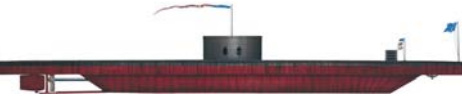


# THE MONITOR AND MERRIMACK



Newsletter of the 61A080215  
Greater Hampton Roads Chapter  
District 02 – Chapter 03  
SOLE – The International Society of Logistics  
September 2010  
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## Chapter Management Committee

### Chapter Chairperson:

Charlie Littleton

Vice Chair – Membership:

Brandon Cholek

Vice Chair – Admin:

Carl Lilieberg

Vice Chair – Finance:

Rick Treto

Vice Chair – Education:

Lee Morris, CPL

Vice Chair – Professional &

Technical Development

Akalanka Warusavitharana, CPL

Logistics Education Foundation  
(LEF) Liaison Vacant

Newsletter: Carl Lilieberg

Web Master: Charlie Littleton

District Director:

Dave Floyd, CPL

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## From the Chapter Chairman:

Congratulations to the returning Chapter Management Team! This month the management team will be sworn in and begin another exciting year for the chapter.

The International Symposium was a great success again this year and once again Greater Hampton Roads Chapter was recipient of several awards. First was a **"Platinum Newsletter Award"** for newsletter. **Carl Lilieberg's** outstanding effort on **"The Monitor and Merrimack"** was recognized with highest award for a newsletter. Our chapter was also awarded the **"President's Award for Merit."** Our chapter was recognized for our efforts for our tours, luncheons and our significant contributions to the 2010 Professional Development forum earlier this year. I also was awarded the **"Morris L. Grumbine Award."** What a humbling experience! I want to personally thank our management team for such a successful year; Vice Chair- Membership - **Brandon Cholek**, Vice Chair Administration - **Carl Lilieberg**, Vice Chair Finance – **Rick Treto**, Vice Chair Education – **Lee Morris**, CPL, and Vice Chair Professional & Technical Development- **Akalanka Warusavitharana**, CPL. It is a pleasure to work with such a dedicated team! Please, when you see one of team let them know how much you appreciate their efforts.

Our schedule this month has a presentation from **Century Express**, on **"Current Events in the Hampton Roads Truck Drayage Sector."** Don't forget our other upcoming events!

Charlie Littleton  
Chairman GHRC SOLE



Back to School

## Coming Events:

22 September:  
Century Express \*

20 October: ATS, IT  
Tools: Data Mining \*

17 November: Global  
Insight  
GHRC Mini Training  
Workshop (planned)

December: TBD

\* GHRC Luncheon at Ward's  
Corner #1 Chinese  
Restaurant unless otherwise  
noted

## Certified Professional Logistician Corner



The next CPL Exam  
will be given in  
November 2010

1. The transportation decision (choice of transport mode and carrier) is important because:
  - a. Transportation is necessary to bridge the gap between producer and consumer.
  - b. transportation is key in the logistic function.
  - c. it provides time and place utility for goods.
  - d. the choice of transport mode directly affects all other elements of the logistics system (e.g. packaging, production, planning, warehousing, inventory control, etc.)
2. The carrier selection decision involves:
  - a. the selection of the mode of transport and then selection of a particular carrier within the mode.
  - b. the selection of a particular carrier.
  - c. the use of air freight as the swiftest method of transport.
  - d. the choice of five modes of transportation.
3. Selection of a particular carrier has implications for:
  - a. warehousing and materials handling
  - b. inventory stockouts and level of inventory because of consistent carrier service performance.
  - c. inventory levels because of the speed of delivery
  - d. service level and cost.
4. The major determinants of carrier service performance are:
  - a. transit time, reliability and security
  - b. transit time, reliability, accessibility and security
  - c. the time required for pick-up and delivery and terminal handling.
  - d. the availability of carrier routes and terminals in the proximity of shipping locations
5. The transport rate is not an important criterion in selecting a specific carrier because:
  - a. the rates for alternative carriers are the same.
  - b. the rates via alternative carriers in a mode are usually the same, allowing for slight disparities.
  - c. all carriers offer the lowest transportation costs.
  - d. all carriers compete on service.
6. The most important determinant in the carrier selection decision is:
  - a. reliability of the transit time provided.
  - b. the accessibility of a carrier to the modes.
  - c. the provision of safe service.
  - d. the capability to provide the equipment and facilities required to move a shipment.
7. The major weakness of rail transportation that offsets its low cost is:
  - a. its low accessibility and rather long transport times.
  - b. lack of reliability and safety.
  - c. its transportation of high density, low value goods.
  - d. the increase in packaging costs for the rail mode.
8. The difference between rail and the other modes is that:
  - a. there are regulatory controls regarding the commodities transported by rail.
  - b. there are regulatory controls regarding the commodities transported by motor carriers and air freight.
  - c. the railroads are regulated by the CAB.
  - d. railroads are more tightly controlled by the government.
9. A common carrier is best defined as:
  - a. a for-hire carrier that hires itself out to serve the general public at reasonable charges and without discrimination.
  - b. a for-hire carrier that is not regulated with respect to economic matters.
  - c. a not-for-hire carrier and not subject to economic regulation.
  - d. one regulated by the FTC.
10. Piggyback or Trailer on Flatcar (TOFC) is:
  - a. transportation which combines motor carrier and air transport.
  - b. truck-water transportation.
  - c. a specialized form of containerization in which rail and motor transport are coordinated together.
  - d. transportation on the water.

Answers are on Page 3

Near term Calendar of Events

<b>ASNE</b>	<b>Dinner Meetings:</b>	<b>Every 3<sup>rd</sup> Tuesday, Springhill Suites, Newtown Road, Va. Beach, (1800-1900 Social Hour); 1900-2030 Dinner and Program; Reservations: Mary Morgan (757) 495-1970</b>
	<b>14-15 Sept 2010</b>	<b>Fleet Maintenance Symposium, Virginia Beach Convention Center</b> THEME: "Meeting the Challenges: Warfighting Effectiveness, Current Readiness, Service Life and Affordability
<b>NDTA Tidewater</b>		Events will resume in September
<b>GHRC SOLE</b>	<b>22 September</b>	<b>Monthly Luncheon: Century Express,</b>

Answers			
1	d	6	a
2	a	7	a
3	b	8	b
4	b	9	a
5	b	10	c





**SOLE – The International Society of Logistics  
Greater Hampton Roads Area Chapter**

#1 Chinese Buffet, 7635 Granby Street  
Norfolk, Virginia  
Phone: (757) 423-8880

**Wednesday September 29, 2010  
11:00 – 1:00 PM**

**Ed O'Callaghan  
Century Express  
Suffolk, Virginia**

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Please RSVP by contacting our Membership Chairman, Mr. Charlie Littleton at [clittleton@LCE.com](mailto:clittleton@LCE.com) or phone him at 757-857-1311 (ext: 4203) or our Chairman, Carl Lilieberg @ 757-896-5335/[Carl J. Lilieberg @ngc.com](mailto:Carl J. Lilieberg @ngc.com) NLT 4 PM, Monday 27 September 2010.

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Please join us for a luncheon of great food, professional contact, and a timely and informative logistics presentation. Spouses and guests, bosses, and co-workers are welcome and you DO NOT have to be a SOLE Member to attend!

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**Driving Directions: From 1-64 E through the HRT. Take the I-564 exit onto US 460W (Granby St/Naval Base). Take the left ramp to Granby. Turn right onto Granby and the restaurant is on your right after passing the railroad crossing.**

**From 1-64 W: Take I-64W to VA 165-Little Creek Road off ramp onto Taussig Blvd. Turn left onto Granby St. and after crossing the railroad restaurant is on your right.**



**2010 Calendar Greater Hampton Roads Chapter Monthly Schedule**

	Business Meeting	Lunch/ Tour	Topic
September	13	22	Century Express
October	11	20	ATS, IT Tools: Data Mining
November	8	17	GHRC Mini Training Workshop (planned)
December	13	NA	TBD

**Army Works to Decrease Lead-Free Electronic Components**

Kris Osborn

(Reprinted from ARMY AT & L online, September 2010)

The U.S. Army is using an X-ray fluorescence spectrometer (XRF) to scan electronic components and circuit cards as part of an effort to improve the reliability of electronic systems by reducing their percentage of lead-free materials. Lead-free electronic components, used increasingly in the commercial electronics market, can decrease the longevity and reliability of electronic systems and lead to the formation of damaging “tin whiskers”—small, protruding hairlike strands that can damage the functionality of electronic systems and cause circuits to short.

“Consumer electronics are designed to have a life span of 3–5 years. When you are done with the device, you throw it away,” said Ray Rowe, Tobyhanna Army Depot (TYAD) Electronics Engineer. “But military systems are not designed for a 3-year life span; they are designed for a 30-year life span.”

The XRF scanning technology is used to examine semiconductor components destined for use in everything from small radios to 60-foot satellite communications systems.

In 2006, the European Union enacted the Restriction of Hazardous Substance (RoHS) Directive, which prohibited the use of lead and other substances in electronic components. The regulation is a green initiative designed to reduce lead contamination from materials, such as televisions and cell phones, when they are discarded.

Although the military is exempt from RoHS, it is becoming increasingly difficult to acquire electronic components that are not lead-free. “We have a requirement to use commercial-off-the-shelf devices,” said Rowe. “The manufacturers’ revenue comes from consumer electronics because that is 98 percent of their market share. There is not enough demand for them to run a separate production line for traditional lead components.” In short, it has become more difficult for the military to find more available and affordable ways to continue using traditional tin-lead solders and finishes.

**X-Ray Fluorescence Spectrometer Technology**

The XRF scanning technology is used to examine semiconductor components destined for use in everything from small radios to 60-foot satellite communications systems. It is able to determine the amount of lead content in a particular electronic component, such as a capacitor, transistor, or circuit board.

The XRF is an instrument that measures the material content of electronic components,” said Don Engel, Chief of the Process Engineering Division, Productivity Improvement and Innovation, TYAD. “We are doing the screening at a depot level. This type of screening should be done upstream in the supply chain, so that we are not the first to identify lead-free components.”

In 2007, the Army began a demonstration evaluation of XRF scanning technology at TYAD, working with Concurrent Technologies Corp. (CTC), as a way to identify and subsequently decrease the percentage of lead-free components acquired for military electronic systems.

## C-17 Conducts Flight Test With Biofuel

All Engines Used Jet Fuel Blended With a Combination of Traditional Petroleum-based Fuel, Or Jp-8, Biofuel Derived in Part from Animal Fat, and Synthetic Fuel Derived from Coal



Email Published on ASDNews: Sep 6, 2010

(Edwards AFB, Calif., September 3, 2010) -- The Air Force's ongoing alternative fuels certification efforts reached a new milestone Aug. 27 when a C-17 Globemaster III from here flew on all engines using jet fuel blended with a combination of traditional petroleum-based fuel, or JP-8, biofuel derived in part from animal fat, and synthetic fuel derived from coal.

The 418th Flight Test Squadron here conducted the flight tests Aug. 23 to 27.

The flight was a first for any Department of Defense aircraft where a 50 percent mix of JP-8 was blended with 25 percent renewable biofuel and 25 percent fuel derived from the Fischer-Tropsch process, which is essentially liquified coal or natural gas.

It was also the first time an aircraft from Edwards Air Force Base had used fuel derived from beef tallow, which is essentially waste animal fat.

"The C-17 fleet is the biggest Air Force consumer of jet fuel annually," said Lt. Gen. Mark D. Shackelford the military deputy to the assistant secretary of the Air Force for acquisition. "This is a big step forward in achieving the Air Force's energy goal of increasing the available supply of fuel by acquiring half of the Air Force's domestic jet fuel requirement from domestically derived, environmentally friendly alternative sources by 2016."

For several years, the Air Force been looking at alternate sources of fuel to support their operations, said James Holther, a 418th FLTS project engineer for biofuel testing. "The first thing the Air Force did was look at Fischer-Tropsch fuels that use natural gas or coal as the feedstock, and this is just a continuation of that ongoing effort."

"The fuel we're testing this time around is a biofuel manufactured with biomass as the feedstock," Mr. Holther said.

The hydro-treated renewable jet fuel, or HRJ, used by the C-17 contains biomass that can be made from either animal fats or plant extracts such as camelina, a weed-like plant not used for food. The HRJ is blended with regular JP-8 jet fuel for the testing to gather data to support Air Force transport aircraft certification on alternative fuels from various feedstocks.

The Air Force Fuels Certification Office at Wright-Patterson Air Force Base, Ohio, has certified over 85% of all Air Force aircraft to use Fischer-Tropsch derived fuels, and is now focusing efforts on certifying aircraft to fly on HRJ biofuel blends.

"When the certification effort is completed, it won't matter what feed stock or process was used to make the fuel, we will simply call it JP-8," said Jeff Braun, the director of the Air Force Fuel Certification Office.

Mr. Braun said his office is responsible for testing and managing certification of "drop-in" alternative fuel blends that will require absolutely no modification to aircraft or ground equipment. It also would necessarily provide the desired performance and burn as clean or cleaner than current JP-8, as demonstrated during the ground engine emission evaluation conducted as part of the C-17 test program.

"We want maintainers, aircrews and fuels handlers to be able to say they can perceive absolutely no difference between traditional JP-8 and the alternative blends," Mr. Braun said.

**C17 – Biofuel** (Cont'd from page 6)

The testing process featured the C-17 flying with different combinations of HRJ and JP-8.

The testing required the C-17 to perform several maneuvers at different altitudes such as decelerating and then accelerating, to see how the plane responds with the HRJ mixed in, Mr. Holther said.

The 418th FLTS took precautionary measures to build up to the final test day.

"On Monday we had JP-8 in three engines, and one engine had a blend of 50-50 biofuel and the JP-8," Mr. Holther said. "It's part of a safety build-up. We'll build up to putting the fuel in all four engines by verifying the performance differences are insignificant between the blended fuel engine and the regular fuel engines."

On Aug. 24, the test team expanded the evaluation by utilizing the HRJ blended fuel in all four engines, flying the aircraft on 50 percent biofuel.

A successful test is signified when the C-17 performs with little or no difference between the blended fuel and JP-8.

The flight testing culminated Aug. 27 with the C-17 using a blend of HRJ: JP-8 and a Fischer-Tropsch fuel mixture: 50 percent JP-8, 25 percent HRJ and 25 percent Fischer-Tropsch.

The potential use of alternative fuels could provide the Air Force with more options and greater flexibility in the future.

"This is an opportunity for us to investigate the possible use of clean, renewable fuel sources," said Lt. Col. Clifton Janney, the 418th FLTS commander. "If successful, it can broaden the spectrum of fuels that we can use Air Force-wide."

Successful testing of the HRJ with the C-17 will be used by the AFCO office to support certification of the biofuel in military and commercial transport aircraft, Mr. Holther said.

"This test we are doing with the C-17 and biofuel is considered a 'pathfinder' effort, which means similar aircraft, like the C-5 (Galaxy), might be qualified to use this fuel based on the test results we get with the C-17," Mr. Holther said.

Mr. Braun said lessons learned from certifying individual airframes on Fischer-Tropsch fuels has been applied to the HRJ alternative fuel certification process, which will enable accelerated certification using pathfinder aircraft, then certifying other systems by similarity. The F-22 Raptor is the planned pathfinder for certifying the fighter fleet and the RQ-4 Global Hawk is being explored for platforms which operate at high-altitude.

Source : US Air Force - [click here for more information](#)



Local Delivery ?

## International Competencies for the Defense Acquisition Workforce

### Richard Kwatnoski • Gregory Goodwin

(Extract reprinted from the Defense AT & L Journal July-August 2010)

Although countless articles and papers have been written about the post-Cold War, post-Sept. 11, 2001, changing dynamics of global affairs, the literature and dialogue are sparse concerning the international competencies of the U.S. government officials who have an active role in these changing dynamics. The 2003 RAND Corporation study, "New Challenges for International Leadership," highlights that important point, stating: The United States confronts a world that is both networked and fractured, both full of promise and full of danger. The global role of the United States in the century ahead will require both breadth and depth. It will demand deep understanding of particular languages and cultures, including those from whence danger might arise, as well as broad, strategic perspectives on the economic and political forces that will shape the world.

The statement summarizes the fact that global interconnectedness is required for successful governance. The purpose of this article is to describe that with such changing global dynamics, it is imperative that the civilian sector of the U.S. government develop and sustain a training program to reflect a growing demand for international competency in governance operations. Expanding the curricula of the International Acquisition Career Path (IACP) for the defense acquisition workforce is a positive step in this direction.

#### International Competencies

The first question to ask when confronting the competencies issue is what is a competency? Daniel Spikes and John Stroup, experts in the field of federal executive leadership, define competency as a "constructed image of a particular skill set of behaviors that can be synthesized under a single heading." They would further define international competencies as subsets of "multi- or cross-cultural knowledge, foreign policy, protocol and etiquette, and ambiguity of expectations." With those definitions serving as a baseline, the second question to ask is what is the current state of U.S. government civilian leadership in the field of international competency? The answer is unsatisfying. Michael Rawlings, an instructor at the Federal Executive Institute, states that 75 percent of U.S. civil service members whose job responsibilities had U.S. policy implications reported that their work has international implications. Yet pulling data from a similar Federal Executive Institute survey, he writes that 60 percent of U.S. civil service and senior executive service employees said that they received no formal training for international projects, and that more than 67 percent rated their proficiency at a two (on a scale of five) on a range of critical executive competencies. According to Stroup, those competencies include culture, customs, and history; knowledge of international government operations and officials; best practices for international work, travel, and living; and expectations of international government executives.

## A Huge Deficit

quite similar, if not more pronounced. In 2009, the program management career field population for the DoD components totaled 13,422 civilian and military personnel. (In this article, DoD components are defined as Army; Navy; Air Force; and the Fourth Estate, which is composed of all DoD organizations, agencies, and field activities not belonging to one of the military departments.) Of that number, slightly over 400 positions, or 3 percent, of the program management component of the defense acquisition workforce, are identified and coded Level III in international acquisition, qualifying them to conduct and manage international acquisition programs. International training remains optional, or assignment-specific, for the remaining 120,000 members of the defense acquisition workforce not in the program management career field.

Clearly there is a huge deficit between the demand for greater international competency and the supply of adequately trained personnel in the U.S. government, and the Department of Defense is no exception. Unfortunately, the deficit is not just noticed by scholars; it is also noticed by key U.S. allies, often to a negative effect. Yoon-kee Chung, a South Korean government executive who was a visiting executive-in-residence at the Federal Executive Institute for approximately 18 months, commented on this deficit:

The United States is a super-large country, and the scale of its territory makes it difficult for people living there to understand how well the world is networked, which is obviously observable outside of the United States. Global perspective is critical to being a member of the networking world, because no country can stand alone in this international network. Ignorance or indifference to international affairs and foreign culture can have significant consequences.

#### A New Perspective

To rectify this issue, what needs to be done? First and foremost, it is beneficial to think internationally. More than 25 years ago, European experts devised seven core competencies agreed upon for successful international management. Developing a common set of core competencies has been vital in increasing the level of cooperation and integration throughout Europe over the last few decades. In fact, those core competencies have proven so successful that they have been adopted by the U.S. Foreign Service. The seven competencies are:

- Be open minded
- Be innovative
- Possess integrity
- Possess social skills
- Possess communication skills
- Be result driven
- Possess knowledge at different levels.

It would be easy to misinterpret international competencies as being domestic competencies, but there are stark differences.

Continued on Page 12

Greater Hampton Roads Chapter gets multiple Awards at the SOLE Intl. Conference held in Dallas (Irving), Texas

August 2010



from Jay Erb, SOLE BOD Member and the 2010 Conference Chairman, presents Charlie Littleton, our Chapter Chairman the prestigious Mo Gumbine Award recognizing his long term individual contributions to SOLE.



Jay Erb presents Charlie the 2010 Platinum SOLE Newsletter Award to our Hampton Roads Area Chapter, the highest award for continental United States' chapters.

GHRC Awards at the August 2010 SOLE International Conference and Exhibition (Cont'd)



Above left, Charlie addresses the Conference Awards Banquet attendees after receiving the Mo Gumbine Award (background, Ms. Sarah James, SOLE Executive Director and Mr. Jay Erb, conference Chairman). Right, Jay Erb (right) presents Charlie with the Chapter President's Award recognizing our chapter for operational excellence in the 2009 to 2010 fiscal year.

## SOLE – The International Society of Logistics 2010 Conference Notes

SOLE-The International Society of Logistics 45th Annual International Logistics Conference & Exhibition 2010 was held at the OMNI Mandalay Hotel at Las Colinas (Irving) Dallas, Texas from 17-19 August, 2010. The theme of the conference was Global Logistics Sustainability. Workshops included: Systems Engineering for Logistics; High Intensity Disaster Response Application (HIDRA): A Logistics –Oriented Approach to Disaster Response; Modeling, Simulation and Optimization for Analysis of Energy Issues in System Design and Acquisition; and Leadership Focus for Manufacturing Sustainability.

The Opening Keynote speakers were Charles E. Freese, Executive Director, Global Fuel Cell Activities, General Motors Corporation and Shannon E. Cunniff, Director, Chemical and Material Risk Management, Office of the Under Secretary of Defense for Acquisition, Technology and Logistics. Mr. Freese presented an approach to logistically supporting cars with fuel cell technology by strategically locating recharging stations along interstates. Ms. Cunniff raised risk concerns about the growing number of differing chemicals and materials used in technology and manufacturing that we know very little about in terms of their toxicity to humans and the environment. She made a strong case for going green.

Mr. Randy Fowler, ADUSD (Materiel Readiness) Office of the Under Secretary of Defense for Acquisition, Technology and Logistics and Mr. Nick Torelli, Deputy Director, Office of the Director, Defense Research and Engineering/Systems Engineering, Office of the Under Secretary of Defense for Acquisition, Technology & Logistics served on the Opening Plenary panel: “Achieving Product Support in an Era of Acquisition Reform”.

Some of the points brought up in the conference are as follows:

- We need to look at 1) Logistics requirements, 2) Taking a long term view of Life Cycle Costs (LCC) for technology and affordability - both Mr. Fowler and Mr. Torelli are serving on the Affordability Task Force, 3) Integrating the ten ILS elements with systems engineering and using Performance Based Logistics (PBL) as a forcing function throughout the life cycle.
- Do better in designing for affordability along with reliability, availability and maintainability. It's not all about technology, it's about people, processes, sharing and affordability.
- Add focus on the Energy Efficiency Key Performance Parameter (KPP). Establish energy reduction objectives and ways to achieve those objectives. Reduce the demand of men and women requiring that energy. Jet fuel is a big driver. Look at alternative fuels/blends. Focus on facilities, their energy costs and compliance. A collaborative relationship between DoD, DHS, DOE and Industry is needed.
- Build a trade-space “umbrella” around each KPP.
- Look at the type of logistician required for 2020 and hire and mentor young logisticians to eventually replace the aging DoD logistics workforce.
- Purchase data rights where it makes sense.
- Information security (e.g., Information Assurance, Anti-tamper, Intellectual property) is a problem that is shared by both Government and Industry. Go after the low hanging fruit in contracts. Keep an authorized vendor list, buy from trusted sources or provide justification when an untrusted source is used. Protect the supply chain - verify origin and ensure traceability.

## Intl. Workforce Competencies (Continued from Page 8)

Professor Joyce Osland, a professor of management at San Jose State University specializing in global leadership, women's leadership, and intercultural competence, noted, "The term 'global' encompasses more than simple geographic reach in terms of business operation. It also includes the notion of cultural reach in terms of people and intellectual reach in the development of a global mindset." That means that developing international competencies does not just involve acquiring new skills; rather, it means acquiring new skills and perspectives. Such international perspectives can add great value to how DoD, through its defense acquisition workforce, does business at home and abroad.

### The Need for International Competencies

At this opportune time, there is a substantial increase in both the supply and demand for increased development in international competency. On the supply side, note that from a 2007 Federal Executive Institute poll, 65 percent of U.S. federal executives indicated an interest in learning more about the role of the United States in international affairs. Fifty-five percent polled indicated interest in learning more about the international economic system and its global impact, and 47 percent wanted to learn more about the image of the United States in the world. The poll went on to add that 68 percent wanted to increase their knowledge on cross-cultural sensitivities, 50 percent on international protocol and etiquette, and 54 percent on developing international negotiation skills.

On the demand side, noted journalist Roxana Tiron of The-Hill.com reported that President Barack Obama has ordered an extensive interagency review of export controls, and Rep. Howard Berman, the chair of the House Foreign Relations Committee, said that he will introduce legislation to overhaul the present system. Defense experts are confident this new effort will succeed, as it is a top-down initiative rather than a bottom-up one. If the system truly does change, it will be incumbent upon the defense acquisition workforce, along with other cabinet-level departments, to implement any new reforms.

### Where to Get Training

Where would it be possible to acquire these aforementioned international competencies, especially for those in the defense acquisition workforce? The answer lies with the Defense Acquisition University and its IACP classes. In addition to the many months of required program manager training, the IACP currently requires three one-week resident courses: Multinational Program Management (PMT 202), International Security and Technology Transfer/Control (PMT 203), and Advanced International Management Workshop (PMT 304) to attain Level III Program Manager-International Acquisition (PM-IA) certification. All three courses emphasize relevant U.S. international policy and law, but the curricula falls short in one regard, as the courses provide the information predominantly from a U.S. viewpoint.

That said, it is now time to consider moving beyond the bounds of Level III PM-IA certification to an executive level of training by providing professional development opportunities. At that proposed new level, learning the perspective of foreign policy, negotiation, and law would be emphasized, but from other national perspectives. The value added would be that international competency in such areas as program management, international agreements, technology transfer, and export control would help expedite U.S. agreements and projects/programs with international partners as well as advance U.S. interests. By having trained, educated, and experienced acquisition executives with international perspectives, the defense acquisition workforce could meet the needs of a globally changing world, all the while maximizing U.S. national security.

### The Need for Training

Changing global dynamics that have led to increasing global interconnectedness now make it imperative for the U.S. government to develop and sustain a professional development program to meet a growing demand for international competency in governance operations. Expanding the curricula to the executive level along the IACP can be a positive step in accomplishing that goal. As a final rebuttal, Spikes and Stroup state from their work, "Competencies for Success in International Leadership in Challenging Times:" Let us put to rest the notion that a federal manager can do his or her work without the international skills, knowledge, and temperament required to do the public sector work. As our results show, 75% of the respondents incorporate some international factors into their work and responsibilities. To garner and enhance these capacities, we also must first adopt a culture of management training. The development of international capacities must become an integrated goal among leaders across government. As the results demonstrate, federal executives and their agencies also should take international competencies seriously because senior officials in the public sector perceive the need for it.

As the president is seeking new reforms on export controls, and as international cooperation is increasingly required in the defense acquisition world, the United States needs to remain globally competitive, relevant, and secure in this area. The threat of the United States being left behind and dominated in the global arena is far too great a risk to bear. Therefore, it is necessary for U.S. government executives to adapt to an international environment. Not doing so comes at great risk to our overall national security.

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Kwatnoski works in the OUSD(AT&L) Office of the Director, International Cooperation implementing the new International Acquisition Career Path and promoting international acquisition training. Goodwin, formerly a captain in the U.S. Army, also works in the OUSD(AT&L) Office of the Director, International Cooperation

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The authors welcome comments and questions and can be contacted at [richard.kwatnoski@osd.mil](mailto:richard.kwatnoski@osd.mil) and [gregory.goodwin@osd.mil](mailto:gregory.goodwin@osd.mil).

September 9, 2010

## **"New thinking, new resolve, and new optimism" characterize official opening of Norfolk Southern's Heartland Corridor**

(Reprinted by permission of NS/Target Media)

RADFORD, VA. - Norfolk Southern's Heartland Corridor - one of the most extensive railroad engineering projects in modern times and a template for public-private partnerships that strengthen the nation's transportation infrastructure - officially opened for business today.

A ceremony at the railroad's recently enlarged Cowan Tunnel near Radford marked the occasion, as Norfolk Southern Train 233 pulled through at 11 a.m. with a consist of 200 double-stack containers moving to the Midwest. Train 233 paused near the 3,302-foot tunnel's western portal, where it was greeted by the corridor's partners, designers, and builders, as well as news media and NS officers and employees.

"This is a remarkable achievement, and it marks a notable date in transportation history," NS CEO Wick Moorman told the group. "Together we have shown what can be accomplished when the right partners work together for the right goals. The Heartland Corridor's completion is not an end but rather the start of an era of new thinking, new resolve, and new optimism in which business, communities, and the public sector find creative ways to power the American economy."

The Heartland Corridor is a public-private partnership between NS and Virginia, West Virginia, Ohio, and the federal government to create the shortest, fastest route for double-stack container trains moving between the Port of Virginia and the Midwest. The new routing improves transit time from Norfolk, Va., to Chicago from four days to three and is nearly 250 miles shorter than previous circuitous routings.

To achieve that, NS raised vertical clearances on 28 tunnels and removed 24 overhead obstacles on one of its main lines connecting the Mid-Atlantic to the Midwest. Construction began in Oct. 2007 and involved modifying 5.7 miles of tunnels through roof excavation and liner replacement, arched roof notching, and track lowering and realignment.

The line dates back to the late 19th Century and traditionally has carried mostly coal traffic. Today, the Heartland Corridor improvements provide more capacity, speed, and reliability not just for coal trains but for the 20-foot, three-inch-high container trains that carry a diverse range of products required for international commerce and consumer demand.

On behalf of Virginia Governor Bob McDonnell, Secretary of Transportation Sean T. Connaughton said, "The

Heartland Corridor will significantly advance Virginia's economy and transportation network. This project will improve the economic competitiveness of the Port of Virginia and spur economic development in Southside and Southwest Virginia through new intermodal facilities. The strong partnership between Norfolk Southern and the Commonwealth continues to move Virginia into the future."

The Heartland Corridor and Norfolk Southern's other public-private partnerships, such as the Crescent Corridor program of improvements to infrastructure and other facilities through 13 states from Louisiana to New Jersey, also offer a number of social benefits.

"The U.S. Department of Transportation is proud to be a partner, along with Ohio, West Virginia, and Virginia, in making this historic project a reality. The Heartland Corridor will reduce highway congestion and fuel consumption, while improving air quality and transportation safety. For too long, rail has been the forgotten mode, but today's celebration shows it is more indispensable than ever as an integral part of our national transportation system. On behalf of President Obama and Secretary of Transportation Ray LaHood, we congratulate Norfolk Southern on its completion and inauguration," said Joseph C. Szabo, federal railroad administrator.

Today's program at Cowan Tunnel was one of three events related to the Heartland opening. An open house on Sept. 8 at the Rickenbacker Intermodal Terminal in Columbus, Ohio, highlighted the freight transfer facility that serves as the corridor's western anchor. A gathering on Sept. 13 in Prichard, W.Va., will feature one of the first eastbound intermodal trains on the route.

"Demand for rail freight service in the U.S. is expected to nearly double by 2035, and that's on a national transportation network that everyone agrees already is sorely stressed," Moorman reminded the Cowan Tunnel group. "As recently as several years ago, the crystal ball was too cloudy to provide a roadmap for meeting the coming challenges. Now, the Heartland Corridor provides a clear and workable vision of the way forward."

Norfolk Southern Corporation (NYSE: NSC) is one of the nation's premier transportation companies. Its Norfolk Southern Railway subsidiary operates approximately 21,000 route miles in 22 states and the District of Columbia, serves every major container port in the eastern United States, and provides efficient connections to other rail carriers. Norfolk Southern operates the most extensive intermodal network in the East and is a major transporter of coal and industrial products.

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Greater Hampton Roads Chapter  
SOLE – The International Society of Logistics  
Chapter Business Meeting Minutes



Date: Monday, 13 September 2010

Meeting Convened: 5:35 PM

Attendees:

- Charles Littleton, Chapter Chairman
- Carl Lilieberg, Admin Vice Chairman
- Rick Treto, Vice Chairman Treasurer
- Lee Morris, CPL, Education Vice Chairman
- Akalanka Warusavitharana, CPL, Professional and Technical Development Vice Chairman

(Brandon Cholek, our Membership Vice Chairman is on assignment in Afghanistan)

Our Vice Chairman for Finance went over our assets and monthly liabilities.

Charlie Littleton gave a brief review of major items discussed at the August International SOLE Conference, especially the need for all chapters to intensify strategic planning and active use of resources. He also noted the need to reach out to local agencies and area business and academia in support of active monthly meetings and chapter workshops/training activities. He also showed all the chapter awards received at the SOLE August International Conference.

Charlie then reviewed SOLE requirements for chapter timely and strategic Budget Planning. He then discussed a need to fix our website due to a software problem.

We then commenced our preliminary Chapter Budget discussion with Rick Treto first summarizing our current year budget. We then all discussed budget items for the 2010 to 2011 fiscal year, agreeing on a detailed list of expenditures for items all aimed at continuing our chapter's goals to further expand our Tidewater footprint and meet the needs of our many, varied logistical enterprises and organizations. We successfully agreed on a draft budget which we passed to our Treasurer for smoothing.

Next, we discussed actions for our planned November Mini-Workshop and a committee meeting was set for Thursday, 16 September.

There being no further items for action, we adjourned at 6:29 PM.

## **GHRC Executive Board Officers:**

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### SOLE Information

SOLE-The International Society of Logistics is a nonprofit professional society composed of individuals devoted to enhancing logistics technology, education, and management. For further information on SOLE or this chapter, contact any of the individuals listed on the front page of this newsletter.



(Reprinted from Air Force News, On Line)

Aircrew assigned to the 455th Air Expeditionary Wing fly meals to Pakistan as part of a humanitarian relief mission to assist more than 50,000 people July 31, 2010. To date, U.S. military helicopters and fixed-wing aircraft have transported more than 5.4 million pounds of relief supplies and rescued more than 13,000 people, delivering aid and providing transport to people who need emergency assistance. The aircrew is a part of an Air National Guard Unit deployed from Peoria, Ill. (U.S. Air Force photo/Staff Sgt. Christopher Boitz

## Pakistan flood aid tops 5 million pounds

9/13/2010 - ISLAMABAD, Pakistan (AFNS) -- U.S. military aircraft supporting Pakistan's flood relief efforts achieved a significant milestone Sept. 11, exceeding 5 million pounds of relief supplies delivered since U.S. military relief flight operations in Pakistan began Aug. 5.

To date, U.S. military helicopters and fixed-wing aircraft have transported more than 5.4 million pounds of relief supplies and rescued more than 13,000 people, delivering aid and providing transport to people who need emergency assistance.

Members of the 15th Marine Expeditionary Unit and 16th Combat Aviation Brigade are providing 30 helicopters to support relief operations. Eighteen U.S. helicopters are operating out of Ghazi Air Base in northern Pakistan, eight are operating out of Pano Aqil Air Base in southern Pakistan, and four helicopters are at Chaklala Air Base being prepared for follow-on missions.

Meanwhile, U.S. military C-130 Hercules and C-17 Globemaster III aircrews also have been providing airlift support to Pakistan. The C-17, the second-largest aircraft in the Air Force inventory, has the capacity to carry 90,000 pounds of supplies. Together with Marine

Corps and Air Force C-130s, these aircrews have delivered more than 2 million pounds of relief supplies to multiple locations throughout the country, including Skardu, Quetta, Jacobabad, Sharea Faisal and Gilgit.

U.S. flood relief support to Pakistan is being provided through a whole-of-government, interagency response. Relief efforts are being coordinated through the U.S. Embassy here, in full consultation with the Pakistan government, including Pakistan's National Disaster Management Authority and other agencies.

(Courtesy of U.S. Central Command Public Affairs)

## This Isn't Your Father's National Guard

by Sgt. Darron Salzer  
National Guard Bureau

(Reprinted from Air Force News, On Line)

9/9/2010 - ARLINGTON, Va. (AFNS) -- Since the attacks of 9/11, the National Guard has had to make some of the most dramatic changes in its 373-year history, a senior National Guard leader said in a recent interview.

"We have evolved and we have changed," said Maj. Gen. William H. Etter, the acting director of domestic operations at the National Guard Bureau. "In the past, the guard was a strategic reserve, and just like the name, it was held in reserve, waiting for the big one.

"Like any change, it was kind of insidious and started out small, so we may not have recognized it," he said.

The "big one" that would change the dynamic of the Guard would come in early 2003, when Operation Iraqi Freedom began after multinational forces, led by U.S. forces, invaded Iraq.

"What happened there was such a large demand for (American military) that the guard became a part of going overseas, and we're very proud of that and it's something that we don't want to stop doing," General Etter said.

About three-quarters of the National Guard members have deployed once, and 25 percent have deployed more than twice.

The guard feels like it's a battle-tested, hardened organization now, with many combat veterans," he said. "With that kind of experience level, it just makes for an extremely professional and capable (organization)."

The changes have been hard, and like with any change, there has been some turbulence along the way, but the guard members are proud of the changes that have been made, General Etter added.

This Isn't Your Father's National Guard (Continued)

"This has been a nation at war, and we've fought side-by-side with all of the other forces, and I don't think there's any looking back."

Because of the Cold War, the guard has often been referred to as a force of "weekend warriors," which is a title that no longer applies, as it gains more respect among active-duty forces.

"I know that as we work together as a team, and we see nothing other than being accepted as an equal partner on the team during the missions that we're on," he said. "Cultures take a long time to shift, but you've got a lot of combat veterans in the guard right now, and they know what they're doing."

When it comes to the future of the guard, General Etter said he is very confident of what the guard is capable of and where it is headed.

Where we are right now, we feel like we can continue indefinitely," he said. "Obviously nothing in the world stays the same, and if something were to happen to call us someplace else, it'd be a different story. But at the end of the day, we're going to do what we need to do."

Finally, General Etter said the guard is a great value for the country.

## Lead Free Army Electronic Components (Cont'd from Page 5)

"Due to the thousands of components that we buy every year, it is a significant problem that we must address and correct," said Frank Zardecki, Deputy Commander, TYAD. "Our folks have taken the initiative to set up a screening and testing process to alleviate any potential problems."

When the XRF determines that a given component contains less than 3 percent lead, this indicates that the component is lead-free. Then, lead is added to the materials. "At that point, we would want to re-tin the solder," Engel said. "Initially, this was done manually. Recently, we procured an automated soldering station that will allow us to re-tin a number of components at one time."

### Remediation Process

The re-tinning process, called remediation, is aimed at increasing the reliability of electronic components and removing risks associated with the use of lead-free materials. The idea of remediation is to remove the lead-free solder from those components and reapply a lead-based solder. "We want to provide assurance that equipment will not experience failure due to tin whiskers," said Rowe.

The difficulties surrounding the growth of tin whiskers are compounded by the fact that there is not a known length of time or set of specific identified conditions that cause them. "Tin whiskers can cause a short circuit," said Gino Spinos, Senior Technology Demonstration Scientist, CTC. "Academia and industry have done research of how tin whiskers occur, but the answer is not there yet."

Nevertheless, the XRF scanning at TYAD has proven worthwhile in reducing the percentage of lead-free electronics acquired by the Army. "What we found at Tobyhanna in 2007 was a 30-percent noncompliant rate for materials coming into the facilities," said Spinos. "Since that time frame, we have seen about 12 percent noncompliant materials as a result of using XRF and implementing different procedures to prohibit lead-free materials from coming in," said Spinos.

The idea of remediation is to remove the lead-free solder from those components and reapply a lead-based solder.

### Raising Awareness

Army planners are also hoping to raise awareness regarding the dangers of lead-free electronics through extensive education and training programs. For instance, TYAD uses a special database compiled to provide information on lead-free material, the Lead-free Surveillance and Analysis System (LSAS).

LSAS is a Web application, put together by the National Defense Center for Energy and Environment (NDCEE), that catalogs information about electronics, such as their elemental composition and thickness, along with details about the number of components scanned by XRF spectrometry.

"The NDCEE has been a leader in identifying and assessing the true nature of the lead-free supply chain challenge so it can be effectively managed and risks can be mitigated," said Tad Davis, Deputy Assistant Secretary of the Army for Environment, Safety, and Occupational Health and DOD Executive Agent for NDCEE. "While there is much more work to be done, I am proud of the Army's accomplishments to date, as well as the contributions of the NDCEE, in addressing this critical issue."

In addition, the Defense Acquisition University will launch a website in several months aimed at educating and raising awareness about the issue.

The Army is in the early stages of articulating a lead-free electronics policy that aims to capture lessons learned from the progress at TYAD and to implement a set of procedures across the service.

**KRIS OSBORN is a Highly Qualified Expert for the Assistant Secretary of the Army for Acquisition, Logistics, and Technology Office of Strategic Communications. He holds a B.A. in English and political science from Kenyon College and an M.A. in comparative literature from Columbia University.**