

THE MONITOR AND MERRIMACK



Newsletter of the
Greater Hampton Roads Chapter
District 02 – Chapter 03
SOLE – The International Society of Logistics
June 2008
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From the Chapter Chairman:

This month brings an exciting chance for all our chapter membership to participate in a joint meeting with our Tidewater Chapter of the National Defense Transportation Association. This will be a luncheon meeting, hosted by the NDTA, will take place off of Hampton Boulevard close to Terminal Boulevard and required advance RSVP by Friday, 6 June to allow for food preparation. All the details are on pages 5 and 6 of this newsletter. Our featured speaker will be Mr. Ken McGrew of the Virginia Port Authority whose topic is “Port of Virginia: Positioned for Growth”. With all the latest global logistics changes, this is sure to be a thoroughly informative and highly interesting insight into the impact of transportation developments on our local economy and workforce. Our thanks to Cris Toledo of the local NDTA chapter for working to make this joint meeting a reality!

Last month’s chapter meeting featured Charlie Littleton who spoke on SOLE awards programs. Please see the article covering the meeting on page 5. Charlie went over all the myriad of awards available to each chapter’s local logisticians and the requirements of each, stressing that actual SOLE

membership is not a requirement for many awards.

Our Chapter Elections ballots are now in the mail. Please take time to cast your ballot. We need a representative quorum of voters to finalize the annual election. We still have vacancies for Administrative, Professional & Technical Development and Logistics Education Foundation. Although it is too late for the election, anyone interested in these positions can still be post-election nominated if approved by SOLE Headquarters and a quorum of our membership.

The SOLE International Logistics Conference and Symposium takes place from August 17-21 in Orlando Florida at the Caribe Royale Orlando. The venue presents a great simultaneous family value, so please consider taking advantage of the superb event whose theme is “Logistics Transformation and the Global Economy” (Please see our Page 3 Calendar of Events for registration details.

Carl J. Lilieberg
Chairman

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Certified Professional Logistician Corner



The next CPL Exam
will be given in
May 2008

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 stock outs 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 holds 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.

Please see answers on page 3

Calendar of Events

ASNE	Dinner Meetings:	Every 3 rd Tuesday, Springhill Suites, Newtown Road, Va. Beach, (1800-1900 Social Hour); 1900-2030 Dinner and Program; Reservations: Mary Morgan (757) 495-1970.
	23-24 June 2008	The Road to the CG (X) at ASNE Day 200 The Hyatt Regency Crystal City, Arlington, Virginia Technical Director for paper submission at 703-836 6727 or dsteveson@navalengineers.org
SOLE	17-21 August 2008	SOLE 2008 “Logistics Transformation and the Global Economy”, 43 rd Annual Intl. Logistics Conference and Symposium, Caribe Royale Orlando, Orlando, Florida Registration: Phone: 301-459-8446 Fax: 301-459-1522 solehq@erols.com www.sole.org

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

June Management Committee Meeting

Our Management Board (Vice Chairs) will hold their monthly Business Meeting June 6th from 5:00 to 6:15 PM, at Life Cycle Engineering, 5301 Robin Hood Rd. Suite 108, Norfolk, VA. For directions please call Charlie Littleton 619-4910.

All interested members or local logisticians are invited to join us.

What's Wrong with This Picture?

Wayne Turk (Reprinted from *Defense AT&L*, May-June 08)

The project is grinding to a halt. You're behind schedule and over budget, your people are unhappy, and upper management is screaming for results. What's the problem? Could you, the program manager, be at fault? Or is it something else?

Let's take a look at some problems, considerations, and potential solutions. But let me say this first: There is no golden bullet, no single panacea for all problems. Even the same apparent problem on different projects can be different. Every project is unique, thus the solutions will probably have to be unique, too. Yes, there are fixes that may apply to many project problems, but how to apply them, in what combinations, with what intensity, and with whose help, if any, makes the final management solution basically one of a kind.

Budget Problems

Budget issues, sadly, are one of the common problems facing PMs today. The first question is who determined the budget. Was it set by someone outside the project, or did you, the PM, determine what was needed? Was it realistic from the beginning? Was it estimated based on similar projects, and if so, what makes your project different? Was there a thorough cost analysis? Did someone make a mistake somewhere? Or was it just a guess—a frequent source of budget problems? Where did the inputs come from? Was something overlooked? If you set the budget, were you trying to keep it to the minimum to make it more palatable/acceptable to upper management? What exactly caused or is causing the budget problem: equipment, personnel, testing, development problems, something else, or some combination? Once you have thoroughly examined where the problem lies, you can try to fix it.

Probably the simplest in concept, yet the hardest fix to execute, is to revise the budget. Finding additional sources of funding or adding funding can solve the problem, but your chances are slim in most cases unless your project is critical and has some highly placed champions. If you were wise, you included a management reserve in the original budget. It's time to dip into it.

Even the same apparent problem on different projects can be different.

If a revised budget is not possible, that means making other changes. Start with cutting out unnecessary requirements or even necessary ones whose absence won't ruin the project. You might want to try to find a cheaper technological solution.

Applying spiral or agile development techniques can sometimes help and may give you results that can lead to more funding for the next phases. Review and delay—or even cut—equipment purchases. You could always take the draconian step of cutting people. But keep in mind that either of the last two could impact your schedule. Here are some other suggestions that might help, although most are usually for staying within a budget, rather than correcting overruns:

- Don't allow scope creep unless the dollars accompany the new requirements, and even then, try not to allow it.
- Use earned value management in some form to track costs and compare them to planned costs.
- Project upcoming costs and revise them as changes occur.
- Consolidate tasks for cost savings.
- Don't use "gold-plated" requirements.
- Use cost-benefit analyses to help you make decisions.
- Don't waste resources on unnecessary work.
- Do things right the first time; rework is expensive in dollars and time.
- Prioritize requirements and tasks so you know in advance what can be cut if it becomes necessary.
- Scrutinize contractor and vendor invoices for errors.

Schedule Slips

The questions for schedule slips are essentially the same as for the budget. The biggest questions, of course, are what exactly caused the schedule slip and how you'll get back on track. Of course, revising the schedule to keep it realistic is the best answer, but there are other things that you can do. Usually the best way to compress a schedule is to consolidate as many of the tasks as possible or make them parallel rather than sequential. For example, it is sometimes possible in the software world to develop the software in modules. Work can proceed on multiple modules at one time. Then testing can be done on each module when ready, with final integration testing done at the end. Cutting out requirements is another way to shorten project time. Maybe the eliminated requirements can be added back in for later versions (assuming the project results in a product, rather than a service). Don't reinvent the wheel. Leverage previously developed work from other projects. Use things (documents, plans, techniques, products, software, etc.) that others have spent time and dollars developing or buying. Get more people involved or have some work contracted out. Naturally, this can impact

the budget. (Of course, you can always hope for divine intervention, but don't count on it!)

Here are a few other helpful hints:

- Consolidate tasks where possible.
- Don't accept or assign tasks that are unnecessary or allow scope creep.
- Give all tasks a timeline or suspense.
- Assign responsibility for each task to a specific person.

- Set up a tracking system for tasks, suspenses, and action items and review the status at least weekly.
- Don't delay completing tasks until the last minute.

People

People problems are the easiest to see, but it is sometimes hard to diagnose what the real problem is. As for fixing them, that takes time and effort on your part as the PM. The problems can be broken down into three sub-areas: personnel, relationships, and communications, with some overlap in the last two.

Start with personnel. Do you have enough people? Do you have the *right* people with the right skills? Do they have the training and equipment that they need? Are they working on the right tasks? Those are all problems that you as the PM must solve. You can get help from other departments, but you are the one in the hot seat.

Relationships are a slightly different story. Are your team members motivated? Are there conflicts? Can they be resolved? Are your management techniques the right ones for the situation? Disagreements can be caused by conflicting needs, styles, perceptions, goals, pressures, roles, and personal values, as well as unpredictable policies.

Conflict resolution is the topic for articles and books in abundance. There are also a ton of books and articles to help you with your management style and techniques.

Finally, in the people category of problems are communications breakdowns. Communication may be the most important part of project management. Make sure everyone is aware of what is going on. Communicate up the chain, with your peers, and with your team. Give your team members feedback on their work and on the project status and plans. Keep them informed about what is happening, what changes are occurring, and why. Discuss problems with your team and listen to what they suggest as ways to fix the problems—finding solutions doesn't have to rest on your shoulders alone. Keep your boss informed. Let him or her know what is happening with the project on a regular basis. And communicate with others outside your organization who need to be kept in the know. Good communication can both prevent and resolve problems.

Technology

Technology problems are usually unique to your project, but again, there are some questions that you can ask. Do you have the right technology? Do you have the right support equipment, and are you using the best software for the job? Do your people know how to use what they have?

(Continued page 10)

Joint Luncheon Meeting



&

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



**Tuesday June 10, 2008
11:30 – 1:00 PM**

**2nd Floor, Mariana Hall
Armed Forces Staff College
Hampton Bouvelard
Norfolk, Virginia**

Guest Speaker:

Mr. Jeff Keever

**Deputy Executive Director
Virginia Port Authority**

Topic:

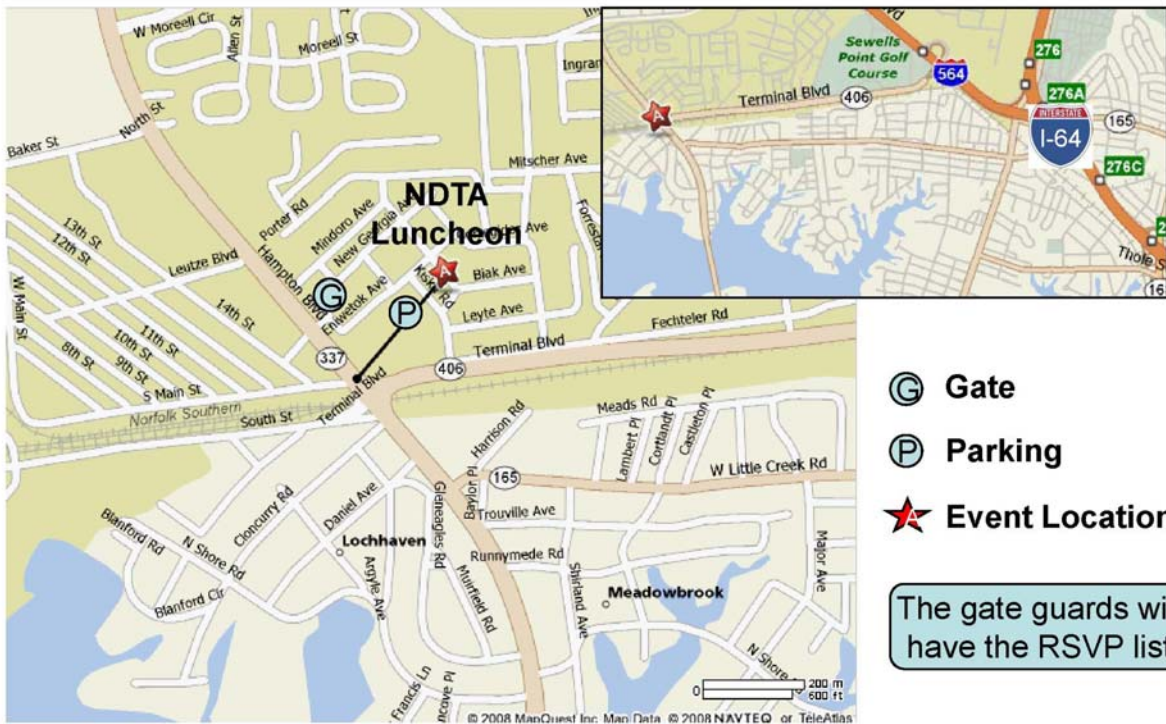
**Port of Virginia:
Positioned for Growth**

(Please Directions/RSVP next page)



Where: Joint Forces Staff College, Mariana Hall, 2nd Deck
Time: 11:30am to 1:00pm Cost: \$15.00, which includes lunch
Meal: Baked Chicken, Red Potatoes, Vegetables
RSVP: Paul VanHoosen, 757-444-4170 x302 or paul.s.vanhoosen@navy.mil

Joint Forces Staff College Mariana Hall, 2nd Deck



SOLE – The International Society of Logistics
presents

SOLE 2008

43rd Annual International Logistics Conference and Exhibition

[Caribe Royale Orlando, Orlando, Florida](#)

17 –21 August 2008

Workshops: 17-18 August 2008

Conference: 19-21 August 2008

LOGISTICS TRANSFORMATION AND THE GLOBAL ECONOMY

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at SOLE.org

SOLE - The International Society of Logistics is proud to present three full days of exciting, educational and topical proceedings, designed to provide logisticians from all countries a unique bridge to the future based on logistics transformation. Some of the world's leading subject matter experts will lead the conference attendees in addressing a broad spectrum of issues critical to understanding the significance of logistics transformation in today's economy.

Under the leadership of this year's General Chair, **Charles P. Nemfakos**, former Deputy Undersecretary of the Department of the Navy and elected Fellow of the National Academy of Public Administration, the conference has been structured to explore logistics transformation as it impacts on and is impacted by the global economy. The three-day symposium will – from both strategic and operational perspectives – horizontally examine the issues and relationships surrounding logistics transformation. Focal areas include:

- Human capital development
- Information transparency
- Asset visibility
- Industrial cohesiveness and productivity
- Penetrating global market share
- Technology capitalization
- Operating footprint maximization
- Inter/intra-enterprise integration
- Globalization

Day 1 (Tuesday, 19 August 2008) will lay the foundation for the conference by exploring **Infrastructure and Logistics Transformation**. From DoD, industry and academic vantage points, the presenters throughout the day will address the affects of transformation in all sectors on the global economy. Both organizational and physical infrastructure investments will be examined in their roles as critical components of logistics transformation.

Keynote Addresses: Setting the stage for the symposium, **Dr. Yossi Sheffi**, Director of the Engineering Systems Division at MIT and Director of the MIT Center for Transportation and Logistics, will address how a company's or organization's investments in resilience can be turned into not only competitive advantage but also insurance for survival and prosperity. Dr. Sheffi, author of *The Resilient Enterprise: Overcoming Vulnerability for Competitive Advantage*, will suggest both tools for companies to reduce the vulnerability of the supply chain they live in; and provide examples and methods that provide a rich set of lessons in preparing for and managing disruptions.

2008 SOLE International Conference and Exhibition (Continued)

- **Plenary Round Table – “Investing in Infrastructure.”** Moderated by **Charles P. Nemfakos**, senior executives from the private sector and government will discuss infrastructure needs in the global economy, future investments required, and the opportunity to affect these investments in a manner to deliver logistics transformation.

- Scheduled such that all conference attendees will be able to participate in both offerings, **Moderated Panels** will talk to the challenges in acquiring a talented government and industry logistics workforce capable of meeting the needs of the Department of Defense in the next decade.

-- **“Physical Infrastructure and the Global Economy”** will address – from an industry, defense and academic standpoint – some of the efforts ongoing to apply a systems approach to infrastructure investment decisions to extract maximum economic gains from logistics transformation.

-- **“Organizational Infrastructure and the Global Economy”** will address the impact of transformation on the organization, the role of the logistician in that transformation, and the affect of the transformation on the individual, the organization and the global logistics enterprise.

- Concurrent **“Best Practices” Paper Presentations** will focus on such infrastructure issues as adaptive planning as part of a transformative organizational culture; business process modeling for logistics agility and flexibility; enterprise resource planning systems integration with engineering systems; relationships between design/produce and support; the importance of a transformative logistics infrastructure in disaster preparedness and response; and matching logistics chain output to enterprise requirements

Day 2 (Wednesday, 20 August 2008) Capitalizing on both the global focus of the conference and the participation of presenters from the EU, Asia-Pacific rim, Africa and the US, Day 2 (Wednesday, 20 August 2008) will provide the framework for the process of logistics transformation, and includes:

- **Plenary Round Table – “Global Aspects of Logistics Transformation.”** The need for agility, transparency and robust communications that drives logistics transformation in industry is equally critical to transforming national security and defense operations. Moderated by **Louis A. Kratz**, Vice President and Managing Director, Focused Logistics Enterprise, Lockheed Martin, senior military logistics leaders from Australia, Singapore, Taiwan and the United Kingdom will share their experiences and views on their countries' defense logistics transformation initiatives.

- Day 2's **Moderated Panels** will explore the need for leadership to make workforce development investments, to include establishing a culture conducive to both organizational and individual transformation.

-- **“Continuous Process Improvement to Achieve Logistics Transformation”** will be addressed by industry, DoD and NASA representatives currently faced with the challenges inherent in transforming logistics processes to support major mission and operational changes.

-- **“Human Capital Development as a Prerequisite for Logistics Transformation”** will focus on minimizing the paralysis and resistance that occurs when faced with the significant organizational and cultural changes that are required for or arise from logistics transformation;

Day 3 (Thursday, 21 August 2008) With the theme focusing on technology as a driver of logistics transformation, Day 3 (Thursday, 21 August 2008) will address not only the impact of technology on logistics transformation, but also the impact of logistics transformation on the development of technology.

- **Plenary Round Table – “The Global Economic Trends Driving Logistics Transformation.”** Moderated by **Michael A. Dignam**, President of Lockheed Martin's PAE Group, senior executives from the private sector and government will discuss the interrelationship between the enhancements in productivity brought about by logistics transformation and the resultant economic security.

2008 SOLE International Conference and Exhibition (Continued)

- The conference's morning **Moderated Panels** will provide insights into advancements in technology to support both logistics transformation and – ultimately – global sustainability.

-- "**Transformational Advancements in Logistics Technology**," where the panelists will focus on the technologies that are driving and/or being driven by logistics transformation initiatives within the defense, space and commercial sectors.

-- "**Logistics for Global Sustainment**," in which the panelists will address the logistics transformation focus necessary to enable global sustainment, both near- and long-term.

- Concurrent "**Best Practices**" **Paper Presentations** will conclude the technology discussions. Presenters will offer their insights into the confounding effect of information in establishing flexible supply chains, trade-offs through technology and best practices to achieve sustainable logistics, and applications of digital modeling tools that save time, effort and dollars.

Setting the stage for SOLE 2009, SOLE 2008's General Chair, **Charles P. Nempfakos**, will end the conference's technical program with a Closing Plenary on **The Logistics of Global Security**. Senior leaders from industry, defense and academia will explore how logistics transformation serves as a platform for not only national but also global security – both economic and physical.

Exhibit Hall: Underlying all dialogues/presentations and the exhibitions are the themes of logistics technology development for organizational transformation and human capital development.

The Exhibit Hall will open with a reception on Monday evening and will close Wednesday afternoon. Major providers of logistics products and services – from the government and private sectors, as well as academia – will demonstrate their capabilities. To ensure optimum access to these displays, the Reception on Monday, lunch on Tuesday and Wednesday and refreshment breaks will be held in the Exhibit Hall.

Workshops: As in the past, pre-conference technical workshops will be presented on Sunday and Monday. Workshops currently scheduled include:

- **Interdependency and Resilience: Exploring the Potential of the New Voluntary Business Preparedness Certification Program** (4 hours, Sunday AM, 17 August 2008)

Recent US federal legislation requires DHS to establish a voluntary business preparedness accreditation and certification program. This workshop will explore the program's potential impacts from individual enterprises to the global economy. Specific topics will include: (1) legislative provisions and status of ongoing program development, (2) how the program should be designed and implemented in order to build on existing standards and best practices in the areas of logistics and supply chain management, and (3) the program's potential to promote resilience among interdependent global logistics systems. The workshop will be led by Dr. Matthew C. Statler, Associate Director, International Center for Enterprise Preparedness (InterCEP) at New York University (NYU), an academic research center currently seeking to gather private sector inputs and communicate them to key program stakeholders.

- **Reliability for High Consequence Systems** (4 hours, Sunday PM, 17 August 2008)

This workshop, led by Drs. Robert Cranwell and George Sanzero of Sandia National Laboratories, will provide attendees with case studies and strategies for the successful design for reliability for critical high consequence systems. The focus will be on those critical capabilities to support system efforts: modeling and simulation, optimization algorithms, establishment of data bases, data uncertainty characterization, and training and technical support.

- **Developing the Lean Six Sigma Champion** (8 hours, Monday, 18 August 2008)

Lean Six Sigma Champions are critical to any successful Lean Six Sigma deployment. They ensure projects are aligned with the strategic level business objectives, influence the speed of implementation through prioritization, assignment, and tracking of projects to successful completion. Conducted by Martin (Marty) Sherman, Director of the Defense Acquisition

2008 SOLE International Conference and Exhibition (Continued)

University's Lean Six Sigma Learning Center of Excellence, this course will cover: Introduction to Lean Six Sigma, Practical Exercise, Champion roles and Responsibilities, Project Selection, and Tollgate Reviews. In addition to the SOLE training certificate, attendees will be issued a "Lean Six Sigma Champion" certificate from DAU. All workshop participants will receive copies of both "The Lean Six Sigma Pocket Toolbook" (George, Rowlands, Price and Maxey; McGraw-Hill, 2004), and "What Is Lean Six Sigma?"

• *Weapon System Maintenance and Sustainment Enterprise Modeling* (4 hours, Monday AM, 18 August 2008)

Led by LMI Research Fellows Andrew J. Ogan and Kiana J. Moore, this workshop will familiarize participants with the maintenance decisions and potential support issues involved in sustainment support. Using an interactive game that simulates the effects of weapon system maintenance decisions on both operation and system support costs, participants will be divided into teams to facilitate discussion and learning. These teams will make decisions as the senior managers of the repair enterprise for the fictitious Zephyr system as operations are underway in three theaters. Players will progress through four periods of play and observe and discuss the results of their decisions after each period. While other aspects of sustainment are modeled within the game, the primary emphasis is on fundamental maintenance decisions and their outcomes. Attendees will take away from the workshop an increased understanding of maintenance policy decisions.

Special Events: A number of special events are planned, including the Opening Reception and book signing on Monday evening in the Exhibit Hall, a Welcome Reception on Tuesday evening, and both the President's Luncheon and the annual Awards Banquet on Thursday. Keep checking the SOLE Web Site at www.sole.org for more details about the SOLE 2008 Technical Program and Workshops.

Registration & Exhibits:

SOLE - The International Society of Logistics

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What's Wrong with This Picture? (cont'd from page 4)

With the right technology (if your project is developing new technology) you can reap benefits for the users. Going the wrong direction can be a waste of time and money. Weigh the risks carefully. Are the benefits and costs worth it? Be realistic in the considerations. Using the right support technology and software can save time and money. However, your people have to know how to use it, and it has to be right for the project. Don't buy equipment or software because you think it is neat or because others are using it. Ensure that it is appropriate for your project. And if you can piggyback on another project and share their equipment and/or software (legally), do it.

And the Myriad Other Problems

There can be a myriad of other problems for a project.

The following are just a few of the most common problem areas:

- Bad, vague, or unrealistic processes or having bad or overstructured processes
- Unintended consequences of actions or decisions requirements
- Poor risk management

- No configuration management
- Not having good, repeatable
- Vendor or contractor problems
- Outside influences, such as pressure from upper management or another agency.

Don't Panic

Every project has problems at some point. As a professional PM, you have to look at the problems rationally. There is no room for panic or rash decision making. You have to find a solution or set of solutions unique to your project. You don't have to depend only on yourself. Turn to your team or even to outsiders for help or suggestions. Talk with others who have more experience and who have faced similar problems. They can provide good guidance on what went right (or wrong) when they attacked problems. Do some reading and research. There are plenty of books and articles that can help.

The best idea, though, is to plan and implement the project correctly from the beginning. Lay out the plans, get the right people, ensure that you have the funding (or adjust to the funding that you do have), make sure the schedule is realistic, and so on. Whether it is the organization of the project team, the project management plan, or some other aspect, designing and putting the right project activities into place at the right time can help minimize the problems. So think it out in advance.

The author welcomes comments and questions and can be reached at rwtrk@aol.com or .com

Turk is an independent management consultant with Suss Consulting. He is a retired Air Force lieutenant colonel and defense contractor and the author of Common Sense Project Management, ASQ Press. He is a frequent contributor to Defense AT&L.



Charlie Littleton gave a superb presentation summarizing the SOLE Awards Program. He reviewed all chapter awards, outlining their parameters and applicability to our membership and the Logisticians in our Greater Hampton Roads area. The chapter plans to be more active in spreading the word about this excellent way for logisticians of our chapter and in the Peninsula or Southside to obtain official recognition for their years of logistics efforts and direct support of SOLE.

GHRC Executive Board Officers:

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We're On the Web!
www.ghrc-sole.org

Workshop Updates:

The two workshops that look closest to the formation are the RCM Level I/II Certification and the Weapon SF Training session. The two workshops are still in the infancy stage of planning so please feel free to contact Charlie Littleton or Carl Lilieberg and let us know if you are interested. The chapter's web site will be posting more information as the plan develops

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.