean terminal movement.

Left: NAVSUP FLC Pearl Harbor stages U.S. Army equipment onboard Joint Base Pearl Harbor Hickam. –photos by Shannon Haney



NAVSUP Fleet Logistics Center Sigonella's Customs Experts Bolster Host Partner Relations Amid Influx of Cargo Movement in Sicily

BY NAVSUP FLEET LOGISTIC CENTER SIGONELLA OFFICE OF CORPORATE COMMUNICATIONS AND LS2(AW) ANDREA TUCKER

The increase in the Navy's operations tempo throughout the Mediterranean has caused a growing influx of cargo movement for NAVSUP's Italian customs counterparts (Dogana) in Sicily, according to NAVSUP Fleet Logistics Center (FLC) Sigonella customs experts.

Citing command metrics that track annual customs clearance transactions, Byron Whitesides, Site Sigonella regional customs clearance program manager, said that of the 124,000 plus customs clearance actions during fiscal year 2018, Site Sigonella performed more than half of the customs work for the command.

In a continuing effort to strengthen relations with its Italian supply chain counterparts during this influx, Site Sigonella hosted Dogana leaders in September to familiarize them with the command's customs processes. One of Site Sigonella's logistics support officers, Lt. Adam Romero, delivered a presentation about the logistics process flow at Naval Air Station Sigonella (NASSIG).

"Our Dogana partners play a significant role in our ability to perform the customs clearance aspect of our mission at NASSIG," Romero said. "Briefing them about our logistics process flow serves to reinforce our relationship with our host nation partner, and to explore collaboration opportunities for improving our customs clearance procedures and tackling mutual customs challenges." ✨

Above: NAVSUP FLC Sigonella customs clearance experts and representatives from the Italian customs office (Dogana) in Sicily. —photo by LS2(AW) Andrea Tucker

NAVSUP Weapon Systems Support FILLs Gaps in Fleet Readiness

BY MATTHEW JONES

Office of Corporate Communications, NAVSUP Weapon Systems Support

NAVSUP Weapon Systems Support (WSS) and Military Sealift Command (MSC) are rolling out an overhauled fleet issue load list (FILL) to optimize logistics support for deployed surface combatants.

“Essentially, the fleet would have more of what they need, where they need it, when they need it,” said Gregg Wendte, lead supply systems analyst at NAVSUP WSS.

Prior to this initiative, the FILL contained approximately 500 high-demand consumable items positioned aboard dry-cargo-and-ammunition ships known as T-AKEs.

In March 2018, the Navy established a working group to study a possible reintroduction of class IX Navy and Defense Logistics Agency-managed repair parts and components to the FILL, which had previously focused more on consumables and less on repairables.

“The fleet requested this update to improve readiness by increasing targeted sustainment afloat in support of dynamic force employment,” said Wendte.

Since the inception of the working group, stakeholders from U. S. Pacific Fleet Command, U. S. Fleet Forces Command, MSC, and NAVSUP have conducted multiple studies on deployed unit demand.

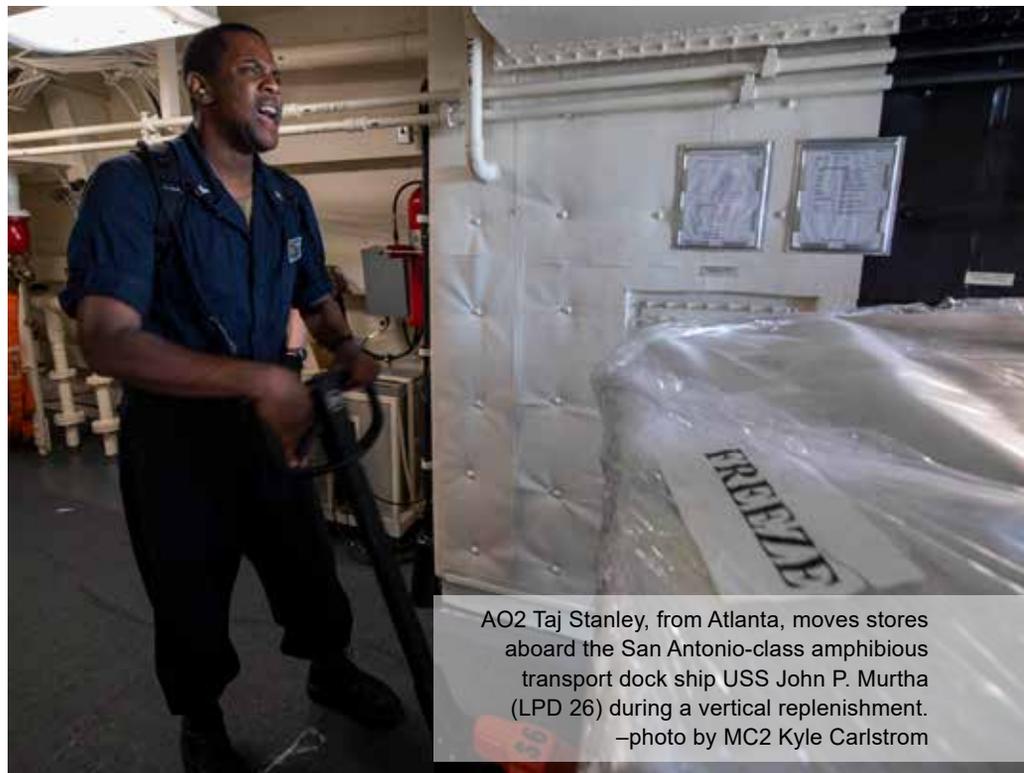
“The first step was to define the requirements and criteria for identifying viable parts to include in the FILL,” said Wendte. “We analyzed multiple fleet readiness project optimization considerations, and ultimately developed plans to implement these changes and conduct a deliberate shift toward the increased inclusion of repairables.”

Working with NAVSUP WSS Integrated Weapons System Teams (IWSTs), NAVSUP WSS Fleet Outfitting, Planning and Support Directorate (N4) then identifies viable repairable candidates and determines their materiel availability for placement aboard T-AKEs as part of the FILL allowance product. Finally, the NAVSUP WSS Comptroller develops the budget requirements and secures Navy working capital fund (NWCF) funding.

The new FILL includes approximately 1200 high-demand consumable, repairable components and maintenance-related items to be carried aboard all 12 T-AKEs. Additionally, three T-AKEs will serve as prototype ships to carry an additional inventory

metrics to monitor FILL allowance product performance and steer future revisions to the FILL.

The FILL is built and managed by NAVSUP WSS N4 using the Readiness Suite application. The list is updated annually using Navy ERP



AO2 Taj Stanley, from Atlanta, moves stores aboard the San Antonio-class amphibious transport dock ship USS John P. Murtha (LPD 26) during a vertical replenishment. —photo by MC2 Kyle Carlstrom

of approximately 60 high-demand NAVSUP WSS managed depot-level repairables.

NAVSUP WSS N4 is finalizing the fiscal year 2019 Consolidated Afloat Requisitioning Guide Overseas, commonly known as CARGO, and incorporating the new FILL allowance products for publication to the fleet. They are also developing improved

combat logistics force demand data from the T-AKE fleet.

“The new FILL expands and broadens the scope of underway replenishment support for deployed surface combatants,” concluded Wendte. ✨

NAVSUP, Naval Sea Systems Command, and Austal USA Work in Unison to Deliver USS Cincinnati (LCS 20)

BY JESSICA MCCLANAHAN

Office of Corporate Communications, NAVSUP Fleet Logistics Center Jacksonville



USS Cincinnati (LCS 20) –U.S. Navy photo

The U.S. Navy’s newest Independence-class littoral combat ship (ILS), USS Cincinnati (LCS 20), sailed away September 28 from the shipbuilder’s lot at Austal USA in Mobile, Alabama to join the fleet. She is the fifth U.S. Navy vessel to be named after the city of Cincinnati, Ohio.

At christening, former Secretary of the Navy Ray Mabus acknowledged the relationship between Cincinnati’s regional economy, shipbuilding, and the U.S. Navy. Mabus noted, Cincinnati is “home to the headquarters of GE Aviation, which builds and manages the engines for several of our [U.S. Navy] ships and aircraft.”

The ship bears a subtle tribute to the University of Cincinnati’s motto “Juncta Juvant,” translated from Latin to “Strength in Unity” which is emblazoned on the ship’s crest. This is particularly significant to NAVSUP Fleet Logistics Center (FLC) logis-

ticians embedded with Naval Sea System’s Command (NAVSEA) at Supervisor of Shipbuilding, Conversion, and Repair (SUPSHIP) activities, and in shipyards across the United States. Currently, NAVSUP FLC Jacksonville has logisticians supporting six shipyards, in three states, performing logistics functions for new construction of nine separate platforms.

Working in concert, NAVSUP, NAVSEA, and Austal USA overcame complexities inherent in the ILS process, to ensure USS Cincinnati is delivered to operating forces in a high state of supply readiness.

Logisticians from NAVSUP FLC Jacksonville Site SUPSHIP Gulf Coast processed several incremental stock number sequence lists during the ship’s new construction. This resulted in more than 2,980 requisitions for government-furnished materiel. Prior to sail away, the ship was outfitted with over 5,600 line items of onboard repair parts, operating space items, and authorized medical and dental allowance list items. These initial outfitting items form the basis of the ship’s consolidated shipboard allowance list, enabling the ship to sustain operation at sea.

Responsible for the provisioning and outfitting of the ILS platform, Platform Manager Jody Dillon proudly stated, “The Cincinnati’s supply readiness is at 98.86% prior to sail away, and exceeds the CNO goal for new construction.”

The ship’s was commissioned October 5 in Gulfport, Mississippi, prior to being homeported in San Diego, California. ✨

U.S. European Command Joint Logistics Board visits Navy's Strategic "Hub of the Med"

BY NAVSUP FLC SIGONELLA PUBLIC AFFAIRS

NAVSUP Fleet Logistics Center (FLC) Sigonella, Command Task Force-67 (CTF-67), and Naval Air Station (NAS) Sigonella co-hosted Rear Adm. Peter Stamatopoulos, director of Logistics, U.S. European Command (EUCOM), and 18 other members of the EUCOM Joint Logistics Board (JLB) August 15 through 16, 2019, for an in-depth look at how the base executes its mission as the Navy's strategic hub of the Mediterranean, and how NAVSUP enables combat capabilities for fleet, ashore, and expeditionary forces operating across Europe.

Among the JLB members were representatives of the EUCOM Logistics Directorate, U.S. Naval Forces Europe, U.S. Air Force Europe, U.S. Marines Forces Europe, U.S. Army Europe and the 598th Transportation Brigade from Surface Deployment and Distribution Command, Special Operations Command Europe, and Defense Logistics Agency (DLA) Europe-Africa.

"By directly engaging the Navy team in Sigonella - the 'Hub of the Med,' logistics experts across the Joint logistics enterprise saw firsthand the critical role Sigonella plays in enabling global operations," Stamatopoulos said. "Sigonella's team of patriots directly provides logistics expertise to the Joint warfighter, allies, and partners that are critical to our warfighting readiness in Europe."

"As important as it was for senior members of EUCOM's Joint community to see how our people support the Navy and Joint warfighter here at NAS Sigonella, the JLB visit offered us an important opportunity to address their questions that are specific to the European area of responsibility, discuss present and emerging challenges that hinder mission success, and solutions to overcome them," said Capt.

Alsandro Turner, NAVSUP FLC Sigonella commanding officer.

On-site mission briefings delivered to the JLB took place at the DLA Distribution Sigonella warehouse, Navy Munitions Command Detachment Sigonella facility, an RQ-4 Global Hawk drone hangar, the San Cusumano fuel depot, and the Augusta Bay NATO pier. The group also toured a P-8A Poseidon aircraft and observed a refueling simulation of NAVSUP's pantograph fuels system.

While planning the JLB's tour itinerary, NAVSUP FLC Sigonella Site Director and Action Officer Lt. Cmdr. Ryan Stickel said he and his team focused the visit around the theme of "Setting the Theater."

"With this theme in mind, we wanted to paint a picture for the JLB of the full spectrum of logistics capabilities we employ at the tactical level to support not only base operations for NAS Sigonella, but also other service components and Joint partners who have missions here; U.S. Army, Air Force, Marine Corps, and NATO," explained Stickel.

The expertise NAVSUP FLC Sigonella delivers to the warfighters at NAS Sigonella includes products and services in customs, fuels, hazardous materials, and household goods management.

"By hosting the JLB leaders in-person, they were able to directly observe how NAVSUP is a force multiplier by delivering our products and services in a way that accomplishes mission success for the combatant commanders' strategic objectives at the Naval Forces Europe-Africa and European Command levels," Stickel added.

✦



Above: Brig. Gen. Ronald Jolly (foreground right), director of Logistics, Engineering and Force Protection, Headquarters U.S. Air Forces in Europe-Africa greets Aviation Boatswain's Mate (Fuels) Nicole Pousland.

Below: Leaders from NAVSUP FLC Sigonella, Command Task Force-67 and Naval Air Station Sigonella hosted Rear Adm. Peter Stamatopoulos (eighth from left, foreground), director of Logistics, European Command (EUCOM), and 18 other members of the EUCOM Joint Logistics Board. —photos by Joe Yanik



NAVSUP FLC Jacksonville Supports British Flagship's Return to U.S. East Coast

BY JESSICA MCCLANAHAN

Office of Corporate Communications,
NAVSUP Fleet Logistics Center Jacksonville

NAVSUP FLC Jacksonville team members enjoy a tour of the British aircraft carrier HMS Queen Elizabeth (R08), and a professional exchange with Royal Navy logistics officers during her port visit to Naval Station Mayport, Florida, as part of Joint training exercise Westlant 19. –photo by Jessica McClanahan

NAVSUP Fleet Logistics Center (FLC) Jacksonville supported the Royal Navy's flagship, HMS Queen Elizabeth (R08), during her second visit to Naval Station Mayport, Florida in October.

The Portsmouth, England based aircraft carrier arrived in the U.S. as part of Westlant 19, a Joint training exercise. The exercise is designed to test and measure capabilities of the fifth-generation carrier and her aircraft, as well as fortify the strong alliance between the U.S. and U.K. naval forces. As part of that partnership, NAVSUP FLC Jacksonville provided logistics support through Naval Station Mayport's Logistics Support Center, and cargo transport and fuel from Naval Air Station Jacksonville. NAVSUP delivered expanded logistics capacity to the Royal Navy through the duration of Westlant 19 and beyond.

While in port, NAVSUP FLC Jacksonville Commanding Officer, Capt. William Clarke and six NAVSUP FLC Jacksonville supply officers were welcomed aboard HMS Queen Elizabeth for a tour, led by Royal Navy Logistics Officer Lt. Alex James.

The tour provided a close look at many of the ship's unique features, such as the flight deck, which is fitted with three landing spots coated with a new type of thermal paint that can withstand heat blasts of up to 1,500 Celsius. Other notable features of HMS Queen Elizabeth are the twin island design, providing a separation of ship's navigation and flight operation centers; a ski-jump ramp that allows for short takeoffs; and the absence of arresting gear, as she is designed to support helicopters and the new F-35B Lightning II stealth jets, which boast short take-off/vertical landing capabilities.

The tour also included a visit to the ship's bridge, galley, and wardroom, where U.S. and U.K. supply officers were able to engage in a social exchange. "Touring HMS Queen Elizabeth was an opportunity to reinforce our military partnership and to exchange with our Royal Navy counterparts on a more personal level," said Clarke. "We share many of the same challenges at sea, and learning how our allies address those issues can only add to our knowledge base as we work together to enhance readiness."

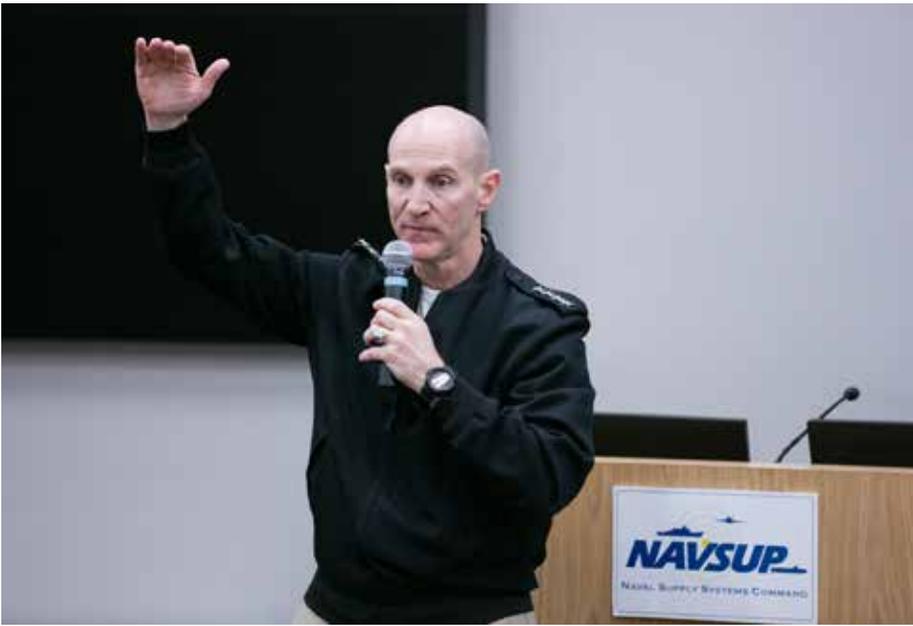
Shortly after departing Naval Station Mayport, the carrier made British naval and aviation history as the first Royal Air Force F-35 Lightning jets landed on her decks October 13.

HMS Queen Elizabeth is in her second year of flight testing and is slated to begin operations as the centerpiece of a new British carrier strike group in 2021. ✨



HMS Queen Elizabeth (R08) –photo by MC3 Kristopher S. Haley

Capt. William Clarke, commanding officer of NAVSUP FLC Jacksonville, exchanges challenge coins with Royal Navy Logistics Officer, Cmdr. Steven Harmon in the wardroom aboard HMS Queen Elizabeth (R08), during a tour of the British flagship. –photo by Jessica McClanahan



NAVSUP WSS Hosts Director, Naval Nuclear Propulsion Program

BY JENNIFER BLAIR

NAVSUP Weapon Systems Support
Corporate Communications

Admiral James Caldwell, director, Naval Nuclear Propulsion Program, visited Naval Supply Systems Command and NAVSUP Weapon Systems Support in Mechanicsburg, Pa., Dec. 13.

Caldwell met with NAVSUP and NAVSUP WSS leadership, toured the NAVSUP WSS Material Office warehouses and met with employees from the command's Nuclear Reactors and Supply Chain Management Department.

"We are honored to host Admiral Caldwell," said NAVSUP WSS Commander Rear Adm. Duke Heinz. "As partners in support of the U.S. Navy's Nuclear Propulsion Program, it is important for our employees to hear from Admiral Caldwell, and that we take time to discuss our challenges and successes."

During the visit, Caldwell hosted a town hall open to all NAVSUP Enterprise employees on the base. His remarks focused on the importance of logistics in supporting U.S. Navy readiness and global operations.

"We have a Navy that's out there every day on the front lines, doing amazing things, phenomenal things for the nation," he said. "You are here to make sure we have the logistics to fight... what you do matters to the U.S. Navy and what you do is of vital importance."

Caldwell also challenged NAVSUP to find innovative ways to do our jobs. "All of us, as an institution, need to be pursuing advanced manufacturing techniques and advanced technologies. If we don't, it's to our peril," he said.

At the conclusion of the town hall, Caldwell opened the floor up to questions and thanked the team for their contributions.



National Defense Transportation Association's (NDTA's) 2018 Military Unit Award



Cmdr. Shane Staten (left) and John Host, NAVSUP Fleet Logistic Center Sigonella's executive officer and regional transportation manager, accept the National Defense Transportation Association's (NDTA's) 2018 Military Unit Award (active duty) on behalf NAVSUP FLC Sigonella during an NDTA ceremony held in St. Louis, Missouri.

Each year, the award recognizes military transportation units from both active duty and Reserve components of each service that have distinguished themselves in an operational logistics/transportation mission. –photo courtesy U.S. Navy

Navy's 244th birthday at Naval Support Activity Mechanicsburg

Brian Zirbel, executive director, NAVSUP Business Systems Center (BSC), Henry Gable, information technology specialist, NAVSUP BSC, Paul Rissler, computer assistant, NAVSUP BSC, and Capt. Douglas M. Bridges Jr., commanding officer, NAVSUP BSC, participate in a cake cutting commemorating the Navy's 244th birthday during an all-hands call at Naval Support Activity Mechanicsburg. –photo by Thomas Zimmerman



NAVSUP FLC San Diego Wireless Spiral 3 Team is honored with Team Award

NAVSUP Fleet Logistics Center (FLC) San Diego Wireless Spiral 3 Team is honored with the Office of Federal Procurement Policy, Office of Management and Budget Acquisition Excellence Team Award for Business Innovation at the 2019 Defense Acquisition Workforce Awards in Philadelphia.

From left to right: Cmdr. Joel Pitel, director, NAVSUP FLC San Diego Chief of Contracting Office; Joanie Newhart, associate administrator, Acquisition Workforce Programs, Office of Federal Procurement Policy (OFPP); Dr. Michael Wooten, administrator, OFPP; Lesley Field, deputy administrator, OFPP; Leontine "Tine" Thompson, Navy Wireless Program manager, NAVSUP FLC San Diego; Marcia Cruz, deputy director, Regional Contracts Department, NAVSUP FLC San Diego; Juana Perez, Navy Wireless lead negotiator, NAVSUP FLC San Diego; and Mark Ascione, Navy Category Management program manager, NAVSUP Contracting (N7.) Not pictured: Maria Papet, Navy Wireless Program contracting officer, NAVSUP FLC San Diego.



NAVSUP WSS talks sustainment at annual DoD Maintenance Symposium

NAVSUP Weapon Systems Support's (NAVSUP WSS) Vice Commander, Lynn Kohl spoke on a materiel readiness panel during the Department of Defense (DoD) Maintenance Symposium in Spokane, Wash. Dec. 10.

"NAVSUP WSS has been doing a lot more than just thinking about changing; we're actually changing," said Kohl. "We are focused on readiness, and more particularly on sustainment. We now have a more proactive approach to the acquisition process to make sure we're able to perform a sustainment role."

Above: Lynn Kohl and Vernon Wallace, panel moderator, Product Support Management Learning Director, DAU, Logistics and Sustainment Center. **Left:** Kurt Wendelken, Assistant Commander for Supply Chain Technology/Systems Integration, NAVSUP, participated in the panel discussion. –photos by Kelly Luster



Ret. Vice Rear Adm. Keith Lippert (*center*) was keynote speaker at Pennsylvania's annual Pearl Harbor remembrance ceremony held at the state capitol building in Harrisburg, Pennsylvania Dec. 6.
 –photos by Dorie Heyer



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