



ORACLE



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Chair Talk

Greetings Fellow GWAC Members and Logisticians! This issue of the GWAC ORACLE Newsletter includes information about upcoming events; Chapter Officer reports; Management Committee meeting minutes (including an update on the progress of the GWAC CPL Study Group; an article on *The Myth of the Rheostat*; book reviews on *The Three Laws of Performance - Rewriting the Future of Your Organization and Your Life* by Steve Zaffron and Dave Logan, an article on *My Cancer Survival Story* by Dave Floyd, CPL, and Flyers on a Skin Cancer Awareness Event generated by Dave Floyd, CPL, and the 25 February GWAC Luncheon.



On a personal note, I have accepted a new job as the Performance Learning Director for Performance Based Logistics (PBL) at the Defense Acquisition University (DAU) which is located at Fort Belvoir, VA. Since I no longer work at Booz Allen, GWAC no longer has access to the Booz Allen Rosslyn office location for our luncheons and it will be difficult for me to participate in GWAC luncheons in the greater Washington D.C. area. The GWAC Management Committee is exploring options on luncheon locations and looking for an individual who can take the lead on organizing and conducting the luncheons. If you have any thoughts or recommendations, please feel free to share your thoughts by contacting me or one of your GWAC Management Committee Members shown on page 2.

SOLE District 2 Workshop Feedback

The Northern Virginia Chapters of District 2 of SOLE - The International Society of Logistics conducted a three hour workshop on PBL on Saturday, 7 February at the Jacobs' office facility in Dumfries, VA. Mr. Steve Brown from DAU conducted the Workshop. The workshop was a great success, 20 people participated in the Saturday morning workshop. See the Workshop materials at www.gwacsole.org.

25 February GWAC Luncheon

GWAC will be partnering with DCCEAS in honor of National Engineer's Week for our 25 February luncheon to be held at the Pier 7 Restaurant in Washington, D.C. The first 10 GWAC members to show up are free. Otherwise, the cost is \$25 - reimbursable by GWAC. See the Flyer on pg. 9.

25 March GWAC Luncheon

The GWAC Management Committee is searching for a speaker for our 25 March luncheon. If you know someone who is interested, contact a committee member.

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Immediate Past Chair	
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Mary Johnston	301-713-7086
Vice-Chair, Finance	
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Tom Griffiths	703-995-9555
Vice-Chair, Professional Development	(Open)
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Dev Raheja	301-483-4525
John McLaughlin	202-314-1435

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Tom Griffiths	703-995-9655
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The ORACLE

The ORACLE is published 12 times a year. The deadline for articles and announcements is the second Monday of the month to be published. Authors, please reference "Editorial Objectives and Guidelines" under the "ORACLE Newsletter" Link at www.gwacsole.org for more details. GWAC assumes no responsibility for statements made by advertisers or for statements of fact or opinion expressed or implied in this publication.

Upcoming Events

19-20 February, 2009, Capabilities Based Requirements and Architectural Frameworks to be held in Washington, DC. Contact www.technologytraining.com.

23-24 February, 2009, Current and Future Military Data Links. This will be held in Wash., DC. www.technologytraining.com.

16-19 March 2009, PBL 2009 to be held in Washington, D.C. hosted by IDGA. Contact sherryl.jacobs@idga.org.

23-24 March, 2009, Configuration Management to be held in Washington, DC. Contact www.technologytraining.com.

25-27 March, 2009, Advanced Configuration Management to be held in Washington, DC. Contact www.technologytraining.com.

23-24 April, 2009, Systems Engineering. This event will be held in Washington, DC. Contact www.technologytraining.com.

VC Finance Report

by Thomas Lorenzo at

thomas.lorenzo@pentagon.af.mil

As of 31 December, 2008

Beginning Balance: \$6,400.64

Income: Luncheon

Total Income: \$0.00

Expenses: (\$0.00)

Total Expenses: (\$0.00)

Ending Balance: \$6,400.64

VC Prof. Dev. Report

Steve Morgan resigned as Vice Chair for Professional Development so we have an opening for this position. If you are interested, contact Dave Floyd, CPL at 703-805-4575.

CPL Chair Report

By Dave Floyd, CPL at

floyd_david@bah.com

CPL Exam Update

The next CPL exam will be held on 2 May at the FIT Education Center. Several CPL Study Group members are planning to take the exam.

GWAC 2008 CPL Study Group

The CPL Study Group shifted from Thursday to Wednesday evening meetings from 5:00pm to 7:00pm through January of 2009 at a rate of two chapters a week in order to cover all the reading materials. The final chapters of William Stevenson's 8th Edition of *Operations Management* are finished along with Stock and Lambert's book on Strategic Logistics Management. We added a new member to our Study Group, Tracey Ramsey. Previously, we have covered such topics as Reliability, Maintainability and Availability Measures (now referred to by DoD as Reliability, Availability, Maintainability (RAM)), recent trends in logistics, the definition of logistics and systems engineering and how logistics has evolved from the traditional 10 ILS elements. We covered Supportability

Analysis, and logistics in the various phases of the acquisition life cycle. We studied studying Forecasting, Quality, Inventory Management, Supply Chain Management, Project Management and Waiting Lines and Simulation.

SOLE Searchers

Check out the updated "Jobs" page hyperlink at the GWAC Web site at www.gwacsole.org. or contact Thomas Lorenzo at thomas.lorenzo.ctr@pentagon.af.mil

DCCEAS Chair Report

DCCEAS restarted in September. Dev Raheja has expressed interest in leading a GWAC Seminar in "Design to Reduce the Logistics Footprint". More info will follow as GWAC submits and gets approval from SOLE on a Seminar Business Plan.

Website Chair Report

Contact our new webmaster at webmaster@gwacsole.org with your comments and/or input. Files added during the last month to the functional areas include the following:

General.

- Nov-Dec Management Committee Meeting Agenda and Minutes
- Updated Calendar of Events

Administration.

- Membership Spreadsheet, Password protected (contact_webmaster@gwacsole.com)
- Nov-Dec ORACLE Newsletter

Finance.

- Contact Dave Floyd, CPL for a copy of the Financial Report.

Chapter Events List

2007-2008

<u>Date</u>	<u>Event</u>
February 25	GWAC Luncheon
March 9	GWAC Mngt, Com. Mtg.
March 25	GWAC Luncheon (TBD)
April 13	GWAC Mngt, Com. Mtg.

GWAC Management Management Committee Meeting Minutes

CALL TO ORDER:

Chair Dave Floyd, CPL, called the meeting to order at 5:45 p.m. on 12 January, 2009 at Hamburger Hamlet in Arlington, VA.

CHAPTER OFFICERS PRESENT:

Dave Floyd, CPL	Chapter Chair
Lyle Paulson, CPL	IPC
Tom Griffiths	VC Membership
Tom Lorenzo	VC Finance
Richmond Miller, CPL	Advisory Member
Ken Gary	Advisory Member

OLD BUSINESS:

Past Minutes. The GWAC Management Committee reviewed and recommended approval of the December 2008 Management Committee Meeting minutes and Financial Report.

VC/COMMITTEE REPORTS:

VC FINANCE:

The GWAC financial balance is \$6400.64

VC MEMBER SERVICES:

There was no GWAC luncheon held in December.

VC PROGRAMS:

Luncheon Speakers. Mr. Ted Seymour, Booz Allen, was our 30 January, 2008 speaker. He spoke on *PBL Business Case Analysis (BCA)*. Our 20 February luncheon was held in conjunction with DCCEAS at the Pier 7 restaurant in Washington, D.C. There was no GWAC luncheon held in March. The 30 April GWAC luncheon speaker was Mr. Bill Kobren, CPL, Director of the Logistics and Sustainment Group at DAU, who spoke on the topic: "What DAU Can Do for You!". Our 28 May luncheon speaker, Mr. Irv Varkoni, spoke on *Supply Chain Globalization, Preparedness and Resilience*. The 25 June GWAC luncheon speaker was Mr. Alex Melnikov, Senior Analyst for DMSMS in OSD. He spoke on *Managing DMSMS*. Our 30 July GWAC luncheon speaker was Mr. Michael D. "Bo" Gourley,

Program Director for Logistics Sustainment at the Defense Acquisition University (DAU). He spoke on *The Relationship Between Systems Engineering and Logistics*. Mr. Joe Spruill, DHS, spoke about *DHS Logistics* at the September luncheon. The October luncheon was the GWAC 11th Annual Awards Luncheon. Dr. Dave Peterson from LMI received the GWAC Logician of the Year Award.

VC ADMINISTRATION:

On a personal note, Chair Dave Floyd, CPL has been working on a skin cancer awareness project. See the Flyer on pg. 8.

CPL COMMITTEE CHAIR:

There was some discussion about CPL recertification that needs to be done every five years. The next CPL Exam will be held on 2 May, 2009 at the FIT Education Center. Contact Chair Dave Floyd, CPL at 703-805-4475 or at david.floyd@dau.mil.

NEW BUSINESS:

Dev Raheja, the GWAC DCCEAS representative and GWAC Management Committee Advisor, expressed interest in conducting a GWAC Seminar on "*Design to Reduce the Logistics Footprint*" to be held sometime in the Spring contingent on SOLE's approval of the Business Plan. Topics include:

- How Much Logistics Support We Really Need?
- Designing out failure modes
- FMECA for reducing logistics needs
- Designing maintenance-free subsystems
- Techniques of reducing MTTR
- Reliability Centered Maintenance (RCM)
- Techniques of improving Inherent Availability
- Techniques to improve Operational Availability
- Prognostics design to reduce logistics cost.

ADJOURNMENT:

There being no further discussions, Chair Dave Floyd, CPL, adjourned the meeting at 7:00pm. The next GWAC Management Team meeting will take place at Hamburger Hamlet on Monday, 9 February, 2009 starting at 5:45 pm. GWAC members are most welcome to attend.

ARTICLE

My Cancer Survival Story

By Dave Floyd, CPL, GWAC Chair

This article is the first in a series providing a first-hand look at surviving cancer.

I first discovered a suspicious looking blemish on my left temple in the summer of 1984. I thought it was a minor acne flare-up and was not overly concerned. My wife and I were going to vacation on the Jersey shore in a few days and I was looking forward to lying on the beach and drying out the bothersome pimple in the heat of the sun. During high school, a dermatologist told me to buy a sun lamp and lie under it for a few hours each day as a treatment for acne. I followed his advice and it seemed to help. Little did I realize that I had been exposing myself to dangerous ultraviolet radiation at a young age.

After I got home from the beach, I noticed that not only did the blemish remain, but it had started to bleed. I became concerned enough to schedule an appointment with a dermatologist. I was surprised when the dermatologist said he wanted to do a biopsy right away. The dermatologist warned me that it could be skin cancer. Then my whole world was turned upside down. I received word that I had melanoma and I should make an appointment with a head and neck surgeon to get more surgery ASAP.

With the diagnosis came an overwhelming fear that I would die a painful death from cancer. My wife was pregnant at the time and I might never see the birth of our child. Faced with my mortality, I remember seeing someone cross the street who may have been the ugliest person I had ever seen and saying to myself that I would give anything to exchange my body for his. I felt hopeless and realized

how much I had taken my life for granted. I thought of all the things that I wouldn't get to do. I was depressed. I couldn't read and could barely watch television. "What's the point, none of this matters anymore, I am going to die".

I began to voraciously read the literature about melanoma, and the statistics were not promising. Caught early, melanoma is very curable, but I had a Clark Level IV melanoma. This meant the cancer may have burrowed into the underlying tissue where it could get into my lymph system and spread to my vital organs. I can only imagine what my wife and parents were going through at the time. I learned later that my wife hid her fears and true feelings from me and that she would cry when I was not around. I did come across an article about a man who had survived 17 years after his initial diagnosis of melanoma. I am a spiritual though not particularly religious man, but I remember getting down on my hands and knees and praying to God with all my might - "just give me 17 more years".

Next: Coping with a Cancer



GWAC Chair Dave Floyd, CPL, with Safeway Pharmacy staff members Parvaneh Kangar, Lena Roum and Dr. Michael LaPoint, Rph (not shown) meeting at the Skin Cancer Awareness event to start 23 February, 2009.

ARTICLE

The Myth of the Rheostat

By Steve Geary, University of Tennessee,
and Dr. Wesley Randall, Auburn University

We are in a recession, but we still have to find the money to rescue the banks, get a jobs program going, and bail out Detroit. And, we still have a couple of pretty hot engagements going on in Southwest Asia that are continuing to cost lives and money.

The budget knives are out. Ever since 9/11, the Pentagon budgets have been strong. Those days are coming to an end. The areas most likely to get cut are acquisition and procurement,” said Steven Kosiak of the Center for Strategic and Budgetary Assessments.

The day has come for thoughtful reflection in the defense community. We need to decide how we are going to pay for new systems while still being able to afford fielded systems. Instead we’re hearing people talking about the need to “preserve budget flexibility” and avoid “must pay bills.” Some seem to believe in some sort of panacea that will relieve us of the responsibility to make choices.

More and more often there is talk of controlling support costs with a “rheostat strategy,” the ability to dial up or dial down system performance or mission capability rates based on funding availability. In the abstract that sounds really interesting, but let’s get real. System performance is a function of design, design is a function of investment, and costs are a function of design and use. So if you want to drive down product supports costs you either invest up front or reduce use. There are no free lunches.

Operations and maintenance funding is consumed as a function of use. The levels of labor, inventory, repair parts and depot resources used to keep a system operational are directly related to the level of use of the system. If you design (or redesign) and field a

more reliable system, product support costs less. If you design and field a less reliable system, product support costs more.

The only decision points are whether to use the system and whether to maintain it. In either case, reducing mission capability does not reduce total cost. The cost is merely deferred, and in some cases increased.

Experience has taught us that broken systems that aren’t fixed as quickly as possible are dangerous. Things happen to forms, paperwork and the system itself. There’s a reason we have regulations on hangar queens. Broken jets need to be fixed.

Now there might be some nominal reduction in inventory because you could trade time for inventory position and aggregate inventory at a central location. You might be able to reduce manpower and create backlog. But, these are marginal impacts on costs in the near term. With potentially catastrophic financial implication across the life cycle.

The rheostat is a fool’s bargain. Even if you don’t maintain the system, you still have to pay for the infrastructure. You still have the opportunity cost of the money tied up in the system that the taxpayer already bought, sitting around collecting dust. You have the parts sitting on the shelf. A “rheostat” is the 21st century version of Potemkin’s village. We’ll still have all our systems, but they’ll just be hollow, useless shells. The rheostat will dial us back to the empty pipelines and bare firewalls on the 1990’s.

Now is a time to step carefully, avoid hip shot “buzz word” approaches that make nice upper stickers and lack substance. Too often, inside the Beltway bumper stickers become a rallying cry for those enamored with seemingly easy answers. The rheostat is no answer at all; it is a dangerous mirage.

(to be continued)

Book Review

The Three Laws of Performance – Rewriting the Future of Your Organization and Your Life by Steve Zaffron and Dave Logan

– Warren Bennis

Founding Chairman of the Leadership Institute at the University of Southern California

I believe this book may be one of the most important written in many years. The ideas are much larger than we normally see in business books. They aren't tips, tools, or steps, but are in fact laws that govern individual, group and organizational behavior. The [case studies are] illustrations of organizations bringing out the best in people and in communities. These aren't just companies making a profit, but companies doing well in the world, by any measure. Leaders would be well served to think about these laws and find ways to apply their insights. As we move into the heart of the 21st century, it's time for business leaders to ask what impact they want their career, and their entire organization to make. The future that's already written about organizations is not the most ideal. We can do better, must do better. In striving for what's possible, not just for what's likely, this book can be a resource for generations to come.

– Ken Blanchard

Co-author of The One Minute Manager© and Leading at a Higher Level

This book filled with insights, real-life encounters and experiences shows us how we may do the work of transformation. Steve and Dave have written an inspiring, practical book, applicable in the corporate, labor, political, and civil society sectors, that will assist all who seek to rewrite the future of our world.

– Archbishop Desmond Tutu

Nobel Laureate, Former General Secretary, South African Council of Churches

This book is a wonderful reminder that things we don't see determine what we do see and therefore what really gets done.... The Three Laws of Performance hits the mark in providing both rich food for thought and techniques that can create profound results.

– Paul Fireman

Founder, Reebok International

Chairman, Fireman Capital Partners

Implementing their three "invariable laws" will help you and others perform beyond limits and with integrity. The reasoning is sound, the language is clear, the illustrations are compelling. A delightful, informative read.

— Peter Block

Best-Selling Author

If you can only read one book this year, this is the one. It has the code for the future of your organization. A must-read.

– Dr. Clotaire Rapaille

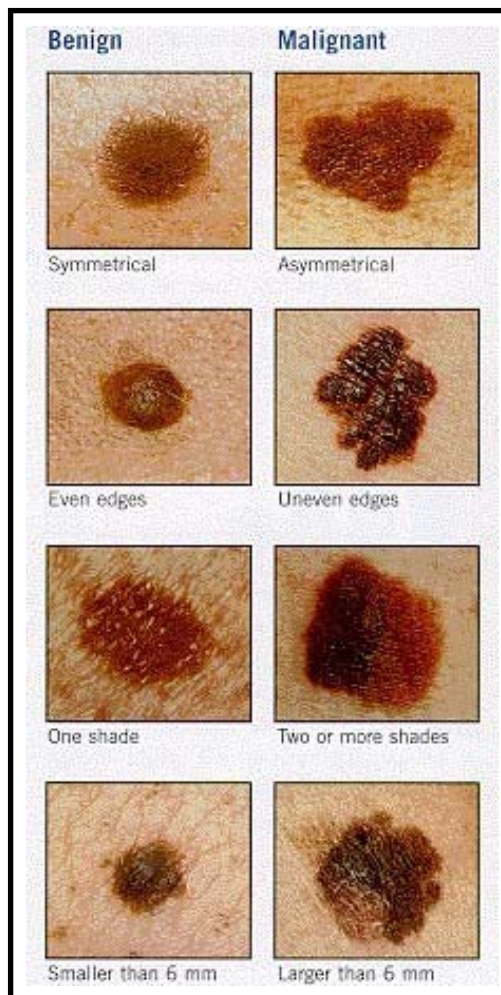
Author of the bestseller, The Culture Code

This book, by Steve Zaffron and Dave Logan, is for people who are interested in leading a life of freedom and success – people who are willing to abandon the hum-drum and the mediocre, and go for a great life that can make a real difference.



SKIN CANCER AWARENESS DRIVE

Did you know that Melanoma is one of the deadliest forms of cancer but that it is highly curable if detected early? The Bradley Shopping Center Safeway Pharmacy is partnering with select local area dermatologists to promote skin cancer awareness. Beginning 23 February, the first 20 individuals who receive a vaccine shot will be entitled to receive a coupon for a free skin cancer screening by participating dermatologists. Specifics are included in the coupon. Contact Dave Floyd at 703-683-2185 for more info or to speak to a three-time melanoma survivor.



Melanoma Facts and Figures:

- Every year an estimated 7,700 Americans will die from deadly Melanoma skin cancer.
- More than 46,000 Americans will develop Melanoma annually.
- Excessive sun exposure is the most preventable cause of Melanoma.
- Light-skinned individuals are at most risk.

Know the A, B, C, D, Es of Melanoma:

A- Asymmetry, One half unlike the other half.

B- Border Irregular, scalloped or poorly defined border.

C-Color, Varied from one area to another: shades of tan and brown , black: sometimes white, red or blue.

D- Diameter, While melanomas are usually greater than 6mm in diameter (the size of an eraser) when diagnosed, they can be smaller. If you notice a mole that is different from others, or which changes, itches or bleeds (even if it is small) you should see a dermatologist.

E- Evolve, If you see your mole change in any way over a period of time contact a dermatologist.



*Please Join the Greater
Washington Area Chapter (GWAC) of
SOLE – The International Society of Logistics and
The DC Council of Engineering and Architectural
Societies (DCCEAS)*

On Wednesday, 25 February, 2009
at the Pier 7 Restaurant
650 Water St SW, Washington, DC,
202-554-2500

In celebration of National Engineer's Week

with a luncheon and presentation at \$25 per person

GWAC has paid for a table of 10 so the first 10 to show up are free!

RSVP to bunnystreet@yahoo.com

**The Guest Speaker is
Mr. Brendan Owen LEED AP, P.E.,
Vice President LEED Technical Development
U.S. Green Building Council**



*Please Join the Greater
Washington Area Chapter (GWAC) of
SOLE – The International Society of Logistics and*

On Wednesday, 29 April, 2009

at LMI Corporation

2000 Corporate Ridge

McLean, VA 22102-7805

202-554-2500

with a free presentation and pay-as-you-go cafeteria luncheon

RSVP to bunnystreet@yahoo.com

Topic: Meeting NASA's Sparing Challenges in Space

**The Guest Speakers are Dr. Tovey Bachman and
Mr. Rob Kline from LMI**

Dr. Tovey Bachman has more than 20 years of experience in mathematical modeling and operations research. His interests include readiness-based sparing, supply chain management, space logistics, threat-based munitions requirements, decision analysis, stochastic processes, discrete optimization, simulation, and software engineering. Dr. Bachman has performed a wide variety of logistics analyses involving the DLA, U.S. Air Force, U.S. Army, U.S. Navy, NASA, FAA, Amtrak, OSD, and the U.S. Congress.

Mr. Rob Kline has more than 20 years' experience in systems modeling, operations analysis, and computer programming. He is one of the principal developers of the LMI Aircraft Sustainability Model (ASM), a mathematical model that relates system readiness to funding for procuring spares.

Dr. Bachman and Mr. Kline were recipients of SOLE's 2007 Field Award for Space Logistics in recognition of their unique and lasting contributions to systems-based logistics support through their efforts in adapting modern inventory management theory to the challenges of space logistics and provisioning.